

***OVERVIEW AND SCRUTINY BOARD
Overview & Scrutiny Committee
Agenda***

Date Tuesday 19 June 2018

Time 6.00 pm

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

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires 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 Lori Hughes at least 24 hours in advance of the meeting.
 2. CONTACT OFFICER for this agenda is Lori Hughes Tel. 0161 770 5151 or email lori.hughes@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 Thursday, 14 June 2018.
 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.

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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 OVERVIEW AND SCRUTINY BOARD
Councillors McLaren (Chair), Ball, J Larkin, Leach, Taylor, Toor, Williamson and Sheldon

Item No

1 Appointment of Vice Chair

The Overview and Scrutiny Board is asked to appoint a Vice Chair for the

Municipal Year 2018/19. The Vice Chair will chair the Overview and Scrutiny Board meeting in the absence of the Chair.

2 Apologies For Absence

3 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.

4 Urgent Business

Urgent business, if any, introduced by the Chair

5 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.

6 Minutes of Previous Meeting (Pages 1 - 10)

The Minutes of the Overview and Scrutiny Board held on 6th March 2018 are attached for approval.

7 Appointments to Outside Bodies, Co-opted Members for Education Matters and Health Scrutiny (Pages 11 - 12)

8 Minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee (Pages 13 - 22)

The minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee meeting held on 9th March 2018 are attached for noting.

9 Minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee (Pages 23 - 30)

The minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee meeting held on 13th March 2018 are attached for noting.

10 Minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee (Pages 31 - 44)

The minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee meetings held on 20th February 2018 and 20th March 2018 are attached for noting.

11 Deprivation of Liberty Safeguards (DoLS) Update (Pages 45 - 56)

12 Business and Investment Review Update (Pages 57 - 78)



13 Overview and Scrutiny Draft Annual Report for 2017/18 (Pages 79 - 98)

14 Overview and Scrutiny Board Work Programme 2018/19 (Pages 99 - 104)

The Board is requested to comment and note the Overview and Scrutiny Board Work Programme for the 2018/19 Municipal Year.

15 General Exceptions and Urgent Decisions (Pages 105 - 106)

The Board is requested to note the decisions that have been taken under Rule 16 or 17 of the Council's Constitution since the last meeting of the Overview and Scrutiny Board held on 6th March 2018.

If a detailed explanation is required and an officer is to attend the meeting to provide further information, please contact Constitutional Services by 12.00 noon on Thursday, 14th June 2018.

16 Overview and Scrutiny Toolkit (Pages 107 - 132)

17 Key Decision Document (Pages 133 - 142)

The Board is requested to note the latest Key Decision Document.

18 Date and Time of Next Meeting

The date and time of the next Overview and Scrutiny Board will be Tuesday, 24th July 2018 at 6.00 p.m.

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OVERVIEW AND SCRUTINY BOARD
06/03/2018 at 6.00 pm



Oldham
Council

Present: Councillor McLaren (Chair)
Councillors Dean, Goodwin (Vice-Chair), Toor, Williams and Harkness

Also in Attendance:

Lori Hughes	Constitutional Services
Neil Crabtree	Head of Service - Public Protection
Merlin Joseph	Interim Director of Childrens Services
Maggie Kufeldt	Executive Director - Health and Wellbeing
Andrew Sutherland	Director of Education and Early Years
Joe Davies	Interim Assistant Director - Commercial

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors A. Hussain, Larkin and Williamson.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the Overview and Scrutiny Board held on 16th January 2018 be approved as a correct record.

6 **MINUTES OF THE OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

RESOLVED that the minutes of the Performance and Value For Money Select Committee held on 14th December 2017 be noted.

7 **MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA) ECONOMY, BUSINESS GROWTH AND SKILLS SCRUTINY COMMITTEE**

RESOLVED that minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee meetings held on 10th November 2017, 8th December 2017 and 19th January 2018 be noted.

8 **MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA) HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**

RESOLVED that the minutes the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committees held on 16th November 2017, 13th December 2017 and 15th January 2018 be noted.

9 **MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA) CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE**

RESOLVED that the minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee meetings held on 21st November 2017, 19th December 2017 and 16th January 2018 be noted.

10 **REVIEW OF VIRTUAL SCHOOL ANNUAL REPORT AND AUTUMN TERM UPDATE**

The Board gave consideration to an overview and update on the role of the Virtual School and recent educational outcomes for Oldham's Looked After Children.

The role of the Virtual School was to promote the educational achievement of Oldham's Looked After Children (LAC) whether they were educated in Oldham or elsewhere in Great Britain. Following amendments made to the Children and Social Work Act 2017, the statutory duty of the Virtual School was expanded to cover 'previously Looked After Children'. The changes would become statutory at some point in 2018. Under the new guidance there was a greater emphasis on supporting emotional wellbeing and mental health and understanding attachment needs and the impact of trauma. The Virtual School worked collaboratively with a range of professionals and agencies involved in supporting the needs of Looked After Children ensuring that education needs remained a high priority as a proven link to improving life chances.

The Corporate Parent Panel acted as the governing body and critical friend of the Virtual School to promote high standards of educational achievement and supported the challenge to schools.

The outcomes in 2016 varied across the key stages and were outlined in the report.

Members were informed of Personal Educational Plans (PEPs) which formed part of every Looked After Child's care plan and was completed every term. Oldham had moved to an electronic PEP (ePEP). This was completed by the Designated Teacher and Social Worker. The benefits and challenges of the ePEP were outlined in the report.

Members were informed that the Virtual School Headteacher had redesigned work, set a comprehensive plan which had demonstrated a significant impact and was building strong relationships with the schools. The Corporate Parent Panel was strong and support was continually improving. The increase in the number of Looked After Children (LAC) was noted. Performance around areas of development had improved. Key Stage 4 was still a challenge but this related to all data and not just LAC. Reallocation of resources was highlighted. From April 2018, the funds were increasing, negotiations would be made with the schools for the distribution of resources to allow targeted support and interventions where it had the biggest impact.

Members asked about the challenge at Key Stage 4 and it was clarified that performance was across the piece. There was a cultural challenge across the borough. Other challenges included engagement and attendance. Personalised support was offered and was key. Supplementary curriculums were being added as well as opportunities around mental health support and health and wellbeing. Three mental health officers were being recruited to help schools as well as additional training for teachers to provide an understanding of the physiological impact and identify social emotional challenges. Another element being developed was around a sporting/physical offer to improve health and wellbeing.

Members asked when the next inspection was due and the number of exclusions compared to other authorities. It was explained that the next inspection was due soon and lot of work was ongoing to prepare. The number of exclusions were not far from the Greater Manchester average and permanent exclusions had reduced.

Members asked about concerns with the growing number of Looked After Children, if there was a solution to get to a reasonable level or would it grow. It was explained that the increase was due to the local authority identifying support, if it reduced there would be concerns if the authority was focussed enough. It was complicated as to how targets could be set.

Members asked about intervention with families with the level of austerity. It was explained that Children's Services was being resourced and partners carried out interventions which the Council had recognised as investments had been made.

Members sought and received clarification on how the ePEP worked and an app would be developed in the future. Members asked about additional support to children from BME communities and languages and it was confirmed that funding had been received to support work across the borough in that area. The detail was still being developed.

RESOLVED that:

1. The report and update on the Virtual School be noted.
2. An update on the Virtual School be received in 12 months' time.
3. Any Ofsted results be reported in a short briefing note to the Overview and Scrutiny Board during the next municipal year.

11

CHILDREN'S SOCIAL CARE 'GETTING TO GOOD' IMPROVEMENT PLAN UPDATE

The Board gave consideration to a report which detailed progress of the improvement journey Children's Services had been on since the Ofsted Single Inspection Framework (SIF) inspection in 2015. A review had taken place earlier in 2018, the final report had not yet been submitted but the Board were informed of headline findings.

In response to the judgement and recommendations from Ofsted, an improvement plan had identified key actions to deliver improved outcomes. The activity and developments as outlined in the report had been delivered against rising demand. Since June 2017, the number of children on child protection plans had increased by 17.8% and the number of Looked After Children had risen by 5.3%. A key change had also been the new inspection regime introduced by Ofsted which meant that future inspections would be completed under the Inspection of Local Authority Children's Services (ILACS) framework.

Members were informed of progress on the improvement priorities as identified to the Board in June 2017. This included reduction of caseloads per social worker, more team managers, reduction in the number of agency staff; and turnover rate was down. With regard to practice and recording, there was some improvement needed. Strong progress was noted in the safeguarding unit. Some process of recording also required improvement. Quality assurance framework had been embedded as well as a significant amount of auditing around casework. Domestic abuse was highlighted as a key issue and there was an emerging priority around children missing from education with a number of whom were educated at home and where schools had encouraged home education. A draft plan would be available at the end of April. Members were informed of another Ofsted two day inspection week during week commencing 12 March and this would form part of the update.

Members asked for a view on the rating expected and it was clarified that it would probably be "requires improvement" due to the challenges around demand and high caseloads.

Members asked if there was capacity to deliver more in-depth training, clarification on a 7-minute briefing and how home educated students were monitored. It was clarified that a range of training had been identified and this would be provided by the Council's own development services as well as outside suppliers. The challenge was the release of staff. It was also

clarified that the 7-minute briefing was a short and quick way to get learning out to the workforce, i.e., what they needed to know quickly. A contract provider had been established for the monitoring of home education which included the nature of the provision, a range of indicators and best value.

Members remarked about staff retention and asked if budgets allowed for the recruitment of more staff. It was clarified that there were significant pressures in Children's social care. Investments had been made to upgrade pay and recruit more social workers which had made a difference. The number of looked after children and deprivation was raised. Demand would need to be established before permanent investment was made. Members commented on the high caseloads of social workers and were informed that the review had found that morale and confidence of staff was good and support was received from other agencies. There was good participation in the Local Safeguarding Children's Board (LSCB). There were also regular meetings with the police and health agencies.

Members raised the issue of domestic abuse and it was clarified that intervention was made when abuse became apparent.

The Chair commented that this would be the Executive Director of Health and Wellbeing's last visit to the Overview and Scrutiny Board as she was leaving the Council on 20th March. The Board thanked her for the work she had done in Oldham and wished her well in the future.

RESOLVED that:

1. The report which provided an update on the Children's Social Care 'Getting to Good' Improvement Plan be noted.
2. A further report be received in the new municipal year following the sign-off by Ofsted.

12

UPDATE ON SOCIAL VALUES IN PROCUREMENT

The Board gave consideration to a report which provided an update on the implementation on the inclusion of social values into the commissioning life-cycle. The report outlined the background, principles and current status of the implementation and included details on the Council's Social Value Framework together with an example of a Contract Award Notice which identified some of the social values that would be monitored and measured over the course of this contract.

Work had continued on the implementation of the framework and a set of procurement principles had been developed to guide the approach to social value, which were aligned to the Oldham Plan. For each procurement opportunity over £5,000, a Social Value 'Opportunity Assessment' was undertaken. The level of cooperation from stakeholders remained variable and was slowly improving. It was also ensured that processes were compliant under procurement law. Responses were evaluated

and monitored. The social value element was appropriate to each tender.



Members queried the use of the CHEST System and local companies who felt they were inhibited in being able to access the system. Members referred to the system in Preston whereby use of local businesses had grown with more money being spent locally. Members had received representations from companies who were unable to bid. It was clarified that work was ongoing to encourage local companies to bid and develop their capability to bid on contracts. Members raised the road surfacing contract whereby two companies bid on the contracts and asked if the Council was getting good value. Members were informed that this would be reviewed. Members asked that the organisation's approach be reviewed to encourage more Oldham companies to bid.

Members queried how values were measured and how realistic they were. It was clarified that there had been a lack of sophistication how questions were phrased and this was being reviewed to ensure that questions and responses reflected what could be measured as well as contract monitoring.

RESOLVED that:

1. The update on the Social Values in Procurement report be noted.
2. The ability of local companies to access the Chest system be discussed at the next Link meeting and a date be agreed to come back to the Overview and Scrutiny Board.

13

SELECTIVE LICENSING SCHEME UPDATE

The Board gave consideration to an update on the progress of the Selective Licensing Scheme. All designated Selective Licensing areas were in Year 3 of the 5 year scheme. Members were informed of the number of applications received and number of licences issued. Members were also informed that warning letters had been issued to properties where no application had been received. Members were informed that 26 landlords had been prosecuted for failing to licence their rented property with another 143 cases where the landlord had received a warning letter but not yet submitted an application.

Members were informed of the timeline of the application approval process through Greater Manchester Police and Licensing. Members were informed of findings and work being completed around warrants which included work with Immigration Enforcement and United Utilities where tenants had tampered with electric and gas supplies.

Members were also provided with an update on the management of properties and condition audits.

The Housing Act 2004 stated that the operation must be reviewed from time to time. In addition, government guidance stated that after a making a designation, local housing authorities must continue to monitor designations to show that the desired effect was being achieved. A review would be carried out and compared with analysis from previous year on the criteria as set out in the report. It was felt that progress had been made. The scheme may need to be extended to other areas in other years. It was recommended that a workshop be convened to that a full review could be commissioned.

Member expressed disappointment on the number of applications, and expressed concern on the staffing levels required to maintain the services. The Selective Licensing Scheme also needed to link with the Housing Strategy and Homelessness.

RESOLVED that:

1. The progress on the Selective Licensing Scheme be noted.
2. A workshop be held on Thursday, 22 March 2018 at 5.00 p.m.

14

COUNCIL MOTION: COMBATTING ACID ATTACKS

On 8th November 2017, Full Council referred a motion to the Overview and Scrutiny Board which requested that Trading Standards and retailers' associations examine merits and practicalities of the introduction of a voluntary schemes related to the sales of corrosive products which contain acids or ammonia to under 21 year olds in advance of future legislation.

The Home Office had announced a new action plan aimed at the reduction on the number and impact of acid attacks. Given the widespread availability of products which contained acids, there was no identifiable group to consult. It was understood that Government had consulted nationally on this issue. It was confirmed that there were ongoing discussions related to the regulation of acid sales. The Counter Terrorism Team advised raising the issues at a local resilience forum rather than introducing a scheme at this time.

Members were informed of the plethora of products available. The enforcement powers were with the police. Three changes were proposed related to restrictions on the sale of acid to members of the public; new criminal offences related to possession of acid; and sentencing. Government was sponsoring the legislation but the timetable was not known. The problem needed to be tackled by national legislation. A voluntary scheme would need to be led by the Council which had resourcing issues.

RESOLVED that after taking into consideration the report and information provided at the meeting and the House of Commons Briefing Paper, it was agreed that a voluntary scheme not be introduced at this time. However, the issue would remain on the

Overview and Scrutiny Board Work Programme and would be reviewed when legislation had been approved.



Oldham
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RESIDENT FIRST PROGRAMME UPDATE

The Board gave consideration to an update on the progress on the Resident First Programme and planned resident improvements. The report provided information on:

- Progress to date on Phase One of the Programme which included Flytipping, new website launched; Registrars; Highways; Revenues and Benefits; Contact Centre; Licensing; and In-Year Transfers.
- Benefits being seen by Phase One to date;
- Member engagement which included four member briefings;
- Financial position; and
- An overview of Phase Two.

RESOLVED that the update on the Resident First Programme be noted.

16

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

The Board gave consideration to the latest Overview and Scrutiny Board Work Programme for 2017/18.

Members noted that an update on Prince's Gate was not yet available as the report had not yet been agreed at Cabinet.

Members noted the outcome of the visit to the Department for Work and Pensions. A future visit would be scheduled in June or July 2018.

RESOLVED that:

1. The Overview and Scrutiny Board Work Programme be noted.
2. A future visit be scheduled with the Department for Work and Pensions in June/July 2018.

17

GENERAL EXCEPTIONS AND URGENT DECISIONS

The Board gave consideration to a decision authorised under Rule 17 of the Council's Constitution.

RESOLVED that the General Exception and Urgency Decision related to Earl Mill Business Centre be noted.

18

KEY DECISION DOCUMENT

The Board gave consideration to the Council's Key Decision Document.

RESOLVED that the Council's Key Decision Document be noted.

The meeting started at 6.00 pm and ended at 7.54 pm



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OVERVIEW AND SCRUTINY BOARD

Appointments to Outside Bodies, Co-opted Members for Education Matters and Health Scrutiny

Officer Contact: Director of Legal Services

Report Author: Lori Hughes, Constitutional Services Officer
Ext. 4716

19th June 2018

Reason for Decision

The reason for the decision is to gain approval from the Board for the appointment of elected members to the Outside Scrutiny Bodies for 2018/19, Co-opted Members for Education Matters and to the Health Scrutiny Committee.

Executive Summary

It was resolved at the Annual Council meeting on Wednesday, 23rd May 2018 that all appointments to the Outside Scrutiny Bodies for 2018/19 should be made by the Overview and Scrutiny Board.

Appointments

1. The following appointments be made by the Overview and Scrutiny Board:
 - a. Pennine Acute Hospitals NHS Trust - Joint Health Overview and Scrutiny Committee - 3 places (2 RA + 2 subs + 1 Main Opp + 1 ordered sub)

Labour (2)	Lib Dem (1)
Briggs	McCann
McLaren	H. Gloster (Sub)
 - Pennine Care NHS Trust – Joint Mental Health Overview and Scrutiny Committee – 3 places (2 RA + 2 subs + 1 Main Opp + 1 ordered sub)

Labour (2)
McLaren
Toor

Lib Dem (1)
Williamson
H. Gloster (Sub)

- b. GM Joint Health Scrutiny Committee – 1 place (RA + 1 sub)

Labour (1)
McLaren
Ball (Sub)

- c. GMCA Corporate Issues and Reform Overview & Scrutiny – 1 place RA
Nomination (GMCA Executive to agree final membership)

Labour (1)
McLaren

- d. GMCA Economy, Business Growth & Skills Overview & Scrutiny (GMCA
Executive to agree final membership)

Labour (1)
Leach

- e. GMCA Housing, Planning & Environment Overview & Scrutiny (GMCA
Executive to agree final membership)

Labour (1)
Larkin

- f. GMCA Overview and Scrutiny Substitute Pool Nominations (GMCA to agree
final membership)

Labour (2)
Goodwin
Ur-Rehman

Lib Dem (1)
H. Gloster

- d. Health Scrutiny Committee – 6 places (5 RA + 1 Main Opp)

2. The following be appointed Statutory Co-opted Members for Education Matters
(with voting rights):

Rev. Jean Hurlston, Manchester Church of England Diocese
Mr. V. Hall, Salford Roman Catholic Diocese
Mr. C. Maude, Parent /Governor Primary School
Vacant, Parent /Governor Secondary School

Recommendations

That the Overview and Scrutiny Board approve the appointments as outlined in the report.

Agenda Item 8

Item 4



GREATER MANCHESTER COMBINED AUTHORITY (GMCA) ECONOMY, BUSINESS GROWTH AND SKILLS SCRUTINY COMMITTEE FRIDAY 9 MARCH 2018 2PM, BOARDROOM, GMCA, CHURCHGATE HOUSE

- Present:
- Councillor: Michael Holly (in the chair)
 - Councillors: Susan Haworth (Bolton)
Roy Walker (Bury)
Chris Goodwin (Oldham)
John McCann (Oldham)
Kate Lewis (Salford)
Elise Wilson (Stockport)
Yvonne Cartey (Tameside)
John Holden (Trafford)
Barry Brotherton (Trafford)
Charles Rigby (Wigan)
 - Officers: Susan Ford (Statutory Scrutiny Officer, GMCA)
Simon Nokes (Executive Director Policy & Strategy, GMCA)
James Baker (CEO, Graphene Institute)
Alison Gordon (Assistant Director, Business, Innovation & Business Policy)
Michael Contaldo (Head of Innovation & Science Commercialisation)
Richard Jeffrey (Growth Company)
Annie Smith (Growth Company)
Emma Stonier (Governance and Scrutiny, GMCA)
- Apologies:
- Councillors: Ahmed Ali (Manchester)
Grace Fletcher-Hackwood (Manchester)
Cecile Biant (Rochdale)
Mark Hunter (Stockport)
 - Other attendees: Sir Richard Leese (Portfolio Leader Economy and Business)
 - Officers: Eamonn Boylan (Chief Executive, GMCA)
Jim Taylor (Portfolio Lead Chief Executive Economy and Business)

E15/18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ahmed Ali, Grace Fletcher Hackwood, Cecile Biant and Mark Hunter, Sir Richard Leese (Portfolio Leader Economy and Business), Eamonn Boylan (Chief Executive, GMCA) and Jim Taylor (Portfolio Lead Chief Executive Economy and Business).

E16/18 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

Item 4

The Chair informed Members that there was at present no further updates in relation to the collapse of Carillion. It was requested that, if available, an update was brought to the April meeting.

Following the last meeting the action log had been updated and outstanding actions followed up. The Chair noted his thanks to officers for this work and requested that if Members had any further questions these were sent to the Governance and Scrutiny Officer.

RESOLVED:

1. That a verbal update regarding Carillion was provided at the April Committee meeting if available.

E17/18 DECLARATIONS OF INTEREST

There were no declarations of interest declared at the meeting.

E18/18 MINUTES OF THE MEETING HELD 9 FEBRUARY 2018

The minutes of the meeting held 9 February 2018 were submitted for approval. The Committee requested the following amendments;

- That the date be amended to the 9 February, not 19 January 2018;
- That under item E11/18 on page 3, bullet point 4 the following sentence was added *'The Committee recommended that the GMCA should continue to be open to and learn from best practice from other authorities'*;
- That under item E11/18 the following was added as a resolution *'The Committee recommended that the GMCA should continue to be open to and learn from best practice from other authorities'*;
- That under item E12/18 the comments from the Committee relating to the GM Digital Strategy were added on the action tracker to ensure that it was clear whether these had been included or not in the final strategy;
- That under item E13/18 on page 8, paragraph 6 the following was added *'Members highlighted the importance of attainment at key stage level 2 and queried whether this should be included as a headline measure in the dashboard in priority 2'*;
- That under item E13/18 the action tracker included how the final GMS Performance Dashboard reflected the Committee's comments;
- That resolution 3 under item E13/18 was amended to read *'to note that the first full performance update will return to GMCA Scrutiny Committees in April alongside the refreshed GMS Implementation Plan 2018-20 and look forward to receiving the annual state of Greater Manchester report which will provide more detail about the inequality of outcomes between different groups'*; and
- That the following resolution was added under item 13/18 *'Officers to consider including attainment at key stage 2 as a headline measure in the performance dashboard'*.

The following comments were raised under matters arising;

- Resourcing for task and finish groups and whether one group per municipal

Item 4

year for each Scrutiny Committee was sufficient. Members were informed that this had been agreed by the Chairs and Vice Chairs of each Committee due to resourcing. The increase in the level of Scrutiny across GM was highlighted alongside the embedding of the Scrutiny Committees into governance arrangements. It was noted that Members resources and time commitments should also needed to be considered; and

- That topics this Committee had identified as being important should be included for consideration in the 2018/19 work programme.

RESOLVED:

1. To approve the minutes of the meeting held 9 February 2018 as an accurate record subject to the amendments outlined above;
2. That the action tracker was updated to reflect the amendments outlined above.

E19/18 GRAPHENE/ADVANCED MATERIALS

Simon Nokes, Executive Director Policy and Strategy, GMCA introduced the Graphene and Advanced Materials and welcomed James Baker, CEO National Graphene Institute. Graphene was noted as a key area which GM has invested in. Of particular importance is how the isolation of Graphene in GM can be commercialised and used to bring economic benefits to the city region.

The presentation highlighted the following;

- Graphene was discovered in 2004 at the University of Manchester;
- The time taken from discovery to the development of a usable product and the challenges posed by this were highlighted to Members. Graphene was still in the early stages of development;
- That through investment in the National Graphene Institute and the Graphene Engineering Innovation Centre (GEIC) developments were being seen as to how this could be translated into economic and commercial benefit;
- There was worldwide interest in Graphene due to its unique properties;
- The possible benefits of Graphene include industries such as aerospace and bio-medicine;
- This was a key area for the University of Manchester with over 300 researchers working on Graphene and other 2-D materials;
- That there was an increase in activity and the translation of graphene from science into real life products. Graphene was already being used in cycle tyres to make them stronger and the launch of a fell running shoe, developed by a GM company, later this year was highlighted;
- The upcoming launch of an Aerospace Strategy by the National Graphene Institute;
- Ongoing collaborative work with partners and industries to bring products to markets;
- The opening of the GEIC later this year which it is anticipated will lead to an acceleration of products coming to market due to its ability to pilot production and process the scale-up of graphene and related 2-D materials;
- GEIC focus was also to work with large companies, SME's and partners to scale-up graphene products and applications; and
- The vision of a 'Graphene City' to enable GM to capitalise on the benefits of

the discovery of Graphene at the University of Manchester.

In discussion Members raised the following questions and comments;

- The 'Graphene City' vision and ambition was welcomed and supported.
- Whether Graphene can be patented? It was confirmed that Graphene cannot be patented but ways of producing and selling it can be patented. This was highlighted as being crucial to attracting investment and capitalising on its discovery in GM. It was also noted that the University of Manchester were patenting production methods. Additionally Members were informed that a Science and Innovation Audit had taken place in GM which highlighted GM's core strengths in health innovation and advanced materials and that there combined specialisms created a unique market. The audit will feed into the development of the GM Industrial Strategy.
- Whether Graphene could be used in military applications in vehicles/ambulances to strengthen and enhance durability? Members were informed that this was theoretically possible and the challenges of moving Graphene from 2D to 3D, and into real life application, were highlighted. Research underway into using Graphene in medical rubber gloves to improve their strength was also highlighted to the Committee.
- That young people in GM should be informed and educated about Graphene and the opportunities this presented. It was also asked whether there were any educational activities taking place to inspire and make young people ready for potential opportunities? Challenges associated with this were highlighted to Members. The Graphene Institute had partnered with the Museum of Science and Industry (MOSI) to put on an exhibition and support school children to attend this. Additionally the Graphene Institute had produced a Massive Open Online Course (MOOC) course (equivalent to GCSE level) about Graphene for those who were interested in learning more. Professor Andre Geim and Professor Kostya Novoselov have also undertaken visits to schools and put on lectures at the Graphene Institute. There were a range of online resources on the Institute's website and it was agreed that these would be circulated to the Committee. Furthermore the Committee were notified of the upcoming launch of the Graphene Institute's Aerospace Strategy. Richard Branson was due to attend the launch and the potential this offered for extending the knowledge of Graphene to a wider cohort was highlighted. The fact that Graphene was not included in the current curriculum was also noted as presenting a challenge to increasing young people's knowledge. Work was underway to excite people's interest and a current project to produce a graphene car, and race this in the Abu Dhabi Grand Prix, was brought to the Committee's attention. A blog had also been produced and shared on social media which explained the potential of Graphene to reduce plastic waste. Members also commented that it was crucial to attract more girls to study STEM subjects so that future opportunities were available to them.
- Whether there was potential for Graphene to be used for bio-medical purposes? It was confirmed that research into bio-medical uses was taking place, however it was stressed that this was at very early stages.
- Does Graphene have the potential to create and store energy? Members were informed that it was an excellent conductor and store of energy and research into its use in batteries was being undertaken. Research into Graphene and other elements was required to ensure that a product could deliver both.

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- The importance of SME's across GM being aware of Graphene and its potential was commented on by Members. The Graphene Institute was undertaking work with the Growth Company in relation to industrial engagement. Additionally engagement with businesses around the GEIC was currently being considered and a membership model with different classes of membership was being investigated which could widen opportunities for smaller businesses around Graphene. A number of events were also being planned with local authorities across Greater Manchester.
- That the reference to carbon fibre and the process to development was a useful comparator to demonstrate the timescales involved from product discovery to real life application.
- What was considered the biggest risk to achieving the vision of how Graphene could be developed in GM and the UK? Members were notified that a lack of ambition regarding Graphene's potential, products not reaching the market quickly enough and business models were some of the risks which could potentially affect the delivery of the Institutes vision.

RESOLVED:

1. To note the presentation on Graphene/2D materials;
and
2. That the online resources available on the Graphene Institute's website were circulated to the Committee.

BUSINESS START UPS

Simon Nokes, Executive Director, Policy and Strategy GMCA, introduced a report and presentation which provided an update on current GM business start-up activity, survival rates and work on-going to improve them. Business start-ups were highlighted as being crucial to the GM economy and its growth and the work GM has been able to carry out with the support of European Social Funding (ESF) was emphasised as being a central part of this.

Richard Jeffrey, Director of the Business Growth Hub, Growth Company, gave a presentation on start-ups and key items highlighted were;

- GM's ambition was set out in the GMS with a target that there will be at least 5000 more business start-ups per annum by 2020 compared to 2015 levels;
- GM performs well for start-ups with the rates above national and regional levels;
- In recent years there has been a strong upward trend in rates of start-ups, this included rates for young people;
- Work was underway to look into the reasons why first year business survival rates have been dropping;
- The importance of the ability of businesses to scale-up and grow was crucial;
- GM has a range of programmes available to support people to start and sustain their business but it was emphasised that the majority of new start-ups do not access any advice. The results of a recent business survey undertaken in GM had suggested that those business who sought advice and support had a higher success/survival rate;
- Variation in start-up rates across GM were noted, with four areas being above

the UK average in one year survival rates. The importance of recognising local variation was also noted;

- GM's improvement in three year survival rates was above the rise seen in the UK as a whole, the North West and London;
- The GMCA was funding 5 business start-up programmes through its ESIF programme, these included; Growth Company Growth Start Up, Prince's Trust Excelerate Lab, Learndirect Start and Grow programme, Growth Company Start Smart and the GM Work and Health Programme;
- A range of business growth programmes have been funded by the GMCA and one of these programmes has developed a scale up programme called 'Spark 2 Scale'. This is a cohort based model which brings early stage businesses together to network and learn from one another. This programme has been highlighted as a national exemplar and two of its success stories; eLucid and ViewItUK were shared with the Committee; and
- Future planned activity included; the roll out of the Start Smart programme, the attraction of funding for the development of a new, coordinated programme that will bring together pre-start, start-up and scale up support in an integrated way and the convening of a Local Enterprise Partnership (LEP) task and finish group on Start Up and Scale Up which will produce set of recommendations.

In discussion Members raised the following questions and comments;

- Whether the rate of start-ups could be broken down via business sector and show sole traders vs. businesses which have potential for future growth? It was confirmed that there was the ability to differentiate between different types of business and identify those with growth potential. The ability to track growth in businesses that have received support was also highlighted as was richer data being available in future as the programmes grew. Officers would investigate the available data relating to break down by business sectors/sector split and provide an update to the Committee regarding this.
- Whether availability of appropriate premises for start-ups affected rates and sustainability? The increase of space across GM was highlighted, especially in locations which had received private sector support around Salford and Manchester. It was noted that availability of space was not consistent across all localities but an increase in space was being seen across GM. The example of the development of Ashton Old Baths in Tameside was used and the challenge of ensuring people were aware of existing space was mentioned.
- Whether the availability of local authority support for start-ups, particularly early on, had an impact on survival rates? The benefits of the Start Smart Programme in driving a more collaborative approach and improving consistency across GM were highlighted. Over the next year it was expected that reductions in variation across local authorities would be seen due to this funding. Work was underway with local authorities to identify their local priorities and how best practice could be rolled out was also being considered.
- Whether there was a correlation between statistics relating to higher start-up rates and lower survival rates? Officers confirmed that there was a general correlation between these figures; although there were variations to this in different areas. It was also noted that this was not unique to GM.
- Did start-up advisors make it clear that this route was not for everyone? It was confirmed that if it was felt there was not a realistic chance of a business earning sufficient income then clients would be advised that this may not be an

- appropriate route.
- It was highlighted that the experiences of young people in business should be included in future programmes and it was suggested that a young person's business panel could be one way that young people's views could be sought. Officers informed Members that this would be discussed with relevant colleagues and an update would be provided to the Committee.
 - Members asked what action was being taken to reduce the variations in support to start-ups and queried whether proactive outreach work into communities was taking place. The new Start Smart programme had a focus on outreach and a programme of events was currently in development. A deep dive was also underway with local authorities to develop localised plans. GM wanted to ensure that all local opportunities were fully explored and groups reached that might not otherwise engage. This work included start-ups.
 - Whether information was available on the number of employees employed by business start-ups? It was confirmed that the data included here was focused on individuals starting their own business, not companies moving into an area. Data was available which showed business which have grown over time but this had not been captured in this report. It was noted that the LEP task and finish group may also consider this question as part of their work.
 - The data shows two thirds of start-ups do not survive their first 3 years and it was asked whether it was felt that this could be improved or whether this was related to the nature of entrepreneurialism. The importance of ensuring that the right planning was in place to increase the chance of a business succeeding was highlighted as being critical; as was support for recognising when a business was not succeeding. The business support programmes in GM have been developed to offer a range of support to businesses and one of GM's ambitions was to increase business start-up survival rates.
 - Whether a google search of advice for start-ups would direct people to the Growth Company? It was confirmed that the Growth Company had a team which looked at this to ensure that the advice available could be easily found via an internet search. The Growth Company's success in the use of social media was also noted, as was the activity of their partners in this space. Additionally the Growth Company has been undertaking work with Google Garage to increase the number of people using this and to provide clients with a better understanding of social media.
 - Whether the LEP task and finish group referred to in section 4.3 would be looking at differences between minority groups as part of their work? As part of their work the Start-up Scale up task and finish group would be looking into understanding the spatial dimensions of start-ups. The group would make their final recommendations later in spring 2018.
 - It was requested that in future reports, if possible, the data distinguished between survival rates of those businesses who had taken support and those who had not.
 - Whether the new Start-Up Business support call referenced in section 4.1 had been released as expected in the first week of March 2018? Officers confirmed this had taken place.

RESOLVED:

1. To note the current and GMS target position re; business start-up rates;
2. To note the approach outlined to developing a coordinated start up offer within GM aligned to the GM Business Growth Hub;

3. To investigate whether data is available relating to break down by business sectors/sector split and update the Committee accordingly;
4. To consider the suggestion and provide an update on the feasibility of a young person's business panel to the Committee; and
5. To receive the report of the LEP task and finish group once available.

FUNDING FOR STRATEGIC PROJECTS POST 2020

Alison Gordon, Assistant Director Business, Innovation and Business Policy presented a report which provided an update and sought the views of the Committee on the proposed GMCA position on the new Shared Prosperity Fund. The Shared Prosperity Fund will replace the European Regional Development Funds (ERDF) and the European Social Fund (ESF) when the UK leaves the EU. How this funding was replaced was highlighted as being crucial to supporting GM's ambitions.

The following key items were highlighted;

- For the European Structural Investment Fund (ESIF) programme period 2014-2020 Greater Manchester has an allocation of £322.75m split across ERDF (£176.78m) and ESF (£145.97m). The funds focus on job creation and skills and employability;
- GM organisations have access to a range of transnational EU funding, including Horizon 2020 which GM Higher Education Institutes, particularly the University of Manchester have been particularly successful at bidding into;
- That clarity around future funding would not be certain until the nature of the final Brexit deal was known;
- The Ministry of Housing, Communities and Local Government (MHCLG) has been tasked to look into successor funding for ESIF and at this stage see replacement funding being designed to reduce inequalities and deliver sustainable and inclusive growth. GM believe that a formal consultation will begin on this in Autumn 2018;
- Principles GM wanted to be included within the Shared Prosperity Fund were outlined and included the following;
 - multi-year funding;
 - access to a place based single pot; ensuring that match funding was also available (the majority of ESIF funding has been matched against other 'domestic funding, such as Department of Work and Pensions (DWP) and Department of Business, Energy and Industrial Strategy (BEIS) monies);
 - Funding flexibility to enable funding is able to be used holistically for both capital and revenue purposes and to support innovations pioneered by GM in terms of the creation of local revolving investment funds and grants to meet the needs of the locality;
 - Devolved governance and a retaining of the current 'Intermediate Body' status, which enables GM to make strategic level decisions and advise on both value for money and deliverability of projects; and
 - Outcome driven funding as a principle of the Shared Prosperity Funding, enabling more space for innovation.
- State aid restrictions in any successor funding were noted as being critical and it was assumed that this would not be confirmed until the nature of the UK's future relationship with the EU was known.

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Members supported the GM approach and noted the importance of outlining and articulating GM's requirements at this stage. The Committee was particularly supportive of an outcome driven approach to funding and funding flexibility.

Further comments included;

- That it should be made clearer that there was a restorative approach to the delivery of programmes within GM; working with businesses, communities and individuals to drive delivery and achieve ambitions together. Officers supported this;
- That the disparity between investment in the North versus the South should be recognised by the Ministry of Housing, Communities and Local Government (MHCLG) and that consideration was given by the GMCA to raising issues with Government, for example land development and employment practices, that may have a negative effect on delivering the Shared Prosperity Fund. The focus of the fund on a reduction of inequalities within and between areas in addressing this was highlighted as was the importance of funding flexibility to deliver programmes tailored to local areas;
- The importance of transport investment alongside the Shared Prosperity Fund. Officers supported the importance of transport and infrastructure and explained that the way transport funding was received was different to the funding discussed here; and
- Support for social enterprises, co-operatives and small businesses should be articulated within the Shared Prosperity Fund. Officers confirmed this would be included in future iterations.

RESOLVED:

1. To note and support the GM Shared Prosperity Fund proposal;
2. That the GM Shared Prosperity Fund made clearer there was a restorative approach to the delivery of programmes within GM; and
3. That support for social enterprises, co-operatives and small business was included within the GM Shared Prosperity Fund proposal.

WORK PROGRAMME FOR THE ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

Susan Ford, Statutory Scrutiny Officer, introduced the work programme. The Committee were informed that a meeting of the Fair Economy and Fair Wages Task and Finish Group was arranged for Monday 12th March. At this meeting the consultation on the Employer's Charter will be discussed.

The Committee agreed to the addition of 'Working Well – Early Help Pilot' to their April Work Programme. A report is expected to be submitted to the Greater Manchester Combined Authority for decision at the end of April.

RESOLVED:

That officers add 'Working Well – Early Help Pilot' to the work programme for the April meeting.

**DRAFT GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
HOUSING, PLANNING AND ENVIRONMENT OVERVIEW & SCRUTINY
COMMITTEE, 13 MARCH 2018 AT 10.30 AM, GREATER MANCHESTER
FIRE & RESCUE SERVICES TRAINING CENTRE, CASSIDY CLOSE,
MANCHESTER M14 5HU**

Present: Councillor Lisa Smart (in the Chair)

Councillor Adrian Pearce (Tameside) – Substitute
Councillor Gill Peet (Tameside)
Councillor Hannah Roberts (Oldham)
Councillor Linda Robinson (Rochdale)
Councillor Bernard Sharp (Trafford)
Councillor Fred Walker (Wigan)
Councillor Elise Wilson (Stockport)
Councillor James Wilson (Manchester)
Councillor Michael Winstanley (Wigan) - Substitute

In attendance: Julie Connor (GMCA), Dawn Daly (Joint Veterans Alliance), Chris Findley (GMCA), Susan Ford (GMCA), Maura Jackson (Bolton Young Persons Housing Scheme), Dave Minshull (Joint Veterans Alliance), Pauline Towns (Community Volunteer) and Mike Wright (GMCA)

Apologies: Councillors: Councillor Michele Barnes (Salford), Councillor Lynn Holland (Wigan), Councillor Andrew Morgan (Bolton), Councillor Elaine Sherrington (Bolton) and Councillor Patricia Sullivan (Rochdale)

Officers: Eamonn Boylan (GMCA) and Anne Morgan (GMCA)

M49/HPE URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIR

There was no urgent business introduced by the Chair.

The Chair opened the meeting and welcomed all those present. Initially the meeting was inquorate. The Chair, in agreement with Members agreed to continue on this basis until one further Member joined the meeting. The agenda was reorganised accordingly, taking items for noting first. The meeting then became quorate at 10.45 am.

The Chair thanked Councillor Hannah Roberts (Oldham) who had volunteered to attend the Housing and Planning Commission meetings in due course.

M50/HPE DECLARATIONS OF INTEREST

There were no declarations of interest received at the meeting.

M51/HPE GREATER MANCHESTER SPATIAL FRAMEWORK (GMSF) UPDATE

A report was presented that provided an update on the GMSF. The report covered three main areas; publication of the existing land supply information; consultation on the Draft National Planning Policy Framework (NPPF) and publication of the new Sub National Populations Projections (SNPP) and Sub National Household Projections.

The brownfield land registers published by districts in 2017 would be collated alongside the rest of the urban land supply for publication at the end of March 2018. The overall land supply requirement was for sufficient land for 170k homes across Greater Manchester. Evidence would provide the opportunity to comment on land supply within the urban area. The NPPF consultation (launched on 5 March 2018 until 10 May 2018), that would provide further details on the proposed methodology for assessing housing need, would be brought to the Committee. It was confirmed that the 2016 based population projections would be released in May/June 2018 and the household projections in summer 2018, which would coincide with the publication of the next draft GMSF. Assumptions underpinning the draft GMSF would need to be re-considered.

In discussion, the main points raised were as follows:

- It was confirmed that once all information had been received, the urban land supply figures would be published by the end of March 2018.
- It was uncertain how district housing supply figures would be affected by the new methodology, it was dependant on the results of the consultation.
- It was clarified that in recent statements Government had set an ambition that 300,000 homes a year should be delivered across England. Over the period 2015 - 2035 Greater Manchester would need to find land to deliver over 200,000 homes. The precise figure would depend on the final methodology for calculating housing need (Greater Manchester's requirement) that the Government was consulting on. At the present time it was anticipated that Greater Manchester would need to deliver well over 10,000 homes/year across Greater Manchester if Greater Manchester was to meet the anticipated requirement, which was approximately 3% of the Government's ambition for England. The GMCA was set to publish* information on Greater Manchester's existing supply within the urban area, which would demonstrate that Greater Manchester could provide land for over 170,000 homes up to 2035. The need to look for land in the green belt would depend on the gap between Greater Manchester's existing land supply (plus some assumptions that could be made realistically) and Greater Manchester's housing requirement. * since the scrutiny meeting, this information has been published
- The NPPF draft consultation response (deadline 10 May 2018) would be considered by the Committee at the next meeting on 17 April 2018. Leaders would consider the draft response in early April 2018.

- In terms of impacts to areas that bordered Greater Manchester, there was a legal requirement for planning authorities to consult and a statement of co-operation was being produced. The response would take account of the need to work with authorities around Greater Manchester and strong relationships with neighbours were crucial.
- There was a national affordable housing definition. However, there was only a brief mention in the GMSF about social housing as responsibility for this rested with local authorities.
- Councils that consistently failed to deliver housing would be penalised. There was a 75% threshold for build rate. The Government could either take over an authorities planning function or the new home bonus could be lost.
- Government had not addressed developers building at their own rate once planning permission had been granted. More detail was needed about how any backlogs would be treated.
- To encourage delivery, planning permissions could be granted with time limited conditions. Penalties were being considered, by the Government for land banking.
- The Chair asked that a GMSF update be provided at the next meeting on 17 April 2018, as a briefing note.

- RESOLVED:**
1. That the report be noted.
 2. That the draft NNPF consultant response (deadline 10 May 2018) to be considered by the Committee on 17 April 2018.

M52/HPE TO APPROVE THE MINUTES OF THE LAST MEETING DATED 15 FEBRUARY 2018

The minutes of the last meeting dated 15 February 2018 were submitted for approval.

- RESOLVED:** That the Committee approved the minutes of the last meeting on 15 February 2018 as a correct record subject to Councillor Bernard Sharp (Trafford) being added to the apologies list.

M53/HPE HOMELESSNESS

The focus of this item was street homelessness, rough sleeping and the work taking place in Greater Manchester. A briefing note that provided rough sleeping data for Greater Manchester and England had been circulated to Members prior to the meeting. Rough sleeping was an important area and real issue of concern for Members and residents. At the suggestion of Members and to give a new approach, people who worked in the field had been invited to the meeting to provide an overview of the work they were undertaking. The Chair asked what they would change to make a difference and how the Committee could help support their work.

Each speaker provided a summary of their work, the key points were noted as follows:

Maura Jackson, Chief Executive (Bolton Young Persons Housing Scheme)

- The scheme was an independent charity, in its 26th year of operation in Bolton.
- The name of the scheme had recently been changed to Backup, which was more young person friendly and demonstrated their services were all about support.
- They provided temporary supported accommodation to people aged 16-25 in Bolton.
- They supported young people who were homeless with support needs by offering accommodation, emotional and practical help with the aim of enabling independent living. They provided eight different services/projects offering different services tailored to a young person's needs.
- 30% of people they accommodated came through the care system.
- The UK life expectancy of a homeless man was 47 and a woman was 43.
- The scheme was a managing agent and did not own any housing stock. They were social landlords and had at any time up to 123 young people in accommodation in Bolton.
- Early intervention was vital to ensure there were no long term issues such as substance abuse or homelessness.
- 85% of the budget was spent on staffing to support care plans.
- Backup had an 87-90% success rate of varied positive outcomes for young people.
- In six years the scheme had quadrupled in size with a portfolio of 123 units. Only five people had to be asked to leave last year. In 26 years nobody had been evicted.
- The scheme was the North West charity of the year in 2017. They employed six ex-residents.
- The main issues of concern related to welfare form and the impact of changes for young people.

Dave Minshull (Joint Veterans Alliance Limited (JVA))

- JVA was comprised of outreach Officers committed in supporting the veteran community and adults at risk who found themselves homeless or struggling in today's society due to sanctions in the Greater Manchester and Salford boundaries.
- They also offered a street soup kitchen facility three times a week in Salford.
- The organisation provided food, clothing, and sign posted support.
- They also offered assistance to those who were struggling from post-traumatic stress disorder (PTSD), combat stress and issues relating to drug/alcohol abuse and other mental health issues caused by aspects of life within society and conflicts.
- Their goal was for veterans and adults at risk to be able to live happily and independently.
- The longer a person was on the streets their issues with substance abuse and mental health issues deteriorated. Buildings were needed to get people off the street.
- Issues with Universal Credit would increase homelessness. Numbers were far greater than what was being reported.

- Policies and processes for dealing with homeless people throughout Greater Manchester should be consistent as people did not recognise borders and it is confusing.
- Affordable housing was an issue, paying for deposits and credit checks were all big issues.

Pauline Towns (Community Volunteer)

- “We Shall Overcome” was a national group in its fourth year, which answered the needs of local homeless people.
- The Station Hotel in Ashton-Under-Lyne, was the hub. It operated like a drop-in community centre.
- Food parcels, hot drinks, a dry sleeping bag or tent and advice on where to get a bed for the night were available. It is a 24/7 service.
- Homelessness numbers were growing astronomically. Universal Credit was having a massive impact.
- The long term homeless could not access housing. There was a big issue with substance abuse, professional care was no longer available. People were committing suicide due to their extreme circumstances.
- Infinity Initiatives are a community interest company, operating in Tameside who support those deemed to be vulnerable with multiple needs.
- It is a ‘catch 22’ for the homeless, a person could not get a job without a home and a person could not get a home without a job. Processes to manage this problem are over complicated and confusing.
- Benefits and sanctions were increasing homelessness and forcing people into criminality.
- Severe weather emergency funding should be reviewed and dispensed earlier.

The Chair and Members thanked the speakers for their powerful messages. The identified themes for change were:

- Welfare reforms and sanctions affecting young people.
- Affordable rent and issues with the affordability check.
- Availability of homeless hubs and agency visits to deal with issues.
- A review of care providers and their pricing structures.
- Impact of Universal Credit.
- Sweep provision and severe weather emergency fund dispensation.
- All policies and processes should be consistent across Greater Manchester.
- A review of care leavers and the services available.

The Homelessness Lead for Greater Manchester provided the Committee with an update on Greater Manchester led schemes, which included the social impact bond, the referral cut-off date was noted as October 2018, trailblazer programme, key points included the creation of a hub and a social lettings agency and the Greater Manchester housing first programme. In terms of the housing first programme, once the final funding settlement was understood, a report would be brought back to the Committee.

A question and answer session took place, which was noted as follows:

- What help was available to young people leaving the care system and what impact this had on districts was discussed. It was suggested that the GMCA look at standardising policies and provide commonality across districts. The GMCA had no homelessness duty but was working with districts to help co-ordinate. Work was underway to achieve commonality, there was a real opportunity to do things differently. New legislation, the Homelessness Reduction Act had resulted in districts committing to use the same information technology (IT) system. Through the Act, there was a duty on districts to prevent homelessness. It was suggested that Greater Manchester districts investigate if there was more that could be done.
- A discussion took place about help available for military veterans and what more could be done at an entry level. The Ministry of Defence (MoD), had started to prepare soldiers a year before their discharge. They were being prepared for modern civilian day life such as applying for housing and schooling. The scheme had been successful. However, there was still a generation of veterans already on the streets, which would take years to overcome. Veterans were helping veterans.
- A concern was raised about the 30% of care leavers accessing help through the Bolton Young Persons Scheme. It was suggested that the real figures, which experienced homelessness were even higher. Early intervention was required. However a number of projects and schemes due to austerity measures were no longer available. It was further suggested that a monitoring regime and a standard for providers to meet was required, there was a need for scrutiny. A review would be welcomed.
- It was suggested that the punitive sanctions regime, Universal Credit and benefit reforms attributed to homelessness where having a mayor impact. Mechanisms Councils could use to counteract the disadvantages to young people were discussed. The GMCA had a life readiness approach and the trailblazer programme was reviewing pathways relating to hospital and prison discharge. Councils were being asked to be creative about the ways they applied their discretionary housing payments to put people into accommodation and prevent homelessness.
- The rough sleeping data for GM and England was felt to be unrealistic. The data was unreliable and based on a Government counting system, it only provided a snapshot. A model being used in Barcelona was being considered to provide more realistic data.
- It was suggested that a task and finish group be established to discuss issues in more detail and share best practice.

In summary and as a result of the discussions and key points raised, the Committee agreed that the GMCA would be asked to consider the following recommendations for further work:

1. Note that the Committee supports and welcomes work on the Social Impact Bond and work to build homelessness hubs.

2. Notes the need to continue to lobby Government about the impact of welfare reforms and the impacts on housing and homelessness.
3. To request all Greater Manchester Councils to work collaboratively on simplifying processes and systems to achieve greater consistency.
4. That the Committee recognised that the GMCA had no direct homelessness duties. Councils would acquire a new duty to prevent homelessness and GMCA would assist in the discharge of this across Greater Manchester
5. The Committee requested that there should be a universal application of the emergency weather policies across districts.
6. That the GM Mayor to use his soft power to influence care leaving provision and that it be the same in each district.
7. That an inspection regime be established and a common set of expected standards be produced for hostel providers.

RESOLVED: That the GMCA be asked to consider the above recommendations by the Committee.

M54/HPE WORK PROGRAMME

Members noted the work programme that was considered at the meeting.

RESOLVED: That the report be noted.

M55/HPE DATE AND TIME OF NEXT MEETING

The next meeting would take place on Tuesday 17 April 2018 at 6.00 pm, Friends Meeting House, 6 Mount Street, Manchester M3 5NS

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Item 4

MINUTES OF A MEETING OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE TUESDAY 20 FEBRUARY 2018 6.00PM, AT CHURCHGATE HOUSE, MANCHESTER

PRESENT

Councillor Nathan Evans	Trafford Council (Chair)
Councillor Zahr Alijah	Manchester City Council
Councillor Luke Raikes	Manchester City Council
Councillor Ateeque Ur Rehman	Oldham Council
Councillor Neil Butterworth	Rochdale Council
Councillor David Jolley	Salford City Council
Councillor Yvonne Guariento	Stockport Council
Councillor John Bell	Tameside Council
Councillor Leanne Feeley	Tameside Council
Councillor Michael Winstanley	Wigan Council (Substitute Member)

ALSO IN ATTENDANCE

Andrew Lightfoot	Deputy Chief Executive, GMCA
Richard Paver	Treasurer, GMCA
Susan Ford	Scrutiny Officer, GMCA
Donna Parker	Governance and Scrutiny, GMCA
Nick Fairclough	Strategy Officer, GMCA
Claire Norman	Director of Communications and Engagement, GMCA
Councillor Angeliki Stogia	Manchester City Council

CI/32/17 APOLOGIES

Apologies for absence were received from Councillors Stella Smith (Bury), John McGahan (Stockport), Colin McLaren (Oldham), Debbie Newall (Bolton) and Tim Pickstone (Bury).

CI/33/17 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

There were no Chair's announcements or urgent business.

CI/34/17 DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

CI/35/17 MINUTES OF THE MEETING HELD 16TH JANUARY 2018

The Minutes of the meeting held 16th January 2018 were submitted for consideration.

Resolved/- That the minutes of the meeting held 16th January 2018 be approved as an accurate record.

CI/36/17 MEMBERSHIP

The Chair announced that Councillor Pam Stewart (Wigan) had resigned from the Committee with immediate effect due to ill-health and would be standing-down as a Councillor at the local Elections in May 2018.

CI/37/17 GMCA COMMUNICATIONS AND ENGAGEMENT UPDATE

Consideration was given to a report of Claire Norman, Director of Communications and Engagement, GMCA which provided an update on the progress since the completion of the GM Joint Scrutiny Pool's Task and Finish Group on Communications in February 2017. This report had been requested by the Committee as part of its Work Programme for 2017/18.

Councillor Angeliki Stogia from Manchester City Council and Chair of the GM Joint Scrutiny Pool's Task and Finish Group on Communications was in attendance at the request of the Committee.

It was reported that the Joint Scrutiny Pool's Task and Finish Group's findings were reviewed and unanimously adopted by the Scrutiny Pool at their meeting on 10th February 2017. They were then agreed by the GMCA and AGMA Joint meeting on the 24th February 2017. The final report was detailed at Appendix 1, for reference. The findings not only offered valuable insights into the way that the GMCA's work was perceived by internal and external stakeholders, it also helped shape the work which had taken place over the last year. The scale and scope of this piece of work was unique and was shared nationally.

The Committee were reminded of the recommendations in the original report and the activity which had taken place since then to develop the GMCA communications and engagement function.

In response, Councillor Angeliki Stogia made a number of opening remarks. First that it would be helpful to indicate what budget was available to support the GMCA's communications work, and whether this helped to explain why some areas of the work on communications had progressed more quickly than others. It was important to reflect on the communications team's successes, in particular the support for the mayoral priorities, the 100 day plan and a very proactive media presence. Second, more focus was needed on the Greater Manchester Strategy, and the high level messages about what the GMCA is trying to achieve. There is a still work to be done to improve the understanding of the public and local Members about the role of the Elected Mayor and his powers and how this linked to the local authorities. The lack of a narrative which clearly explained these points was a missed opportunity, locally, as well as regionally and nationally. Communications channels such council tax letters which had details of the Mayoral precept may be a good opportunity to explain this. Thirdly the importance of a communications strategy which clearly set out communications objectives, measures of success, alongside political leadership of communications was essential.

It was felt in the districts that there was a lack of information coming from the Mayor and the GMCA. In response, Claire Norman advised that the local authority communications teams had requested information on what had changed since the introduction of the Mayor on 8th May 2017 including the powers of the Mayor, GMCA and the local authorities that would be circulated accordingly.

A number of Members advised that they had been involved in the Joint Scrutiny Pool's Task and Finish Group on Communication and this had been a very comprehensive piece of work.

A Member raised the issue of the Mayor Precept it was felt that the Mayor would have to justify his role to the general public once they noticed the General Mayoral Precept on the Council Tax bill for 2018/19. There had not been a wider understanding by the general public that there would be costs associated with the position of the Elected Mayor. It was essential to provide straightforward information on what had been achieved and the benefits of an elected Mayor and the GMCA working for GM.

A Member requested clarity on the size of the GMCA communications and engagement team and how this compared to other Mayoral offices. In response, Claire Norman advised that the team consisted on 17 staff which included 2 apprenticeships. The team had come together by the merge of a number of organisations, namely, Greater Manchester Fire and Rescue Service, Police and Crime Commissioner's Office and the NHS. The team provided resources to the whole of the GMCA and this was difficult to compare to other Mayoral offices as they were all set-up differently.

A Member stated that the turnout from the Mayoral Election in May 2017 had been a modest 29% similar to turnout for a local election. The public's interest was often stimulated by the things that affected them directly in their own communities such as the consultation on the Greater Manchester Spatial Framework and the fact that the Mayoral General Precept that would take the overall rise in many council tax bills to over 5% and the local authorities had promised that this would not happen.

A Member sought clarity on how the consultation documents and strategies were being communicated across Greater Manchester. In response, Claire Norman advised that an online tool had been set-up and officers had been asked to share information with the local authority leaders and chief executives so they could re-circulate this information to their Members.

Claire Norman advised that the Communications and Engagement Team was in the process of creating a GMCA Communications and Engagement Strategy that would clearly set out communications objectives, measurable targets, and on how the team would support the GMCA and define where the GMCA would be in 12 months' time. In response, the Chair requested that the Strategy was considered by this Committee as part of the consultation process.

Resolved/-

1. That the content of the report, and comments raised, be noted.
2. That the communications team should progress all of the recommendations agreed by the GMCA in February 2017, as a number were still outstanding.
3. That the GMCA Communications and Engagement Strategy be submitted to a future meeting of the Committee for consideration prior to approval by the GMCA.
4. That the Committee be circulated with the current suite of communications products used by the GM communications team
5. That an update on the engagement of the Mayor with the local authorities is circulated to the Committee.
6. That measures around communication and engagement are incorporated within the GMS Performance Dashboard

CI/38/17 LIVING WAGE ACCREDITATION

Consideration was given to a report of Richard Paver, Treasurer, GMCA which provided an update of the progress of the GMCA's application to become an accredited Living Wage employer. This report was requested by the Committee at its meeting on 17th October 2017 (Minute CI/7/17 refers).

It was reported that on 3rd November 2017, the GMCA received confirmation of its accreditation as a Living Wage employer. This included all employees of the Greater Manchester Fire & Rescue Service, as well as teams based in Churchgate House. As a Living Wage employer, all of the GMCA's payroll employees must be paid the Living Wage, as defined by the Living Wage Foundation. On 6th November 2017, the Living Wage rose to £8.75 per hour, an increase of thirty pence on the previous figure. From 1st April 2018, the lowest local government hourly rate would be £8.50, set to rise to £9.00 in 2019. It is likely that the Living Wage Foundation's figure would continue to grow ahead

of this rate. All contractors who regularly work on the applicant's premises must be paid the Living Wage. Where this is not immediately possible, the GMCA had created a plan to work with contractors towards reaching this goal.

Greater Manchester Waste Disposal Authority (GMWDA) was due to become part of the GMCA from 1st April 2018 and will join the GMCA's accreditation at this time and work was underway to ensure that all payroll employees of the GMWDA were paid the Living Wage before this date. Baroness Beverley Hughes, Deputy Mayor for Policing and Fire, had also reported that she would be taking steps to ensure that Greater Manchester Police became Living Wage accredited as soon as possible.

Work had now begun on the creation of a Greater Manchester Employer Charter, which would be co-designed with businesses, public sector organisations and other employers across the conurbation.

A Member sought clarity on how GMCA becoming an accredited Living Wage employer had been communicated across Greater Manchester. In response, Nick Fairclough advised that the Mayor had made the announcement as part of the 'Living Wage Week' in 2017, and work would take place to communicate this further.

The Committee requested that there should be a measure relating to businesses becoming accredited Living Wage employers were included in the GMS Performance Dashboard. Also, to ensure that Greater Manchester was benchmarked against other cities.

Resolved/-

1. That the content of the report, and comments raised, be noted.
2. That the GMCA as an accredited Living Wage employer, be noted.
3. That the next steps, as detailed within the report, be noted.
4. That businesses become Living Wage employers were included as a measure within the GMS Performance Dashboard.

NOTE: AT THIS PART OF THE PROCEEDINGS THE MEETING BECAME INQUORATE AND THE MEETING CONTINUED AS INFORMAL AND THE LIVE STREAM CONCLUDED.

CI/39/17 GREATER MANCHESTER STRATEGY PERFORMANCE DASHBOARD

Consideration was given to a report of the John Holden, Assistant Director Research and Strategy, GMCA, which provided an update of the Greater Manchester Strategy (GMS) Performance Dashboard. This report was requested by the Committee at its informal meeting held on 14th September 2017.

The paper set out the approach used to develop the dashboard indicators, the indicators chosen and the rationale for choosing those indicators. Members were asked to provide

feedback on the dashboard and indicators used relating to this Committee's remit. Officers noted that they were happy to receive further feedback outside of the meeting.

The Committee welcomed the report and commented that the dashboard would provide a better understanding of performance in the round and would allow Members to drill into the detail of the 10 priorities. In response, Nick Fairclough, advised that the dashboard was intended as a flexible tool that would be further developed over time, in the event that new indicators and data become available, that were better placed to capture meaningful intelligence on GMS performance.

A Member questioned whether detailed data for each of the ten districts would be included as an appendix to performance reports. It was confirmed that this would be provided.

It was reported that the next update would be produced and presented to the three Overview and Scrutiny Committees in April 2018, and would include the first full report on GMS performance.

Action/-

1. That any further comments on the GMS Performance Dashboard, including feedback on specific indicators under each of the priorities, would be provided outside of the meeting;
2. That the committee wished to incorporate the following within the performance dashboard (mentioned in discussions of the previous two items):
 - The number of businesses becoming living wage employers
 - Measures to be developed by the communications team which will gauge the understanding of the Mayor and GMCA's work by the public and other key stakeholders.
2. That the intention to work with the University of Manchester's Inclusive Growth Analysis Unit (IGAU) to explore the distributional impact of the GMS, be noted.
3. That the first full performance update of the refreshed GMS Implementation Plan for 2018-20, be submitted to all the GMCA Scrutiny Committees in April 2018.

CI/40/17 TASK AND FINISH UPDATE

Susan Ford reported that at the meeting held on 19th December 2018 it had been agreed that a School Readiness Task and Finish Group would be established and councillors Zahra Alijah, Colin McLaren, Stella Smith and Yvonne Guariento had agreed to sit on this group. It had now been agreed that the group would focus on best practice of school readiness and visits would be arranged to best practice sites within Greater Manchester the group would work closely with the public sector reform team on this area of work. All Members were invited to attend the visits and further details on these would be circulated in due course.

It was also agreed at the meeting on 19th December 2017 to establish a Fire Task and Finish Group and councillors John Bell, Yvonne Guariento, John McCann and Peter Malcolm (substitute members) had volunteered to sit on this group. It had now been

agreed that this group would concentrate on performance of the Greater Manchester Fire and Rescue Service and how this was reported to the Committee, again looking at best practice from other organisations including other fire and rescue services.

Action/: That the update on Task and Finish Groups, be noted.

CI/41/17 WORK PROGRAMME 2017/18

The Committee received an updated work programme following comments and suggestions made at the last meeting.

Susan Ford reported that there had been a request for the Committee to consider an item on ‘Homelessness’ at the next meeting on 20th March 2018 and to allow this suggested that the item on ‘School Ready to Learn’ was deferred to the meeting on 18th April 2018. The Chair agreed to this request.

In conclusion, it was agreed that the work programme should be updated as follows:-

MEETING DATE	TOPIC	CONTACT OFFICER
20 th Mar 2018	Homelessness	
1.00pm	Performance of GMFRS	Dawn Docx, GMFRS
	Transition of the GMWDA to GMCA	Richard Paver, GMCA
18 th April 2018	GM Strategy Implementation Plan Update	Simon Nokes, GMCA
6.00pm	School ready to learn	Jane Forrest, GMCA
	GM Public Sector Apprenticeship Approach Update	Gemma Marsh, GMCA

Action/: That the Committee’s Work Programme for the 2017/18 be updated accordingly and considered at the next meeting of the Committee.

CI/42/17 FUTURE MEETING DATES 2018

The Committee had a discussion on future meetings of the Committee post May 2018 and it was agreed that future meetings would take place in the evening commencing at 6.00pm on the third Tuesday of the month (where possible).

Action/: That the next meetings of the Corporate Issues Overview and Scrutiny Committee in 2018 take place on:

- Tuesday 20th March 2018 at 1.00pm in the Council Chamber at Trafford Town Hall;
- Wednesday 18th April 2018 at 6.00pm at Churchgate House, Manchester;

- Tuesday 19th June 2018 at 6.00pm at venue to be confirmed.

Item 4(ii)

NOTES OF AN INQUORATE MEETING OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE TUESDAY 20 MARCH 2018 1:00PM, TRAFFORD TOWN HALL

Please note that this meeting was not quorate and therefore no formal decisions were made.

PRESENT

Councillor Nathan Evans	Trafford Council (Chair)
Councillor Debbie Newall	Bolton Council
Councillor Stella Smith	Bury Council
Councillor Colin McLaren	Oldham Council
Councillor Ateeque Ur Rehman	Oldham Council
Councillor David Jolley	Salford City Council
Councillor John McGahan	Stockport MBC
Councillor Yvonne Guariento	Stockport MBC
Councillor Leanne Feeley	Tameside Council

ALSO IN ATTENDANCE

Councillor Joanne Marshall	Wigan Council (Cllr Marshall's membership of the Committee will be formally agreed at the GMCA's meeting on 29 th March 2018)
Councillor Nigel Murphy	Manchester City Council / Chair Greater Manchester Waste Disposal Authority (GMWDA)
Richard Paver	Treasurer, GMCA
Susan Ford	Scrutiny Officer, GMCA
Kerry Bond	Governance and Scrutiny, GMCA
David Taylor	GMWDA
Leon Parkes	Greater Manchester Fire and Rescue Service
Paul Argyle	Mayors Strategic Fire Advisor
Mike Wright	GMCA Lead for Homelessness

CI/43/17 APOLOGIES

Apologies for absence were received from Councillors Neil Butterworth (Rochdale), John Bell (Tameside), Tim Pickstone (Bury) and Luke Raikes (Manchester).

CI/44/17 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

The Chair welcomed Councillor Joanne Marshall from Wigan Council to the meeting. Councillor Marshall has been nominated to the committee following the resignation of Councillor Pam Stewart, however the appointment will not be formally agreed by the GMCA until its meeting on the 29th March 2018. .

CI/45/17 DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

CI/46/17 MINUTES OF THE MEETING HELD 20TH FEBRUARY 2018

The Minutes of the meeting held on 20th February 2018 were submitted for consideration.

Resolved/- That the minutes of the meeting held on 20th February 2018 be noted and formally agreed at the Committee's next quorate meeting.

CI/47/17 GREATER MANCHESTER WASTE DISPOSAL AUTHORITY – BUDGET AND TRANSITION

Members received a presentation from Councillor Nigel Murphy, GMWDA Chair and David Taylor, Director of Contract Services GMWDA, which gave information about the Waste Disposal Function's purpose, budget and how the business planning is being transitioned into the GMCA from 1st April 2018. The presentation covered-

- Waste Management Strategy
- High level metrics
- How weekly waste is disposed of
- Budget and levy
- Key challenges and risks
- Transition to the GMCA

Member's questions and comments included-

A Member asked for more information on the Behaviour Change Programme.

Members were advised that the programme is a two year delivery plan with campaigns to decrease food waste or increase the recycling of food waste and to control

contamination in paper and card waste, the local authorities with the poorest contamination rates get additional support.

A Member stated that there had been an increase in fly tipping and asked how small businesses can be motivated to discard of their waste in the correct manner. -It was noted that fly tipping enforcement is dealt with by individual authorities who each have own incentives to reduce this.

A number of Members indicated that clarity and emphasis needs to be made on what and where certain items could be recycled, including foil, card/paper contaminated with food and oils and that manufacturers could make information on packaging more understandable.

-It was confirmed that recycling had been standardised across the local authorities in 2009, and that work on common themes across Greater Manchester to ensure simplified recycling standards is being worked on. However it was acknowledged that there was always further work that could be done to communicate what could and couldn't be recycled.

A number of members made comments on waste collection services and also the particular challenges of ensuring that residents living in blocks of flats were supported and encouraged to recycle. It was explained that waste collection services were the responsibility of individual districts each of whom had their own collection arrangements.

A Member stated that biodegradable nappies should be promoted and that guidance should be given to households around reusable nappies and washing services available. It was explained that the GMWDA does promote the use of nappy washing firms, however there are no facilities in the UK that are able to recycle these this type of disposable hygiene products.

Resolved/-

1. That the content of the presentation and comments raised be noted.

CI/48/17 GREATER MANCHESTER FIRE AND RESCUE SERVICE PREVENTION, PROTECTION AND RESPONSE RISKS

Consideration was given to a report presented by Leon Parkes, Assistant County Fire Officer which provides a view of performance for each of the Key Performance Indicators (KPIs) against forecasted target and variances when compared to Quarter 3 of 2016/17.

The first meeting of the GMCA Fire Committee was held on 9 February 2018, from this a Task and Finish Group has been established to look at the structure and content of the performance report.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assess the effectiveness and efficiency of police forces and fire & rescue services, in the public interest. Greater Manchester are in the second tranche of the current assessments, this will take place between September 2018 and March 2019. The

HMICFRS asks questions from the public's perspective, answers are published in an accessible format, using expertise to interpret the evidence and recommend improvements to the services that are provided to the public.

Member's questions and comments included-

Why is there such a huge reduction in special service calls?

-The special service calls include incidents ~~are~~ when fire crews would respond in addition to ambulance crews to health emergencies, such as cardiac arrests, if they were the closest blue lights service to the emergency, supporting colleagues from North West Ambulance Service. This was part of a national pilot which has now ~~ceased~~ paused pending national negotiations between representative bodies and employers.

Members asked whether it was possible to correlate improvements in performance with preventative activity undertaken, for example safe and well visits. It was confirmed that data from the performance update report is cross referenced with activities to understand the value of undertaking different types of interventions.

Members queried the figures the figures in relation to staffing, underspend and overtime.

-Richard Paver clarified that the outturn position for 2017/18 had showed a forecast underspend of £5.5 million but this would be reduced by the amount of agreed overtime to cover for vacancies . Following this discussions took place and it was noted that in 2018/19 overtime payments and the suspension of the IRMP savings would be funded from the carry forward of the net underspend in 2017/18.

What steps are being taken to ensure that recruitment of the 300+ firefighters over the next two years significantly increases the number of recruits from under represented groups within the service such as women and those Black and minority ethnic communities? How can members of this committee support this work?

-The fire service are currently using a new approach to recruiting fire fighters called the Attraction Strategy, which is underpins the recruitment campaign. This programme uses a number of different methods to engage with underrepresented communities and groups. This approach is proving successful, for example 50% of the recent cohort of recruit fire were women and/or from under represented communities. Officers from the recruitment attraction team will make contact with Councillors to ensure they know when the recruitment/engagement/taster events are happening, so they are able to contact groups and communities regarding the initiative.

Resolved/-

1. That the content of the report be noted.
2. To provide ongoing performance quarterly updates for the GMFRS, the next one to the June 2018 meeting.
3. To provide Members of the Committee with further information on GMFRS recruitment initiatives in June 2018.
4. To provide a Communication Update report to the June 2018 meeting.

CI/49/17 UPDATE ON ROUGH SLEEPING IN GREATER MANCHESTER

Consideration was given to a report of Mike Wright, GMCA Strategic Lead for Homelessness, which provided members with information on the current position on GM's approach to reducing of rough sleeping, an update on the response in Greater Manchester, and details of the work supported by the Social Impact Bond for entrenched rough sleepers and for a Homelessness Prevention Trailblazer programme.

Member's questions and comments included-

Is anything being done to address the lack of available accommodation to house those who are currently sleeping rough?

-This is a common issue across all Greater Manchester's districts. This is because of the loss of supported housing. To help address this challenge GM was using a social lettings agency, who were better able to deal with the needs of this client group.

How can we liaise with the criminal justice system so discharge from prison doesn't lead to ex-offenders sleeping rough?

-It was explained that this was a complex challenge as often ex-offenders didn't immediately become rough sleepers straight from prison discharge, but if initial accommodation arrangements broke down because of the pressures and challenges of life as an ex-offender. The Homelessness Prevention Trailblazer involves working with probation and from the 1st April 2018, the Homelessness Reduction Act comes into force which places new legal duties on English councils to give everyone who is homeless or at risk of homelessness will have access to meaningful help, irrespective of their priority need status, as long as they are eligible for assistance.

Are the people that are being supported by the Social Impact Bond (SIB) Programme monitored to ensure they are still not sleeping on the streets?

-Yes, the SIB Programme is a tracked system that involves work from GM Homes Partnership, involving a process of engagement with people who are sleeping rough to secure accommodation, the process is performance managed on a monthly basis by the GMCA and payments to the provider are only made on the achievement of a series of agreed milestones.

Members were reminded that to be eligible for the inclusion the SIB programme entrenched rough sleepers had to be referred onto the programme by October 2018.

Resolved/-

1. To note the contents of the report,
2. To recognise the rapid progress of the work supported by the Social Impact Bond since the launch in December.
3. That an update report be brought back to this Committee within the next 3-6 months.

4. That the Housing, Planning and Environment Scrutiny Committee receive performance and impact updates on Social Impact Bond and rough sleeping when requested.

CI/50/17 WORK PROGRAMME 2017/18

The Committee received an updated work programme following comments and suggestions made at the last meeting.

Susan Ford reported that work is underway with local authority democratic services managers regarding Committee membership for 2018/19, highlighting concerns that at a number of previous meetings this committee there were not enough members present to constitute a quorum.

In conclusion, it was noted that the work programme should be updated as follows:-

MEETING DATE	TOPIC	CONTACT OFFICER
18 th April 2018 6.00pm	GM Strategy Implementation Plan Update	Simon Nokes, GMCA
	School Ready to Learn	Jane Forrest, GMCA
	GM Public Sector Apprenticeship Approach Update	Gemma Marsh, GMCA
19 th June 2018 6.00pm	GMCA Communications and Engagement Strategy	Claire Norman, GMCA
	GMFRS Accelerated Recruitment Training 2018-20	Dawn Docx, GMFRS
	GMFRS Quarterly performance Report	Dawn Docx, GMFRS
	GMFRS Communications Update	Dawn Docx, GMFRS

Action/: That the Committee’s Work Programme for the 2017/18 be updated accordingly and considered at the next meeting of the Committee.

CI/51/17 FUTURE MEETING DATES 2018

Resolved/: That the next meetings of the Corporate Issues Overview and Scrutiny Committee in 2018 take place on:

- Wednesday 18th April 2018 at 6.00pm at Churchgate House, Manchester
- Tuesday 19th June 2018 at 6.00pm at Churchgate House, Manchester



Report to Overview and Scrutiny Board

Deprivation of Liberty Safeguards (DoLS) Update

Portfolio Holder:

Cllr Zahid Chauhan - Cabinet Member for Health and Social Care

Officer Contact:

Mark Warren – Managing Director Community Health & Adults Social Care

Report of:

Helen Ramsden – Interim Assistant Director of Joint Commissioning and Safeguarding

Michelle Barnes – Safeguarding and DoLS Lead

19th June 2018

Purpose of the Report:

To update Overview and Scrutiny Board in relation to the Liberty Protection Safeguards, the annual data return for 2017/18 Deprivation of Liberty Safeguards, the current position in Oldham and areas of development.

Deprivation of Liberty Safeguards Update

1. Background

- 1.1 The Deprivation of Liberty Safeguards (DoLS) aim to protect people who lack mental capacity, but who need to be legally deprived of liberty so they can be given care and treatment in a hospital or care home. If a person's right to liberty needs to be infringed in other settings, an authorisation must be obtained from the Court of Protection.
- 1.2 In the report to Overview and Scrutiny Committee in June 2017, an update was provided in relation to the Law Commission proposals following a review of the Deprivation of Liberty Safeguards. A further update is provided in section 2 below.

2. Liberty Protection Safeguards

- 2.1 In March 2017, the Law Commission published its report proposing the Liberty of Protection Safeguards as a replacement for the Deprivation of Liberty Safeguards and how changes to current legislation might look in relation to people who are deprived of their liberty. The Law Commission proposes that the Liberty Protection Safeguards (LPS) take Court of Protection and Deprivation of Liberty Safeguarding factors into account and will provide safeguards for vulnerable adults who need it without unnecessary assessment duplications from health and social care professionals. The proposed Liberty Protection Safeguards would apply in all settings whereas the current DoLS regime only applies to registered care homes and hospitals. Anyone who lives outside of these settings such as their own home or supported living would need an order from the Court of Protection to be deprived of their liberty. The LPS would apply to anyone over the age of 16. This would bring it in line with other aspects of the Mental Capacity Act which applies to anyone over the age of 16. The current DoLS only applies to people aged 18 or over.
- 2.2 On the 14th March 2018, it was announced that Ministers broadly accept Liberty of Protection Safeguards and has agreed to legislate to replace the DoLS with a new system to authorise the confinement of people in care arrangements when they lack capacity. However, legislation to replace DoLS is not imminent and will be implemented when parliamentary time allows.
- 2.3 A welcome change will be as the process commences. Currently, assessments under the DoLS are often made and authorisation is sought after a person has moved into a care home and into circumstances that already amounts to a deprivation of liberty. Under LPS, an authorisation to deprive someone of their liberty would be decided at the planning stage and will seek to ensure that a full analysis of all available options is undertaken before anything is finalised.
- 2.4 The current DoLS regime simply authorises a deprivation of liberty whilst LPS would authorise particular care arrangements regardless of where they are

provided. This would potentially reduce the number of assessments required because a new assessment wouldn't be required if someone living at home moved into a respite placement or was admitted into hospital providing the care arrangements were similar.

2.5 The new safeguards also propose that there will be no need for a Supervisory Body (currently a Local Authority) to authorise all deprivation of liberty under the DoLS scheme. This would be replaced by those responsible for arranging the care authorising it. So for instance, a person being discharged from the hospital, the Responsible Body will be the NHS Trust. Similarly, if someone is receiving Continuing Healthcare Funding the Responsible Body will be the Clinical Commissioning Group. And for others, the Responsible Body will be the Local Authority commissioning their care. The general rule will be that the Responsible Body will be the authority responsible for meeting a person's needs under the Care Act 2014.

2.6 Finally, one other main difference between DoLS and LPS will be around the role of the Best Interest Assessor. Under LPS a new role of Approved Mental Capacity Professional (AMCP) will be introduced. The AMCP will provide a layer of scrutiny to the proposed arrangements in cases where there is a higher level of complexity such as where someone is objecting to arrangements.

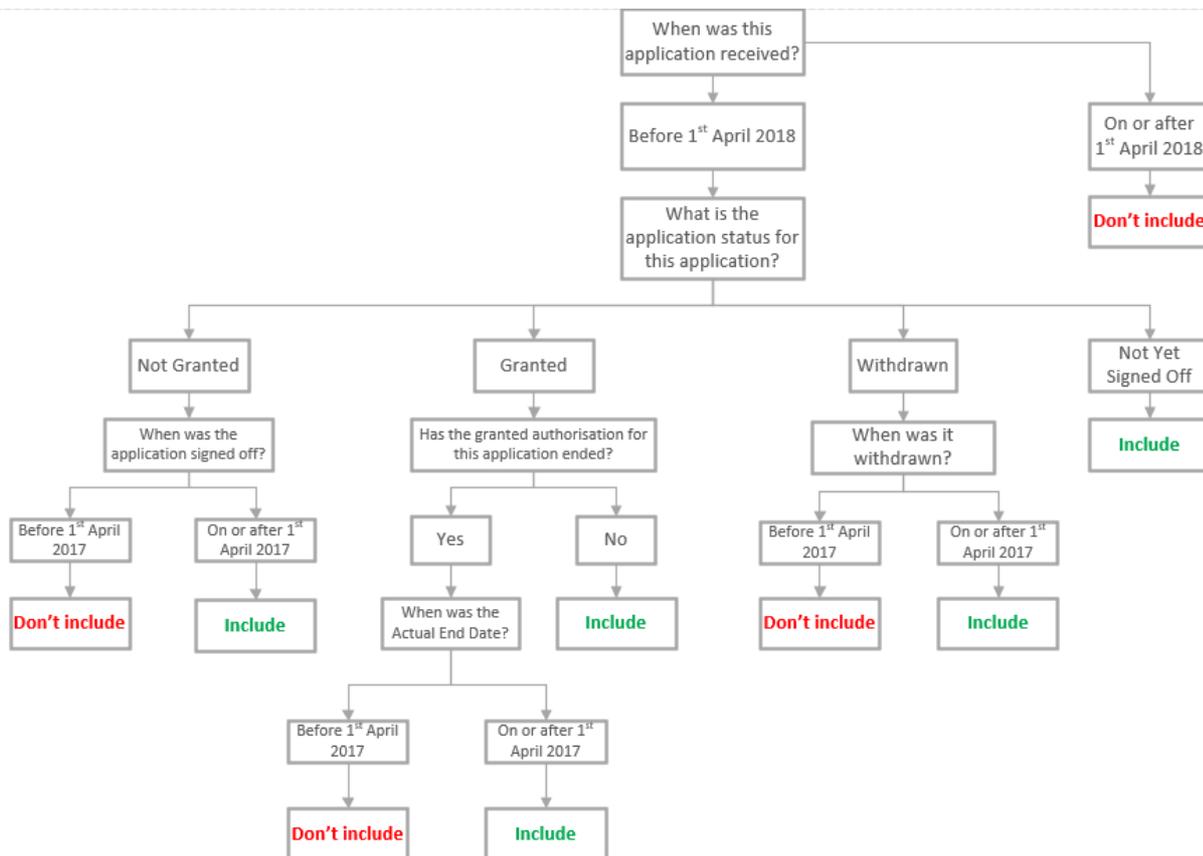
2.7 Whilst the government has announced that it 'broadly accepts' the recommendations from the Law Commission, the Minister for Social Care, Caroline Dineage, has advised that the department will continue to work with the health and social care sector on the recommendations from the Law Commission and engage further with stakeholders. At present, timescales for this further engagement and progression towards new legislation is unclear.

3. The Annual Data Return for DoLS in Oldham for 2017/18

3.1 On an annual basis Oldham, along with every local authority in England, submits a Deprivation of Liberty Safeguards (DoLS) Return. The DoLS data collection gathers information on all DoLS applications in England on an annual basis.

3.2 Information collected in the return will provide an estimate of the number of individuals subject to a DoLS authorisation as well as the number of active DoLS cases in England for the 2017-18 reporting year. A case is defined as active from the moment the DoLS request is received by the council.

3.3 The return collects data on all DoLS applications active at any stage between 1st April 2017 and 31st March 2018 (see flowchart below)



3.4 Key Findings

- 3.4.1 In 2017/18 there was a total of 729 new DoLS applications received between 1 April 2017 and 31 March 2018; this is an increase in comparison to 2016/17, when a total of 647 new applications were received.
- 3.4.2 There were 443 DoLS applications received between 1 April 2016 and 31 March 2017 that were still active during this reporting year, meaning that a total of 1,172 applications are included on the DoLS return.
- 3.4.3 The number of applications not completed as at 31 March 2018 has significantly increased to 584 compared to 31 March 2017 where there were a total of 318 not completed.
- 3.4.4 There was a slight reduction in the number of applications granted during 2017/18 with a total of 296 applications, compared to 330 applications granted in 2016/17.
- 3.4.5 In 2017/18 there were a total of 235 urgent applications received, which is an increase on 2016/17 when a total of 197 urgent applications were received.

3.5 DoLS Applications

3.5.1 Applications Received

A total of 729 new DoLS applications were received between 1 April 2017 and 31 March 2018 which is up from the 647 applications received in 2016/17.

New DoLS Applications Received	2016-17	2017-18
April	58	45
May	42	49
June	49	59
July	44	32
August	69	73
September	29	86
October	51	70
November	65	61
December	31	59
January	85	90
February	69	70
March	55	35
Total Received in Year	647	729

3.5.2 Applications not completed as at 31 March

	2016-17	2017-18
Applications not completed as at 31 March – not yet signed off	318	584

The number of applications not completed as at 31 March 2018 has significantly increased to 584 in comparison to 31 March 2017 where there were a total of 318 not completed.

3.5.3 Applications Granted

DoLS Applications Granted	2016-17	2017-18
April	5	18
May	12	23
June	15	19
July	40	29
August	61	22

September	4	41
October	34	32
November	20	21
December	23	19
January	24	21
February	60	28
March	32	23
Total Applications Granted in Year	330	296

There were a fewer applications granted during 2017/18 with a total of 296 DoLS granted in comparison to 2016/17 where there were 330 granted.

3.5.4 Urgent Applications Received

	2016-17	2017-18
Urgent Applications received	197	235

In 2017/18 235 DoLS applications were urgent applications, an increase on the previous year which had 197 urgent applications.

3.5.5 Gender of Granted Applications

	2017/18
Male	104
Female	192
Total Applications Granted	296

In 2017/18 there were a higher number of females that were granted a DoLS application with a total of 192 applications compared to 104 males.

3.5.6 Ethnic Origin of Granted Applications

	2017/18
White	283
Mixed/Multiple Ethnic Groups	2
Asian/Asian British	2

Black/Black British	3
Other Ethnic Origin	4
Undeclared/Not Known	2
Total Applications Granted	296

In 2017/18 the highest numbers of granted applications for service users were from a White ethnic origin. The lowest numbers were from a Mixed/Multiple Ethnic Groups and Other Ethnic Origin.

4. Challenges

4.1 There have been a number of challenges that have contributed to the DoLS position during 2017/18.

4.1.2 Authorised signatories

All DoLS applications that have been appropriately and independently assessed are required to be authorized by the Supervisory Body (the local authority). This needs to be someone of sufficient seniority and knowledge to act on the Supervisory Body's behalf. Each application and its associated assessments must be scrutinized and commented on as part of the authorization process. Up to this point this function has been restricted to the Managing Director of Community Health and Adult Social Care (DASS), and four Heads of Service. Capacity to undertake this role along with the other demands of the roles has meant that authorisations are not always undertaken in a timely way.

To address this challenge, additional signatories are being identified and appropriately trained to facilitate a wider pool of authorisers. These will be senior managers who are able to act in this capacity as part of their role. This will be implemented as soon as possible.

4.1.3 Completion of Form 5's

Form 5 is the document that is compiled from the various application and assessment documents that form part of the DoLS process, and which the authorised signatories sign on behalf of the Supervisory Body. This task is currently being undertaken by the DOLS Coordinator. However, previously, Best Interest Assessors were asked to also complete the Form 5 and it was estimated that it would take them around an additional 10 minutes to complete this section. It has become apparent that the Internal BIAs have not been completing the Form 5s and subsequently this is having to be picked up by the DoLS Coordinator.

A range of options are being considered to address this backlog and establish new ways of working going forward, including that:

- a. The BIAs responsible for the assessments to complete their Form 5s (going back 6 months)
- b. Allocating additional resource to work through the backlog. This would enable the DOLs Coordinator to focus on the coordination process of DoLS which is currently being undertaken elsewhere in the team. This could be provided via a temporary worker or offering overtime to existing staff members. It needs to be recognised that we already have an additional DoLS Coordinator acting up to support the overall capacity for the team.

4.1.4 Internal BIAs not able to pick up allocated work

There are currently 31 internal BIAs trained however, only between seven and 14 take up allocated work on a regular basis. This obviously changes on a regular basis due to leave etc. Out of the 31, five of these take one allocation every three months due to the demands of their substantive positions.

The BIAs are on the following teams:

Team	Number of BIAs	Number of Assessments undertaken
NAIT	4	15
CMHT	2	6
QASH	2	14
MASH	6	24
Hospital	6	3
Children's	3	1
Review	2	8
Commissioning	1	1
Learning Disability and Autism	3	11
Mosaic	1	3
EDT	2	6

The process of allocating cases to Internal BIAs is time consuming and currently is processed through team managers for approval prior to individual BIAs knowing and agreeing to what has been allocated to them. Whilst it is understood that a priority needs to be on the substantive position, and a manager is often best placed to make this decision in terms of the team's capacity, it does feel that this is something that individual BIAs should be part of. The alternative position on this is that managers have conflicting priorities and allocating BIAs to cases may not be top of their list at that point in time. We need a way of incentivising this process.

The principle reasons Manager's cite for not allocating their staff members in the process is due to the team's capacity which limits their ability to undertake BIAs.

This means that we are relying on our Independent BIAs rather than being able to utilise our internal staff for the role.

A revised BIA policy is in the process of being agreed. This will set out:

- the expectation of BIA's, in terms of the number of allocations that will be progressed annually dependent on the nature of their substantive role
- greater consideration of those approved for BIA training in relation to their ability to undertake assessments due to the nature of their substantive role
- the ability to access annual refresher training being dependent on the number of assessments they have undertaken in line with the revised policy

5. **Community DoLS**

5.1 Background

5.1.1 Following the Supreme Court ruling on 19 March 2015, the courts have explored the response required by local authorities where customers living in the community fulfil the 'acid test' for what constitutes a deprivation of liberty, namely they;

- are not free to leave
- are under continuous supervision, monitoring and control.

5.1.2 Sometimes people who lack capacity to decide for themselves, need to receive care or treatment in a hospital, care home or in a setting such as Supported Living and the only way they can get the care or treatment they need and be safe is for there to be restrictions in place.

5.1.3 The Human Rights Act (HRA) tells us that no one can be "deprived of their liberty" except in certain situations and only when very specific procedures are in place which must be used. This is to protect people from being deprived of their liberty without anyone looking at the circumstances and approving the actions. Assessing whether a 'Deprivation of Liberty' has taken place is therefore an essential right as no one should ever be restricted to an extent greater than is necessary and proportionate to the risks involved.

5.1.4 In 2015 the Supreme Court said it didn't matter why these things were happening and whether they were really positive for the person, the facts were simply the facts and it should mean the same thing for all people whether they have a disability or not.

5.1.5 If this acid test was met and the person could not consent to it because they lacked mental capacity, it would need an independent person to review and approve it in order to allow it to continue, this is regardless of where the individual is receiving support.

5.2 What does Community DOLS mean in Oldham?

5.2.1 We have approximately 86 people currently supported in our external supported living provision. There are a further 71 people supported by MioCare in their

supported living services. The above figures do not include individuals that are solely health funded; therefore the total figure for Oldham's supported living population should be estimated at around 200.

5.2.2 In terms of individuals that could be eligible for a Community DoLS through Court of Protection the Money Management Team has advised that they have 111 cases within supported accommodation, approximately 55% of all people in supported accommodation; 13 of which are under appointeeship and 98 are Deputy; there are a further 32 clients in Supported Accommodation services that either themselves or their family manage their finances. The acid test will still need to be applied to people living in supported accommodation as someone may not have capacity to manage their own finances but might be able to make decisions about other aspects of their life. We are also currently not aware of people with mental health conditions that would be eligible for a Community DoLS so the numbers that may be eligible could far exceed 200.

5.2.3 Under the team's current resources, on top of the high number of applications received for those in a care home or in hospital, there is not the capacity to meet the extra demand of applications that people in supported accommodation would create. Furthermore, it has been previously reported that Adult Social Care is experiencing delays due to capacity from teams involved (such as Legal) to process community applications through to the court. As an example, there is currently one application from the Learning Disability and Autism team that is going through the Court of Protection process for a Community DoLS. There have only been a small number that have gone through this process, which has usually been instigated due to an emergency i.e. family dispute.

5.3 How are other authorities managing Community DoLS?

5.3.1 Stockport has advised that they have recently created 1 FTE to focus solely on Community DoLS. They filled this position in March 2018 via a qualified social worker secondment from their Learning Disability Team, but the management of their work is through the Safeguarding Team Manager. The plan is for the worker to work alongside legal and complete the streamlined process for cases that have been triaged and are unallocated cases (i.e. no attached case worker) and support the allocated social workers with the process if required.

5.3.2 Stockport is still in its infancy of implementing this process and establishing the role but they have advised that they intend to:

- brief all senior managers and providers so that the case identification comes from service areas
- meet on a monthly basis with legal to triage identified cases and to ensure they don't need to make a welfare application for oral hearing

5.3.3 Tameside has advised that they plan to work alongside People First to support the process of applications under Community DoLS. Tameside are currently in the process of identifying the priority cases and have implemented a protocol that practitioners (mainly from the Learning Disability and Mental Health teams) are applying when assessing new people in the community. However, they have also

advised that they have assessed that they are classing all individuals in supported living services as being eligible for a Community DoLS as no one residing in these services is free to leave. Furthermore, Tameside's Learning Disability Team has been tasked with assessing their caseloads as to the individuals that need to be prioritised for a Community DoLS. Individuals that have been assessed as to not require a Community DoLS when residing in supported living services are able to:

- manage their own finances
- find alternative accommodation
- pack their own suitcase..

5.4 Oldham's response to Community DoLS

5.4.1 The Head of Learning Disability and Mental Health Services, in consultation with the DoLS team and colleagues in Legal Services, is undertaking a separate report with regard to Community DoLS and potential options to address this area of demand, taking into consideration the factors raised above and the national picture.

6. **Links to Corporate Outcomes**

6.1 Co-operative Values

The issues set out in this paper accord with the Council's co-operative values as set out in the Co-operative Charter, in particular those of fairness, responsibility, working together and accountability.

6.2 Oldham Plan 2017-22 and Corporate Plan 2017-20 priorities

The issues set out in this paper relate to the Thriving Communities objective within the Corporate Plan, particularly in relation to:

- Working proactively with residents and partners in promoting healthy, independent lifestyles and providing the right level of care at the right time.

6.3 Adult Social Care Business Plan 2018-19

Safeguarding Adults and Deprivation of Liberty Safeguards are key elements of the 2018-19 Adult Social Care Business Plan.

7. **Additional Supporting Information**

7.1 Not applicable

8 **Consultation**

8.1 Not applicable

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Report to OVERVIEW AND SCRUTINY BOARD

Business and Investment Review Update

Portfolio Holder:

Councillor Sean Fielding, Cabinet Member for Economy and Skills

Officer Contact: Helen Lockwood, Executive Director for Economy and Skills

Report Author: Louise Slater, Principal Investment Officer
Ext. 1671

19th June 2018

Purpose of the Report

To provide an update on the progress of the Business and Investment Review as requested at the O&S Board meeting in Nov 2017.

Background

The Business and Investment Review looks at how the Council can optimize business engagement and provide a competitive business support offer to maximize business growth and investment in the Borough that will help us to:

- Maximize Business Rates income.
- Support the successful implantation of the local and GM SIF's by creating additional demand for commercial property.
- Support the successful implementation of Oldham's Work and Skills Strategy by creating a supply of new jobs and work related opportunities.
- Create conditions to support the Councils co-operative approach to inclusive growth.
- Close the gap between the economic performance of Oldham and the GM average.
- Raise the profile of the Borough by putting Oldham on the map as a place invest and do business.

In December 2017 Cabinet approved option 3 of the report that sought to strengthen the function of the Strategic Investment Team through the recruitment of an Investment Officer and additional resources to improve business engagement and strengthen the business support offer.

Progress to date

Since implementation of the Business and Investment Review began in Jan 2018, there has been considerable progress to report in staffing, improved business engagement and developing the Oldham business support offer.

1) Staffing

Additional resources were sought to support the 2 existing staff in the Strategic Investment Team to manage and implement the Business and Investment Review. Currently:

- Recruitment is en-train for a scale 6 Investment Officer. Interviews take place 22nd June 2018.
- A Principal Regeneration Officer is set to join the team mid-June as a result of an internal restructure.

2) Improved business engagement

This requires developing a shared approach to business intelligence, engagement and marketing across a range of partners that are working with businesses in Oldham. These partners are represented on the Oldham Economy and Skills Partnership and include Oldham College, the Business Growth Hub, GM Chamber, Oldham Enterprise Trust and private sector businesses. Achievements to date include:

- Business database purchased and being used by the Strategic Investment Team and the Economy and Skills Partnership to better understand and target the Oldham business base. This includes understanding key sectors, the businesses that operate in them and businesses of strategic importance to the Borough.
- Data sharing and joint working protocols established with the Business Growth Hub and Oldham College.
- Business leaders in place to champion and engage with key sectors on an ongoing basis to gather information regarding business needs and shape business support.
- GM Business Survey complete providing additional intelligence about the Oldham business base (see attached for information).
- Phase 1 of a Business Account Management system in place with regular dialogue taking place with 50 key businesses.
- Draft marketing brief developed that will be used to develop an Oldham business brand and promotional collateral such as a business and investment website.
- Working with Resident First Team to explore the potential of a Business First project that will be linked to the marketing work detailed above.
- Supported the delivery of the 2018 Oldham Business Awards which took place in May.

3) Develop the Oldham business support offer

Oldham already has a strong business offer but to remain competitive as a business location there were area's that needed strengthening to support business start-up, growth and investment. Progress to date includes:

- Draft capital grant scheme developed aimed at supporting business growth and investment into the Borough. Subject to final agreement this will see grants of up to £10,000 available for growth businesses in key sectors. Formal launch expected in late summer 2018.
- Review of existing capital grants on-going with the potential to create a single more flexible grant scheme.

-
- Discretionary business rates relief scheme developed to lever business growth and investment in the Borough. This has been developed based on recent successes e.g. JA Harrisons who recently relocated to the Borough bringing 70 new jobs and creating an additional 8 with a view to creating more over the next 12 months.
 - A refresh of the Oldham Construction Network that provides construction specific skills, training and business support as well as access to local supply chain opportunities.

KPI's

Option 3 of the Business and Investment Review projected that 16% business support targets would be achieved through an uplift in enquiries to 2,800 pa resulting in 593 businesses being assisted and 566 new jobs being created from 1st Jan 2018 to 31st Dec 2019.

We are on track to achieve the above targets. Oldham is currently accessing 10% of the GM business support programme and since 1st Jan 2018 there have been:

- 678 business enquiries
- 107 businesses assisted
- 48 new jobs created

Recommendations

The Overview and Scrutiny Board is asked to note the achievements to date of the Business and Investment Review.

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Greater Manchester Business Survey 2017 – Oldham Report

November 2017

Prepared for;



Proud to be part of
The Growth Company



Prepared by;



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1. Introduction

The Business Growth Hub supports growing and ambitious businesses by offering access to a wide range of business support services.

Since 2012 the Business Growth Hub and Manchester City Council have worked together with other partners to deliver a Greater Manchester-wide (GM) business survey to build up a picture of GM's business base, to understand how it is changing, and how business support can help firms to grow. This year, Stockport Council and Oldham Council made a significant contribution and funded a sample boost in their areas.

The project is part-funded by the European Regional Development Fund (ERDF).

Qa Research (Qa) and economic development and research consultancy Ortus Economic Research Ltd (Ortus) were jointly commissioned to deliver the 2017 survey.

This report outlines headline findings from the latest business survey for those business surveyed within the Oldham Council area only.

1.1 Aims and objectives

The aim of the GM-wide survey is to provide data on current and future economic performance and practices especially for growth businesses, across a range of themes, including:

- Enterprise demographics and performance
- Local trading environment
- Drivers and barriers to growth including access to finance
- Views on existing and potential support services for enterprise
- International trade and connectivity
- Innovation and digital
- Recruitment & skills
- Inclusive growth

1.2 Methodology

This is the fifth time this survey has been carried out and a similar approach to that used in previous years was also applied, with interviewing completed by telephone.

In total, 1,500 telephone interviews were completed with businesses across Greater Manchester by Qa Research from its contact centre based in York. Interviewing was completed by early August 2017.

To ensure that comparisons could be made with data from previous years, the same questionnaire was used, although some revisions were included to ensure questions continued to cover the main areas of interest and that they remained relevant.

Interviewing was restricted to private sector businesses and voluntary/non-profit-making organisations that generate at least 50% of income from trading. Additionally, all businesses had to have at least one employee.

Contacts for the survey were provided by the client¹. The local authority areas of Manchester (500 responses), Oldham (250) and Stockport (250) were over-sampled to ensure suitably sized samples of businesses in these local authority areas to enable stand-alone analysis.

¹ Drawn randomly from large business datasets for which they hold the required subscriptions

2. Key findings for the Oldham Council area

This section outlines findings for key measures amongst respondents based in the Oldham Council local authority area (referred to here as *Oldham*).

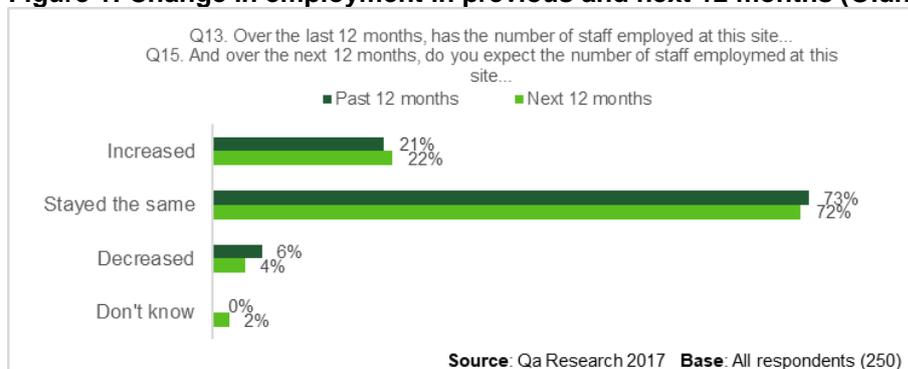
2.1 Business Growth

In this section the analysis focuses on questions in the survey covering changes in levels of employment over the past 12 months and anticipated over the coming 12 months.

2.1.1 Changes in employment in the previous and next 12 months

Just over one fifth of firms in Oldham (21%) reported an increase in employment in the previous 12 months, with around the same proportion (22%) anticipating increasing employment in the next 12 months, as outlined in Figure 1. The majority of firms (73%) reported that employment had stayed the same in the last year and 6% reported a decrease. Only 4% of firms were anticipating that employment will decline in the next 12 months.

Figure 1: Change in employment in previous and next 12 months (Oldham)



Comparison with Greater Manchester

These findings are broadly in line with those across Greater Manchester as a whole, although the proportion of firms in Oldham that have experienced a decrease in employment over the last 12 months is lower than the number across the whole of Greater Manchester (6% compared to 12%).

2.1.2 Scale of employment change

Of those firms that have experienced an increase in employment over the last year, 60% had seen an increase of up to 20% and one in ten reported an increase of more than 50% as indicated in Figure 2. A fifth of firms (21%) that had seen employment fall reported that it had done so by more than 50% and 64% had reported employment to have fallen by up to 20%.

Figure 2: Level of change in employment in the previous 12 months (Oldham)

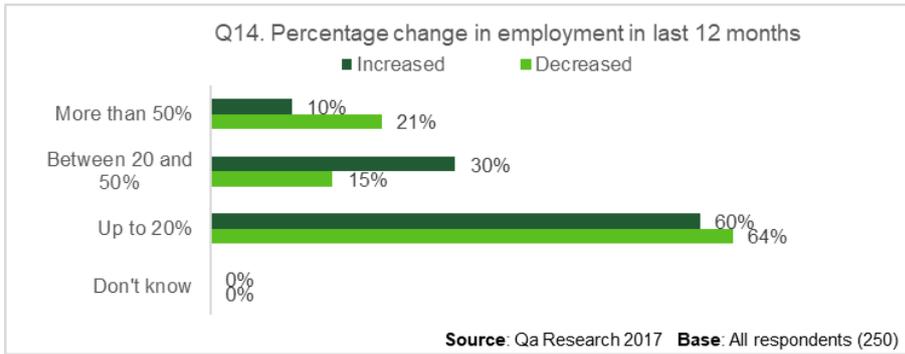
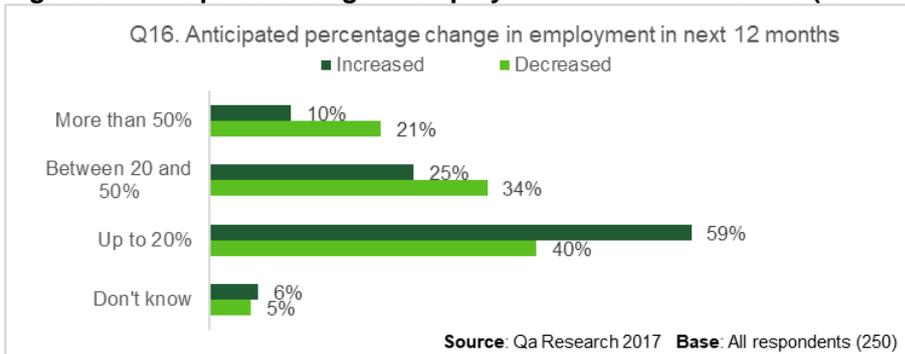


Figure 3 indicates that the majority of firms that were planning to increase their workforce in the next 12 months were planning to do so by up to 20% (59%) compared to 10% that were planning on increasing employment by over 50%. Of those firms planning to cut jobs just over a fifth (21%) were planning to cut more than 50% of their workforce.

Figure 3: Anticipated change in employment in next 12 months (Oldham)

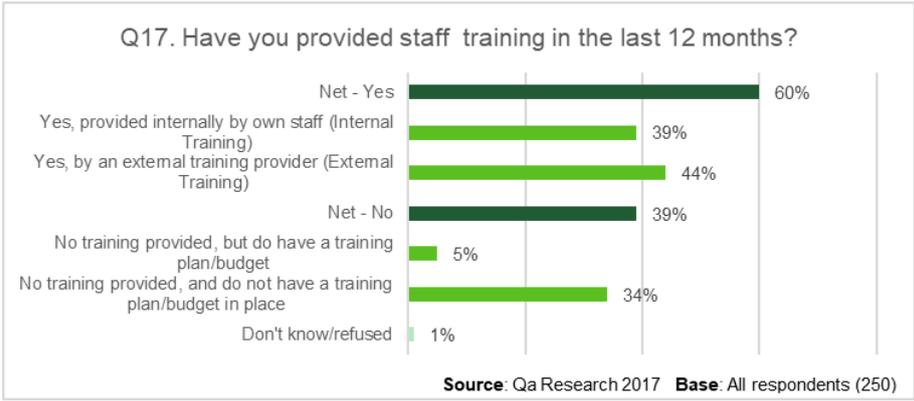


2.2 Recruitment and Skills

2.2.1 Training

The majority (60%) of firms in Oldham have provided training for their staff in the last year as shown in Figure 4. Of these firms 39% have provided internal training and 44% have used an external training provider. Of the firms that haven't provided any training to staff over the last 12 months (39%), the majority have no training plan or budget in place (34%).

Figure 4: Provided staff training in the last 12 months (Oldham)



Comparison with Greater Manchester

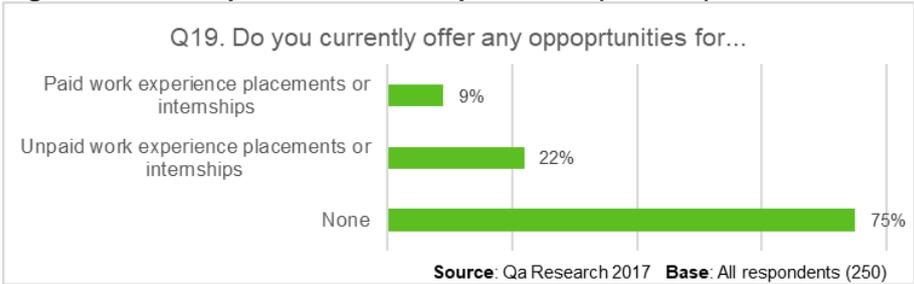
Firms in Oldham were more likely to have not provided any staff training in the last 12 months (39% compared to 31% across GM) and to have no training plan or budget in place (34% compared to 27% across GM).

2.2.2 Work experience and internships

The majority of firms in Oldham (75%) do not offer opportunities for work experience or internships, paid or otherwise as shown in

Figure 5. Firms are more likely to offer work experience placements or internships on an unpaid basis (22%) than on a paid basis (9%).

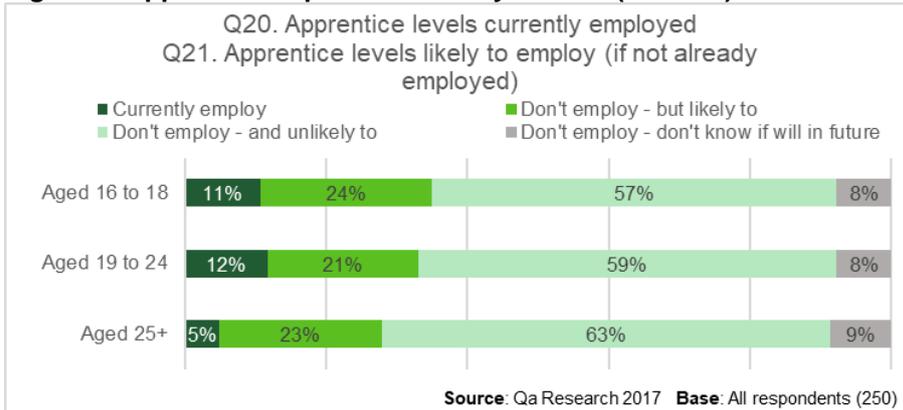
Figure 5: Work experience/internships offered (Oldham)



2.2.3 Apprenticeships

The majority of firms in Oldham indicated that they do not employ apprentices, and that they are not likely to do so in future as shown in Figure 6. Whilst around one-in-ten employ apprentices aged 16 to 18 (11%) and 19 to 24 (12%), very few employ any older apprentices aged 25 and over (5%).

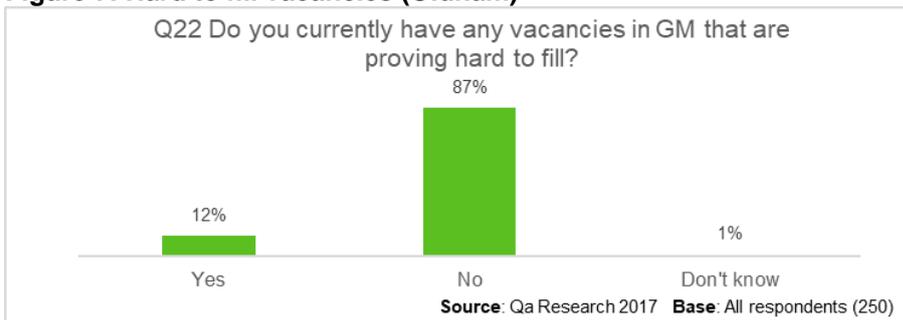
Figure 6: Apprenticeships offered/likely to offer (Oldham)



2.2.4 Hard to fill vacancies

Figure 7 indicates that the majority of firms in Oldham do not currently have any vacancies that are hard to fill (87%).

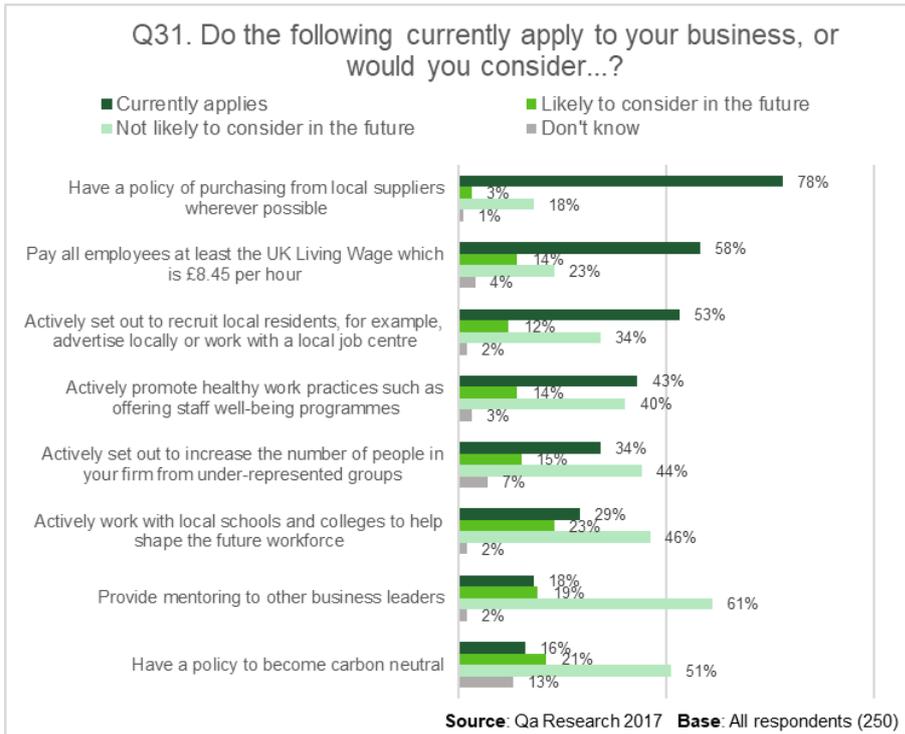
Figure 7: Hard to fill vacancies (Oldham)



2.3 Community engagement and inclusive growth

Figure 8 shows that over three quarters (78%) of Oldham firms have a policy to source from local suppliers where possible and a further 3% will consider implementing such a policy in the future. Over half (58%) of firms pay all employees at least the UK living wage and a further 14% are likely to consider doing so in the future. More than half of firms (53%) actively set out to recruit local residents and a further 12% are likely to consider doing so in future. One half of all businesses (51%) are not likely to consider introducing a policy to become carbon neutral in the future.

Figure 8: Community engagement and inclusive growth (Oldham)



Comparison with Greater Manchester

The responses from firms in Oldham relating to community involvement and inclusive growth are in line with those from other respondents in Greater Manchester.

2.4 Drivers and Barriers to Growth

The four main drivers of growth reported by firms in Oldham were 'workforce and skills' (37%), 'developing new products or services' (14%), 'access to markets and sales opportunities' (11%), and their 'approach to business strategy and planning' (9%), as shown in Figure 9.

Figure 9: Drivers of growth (Oldham)

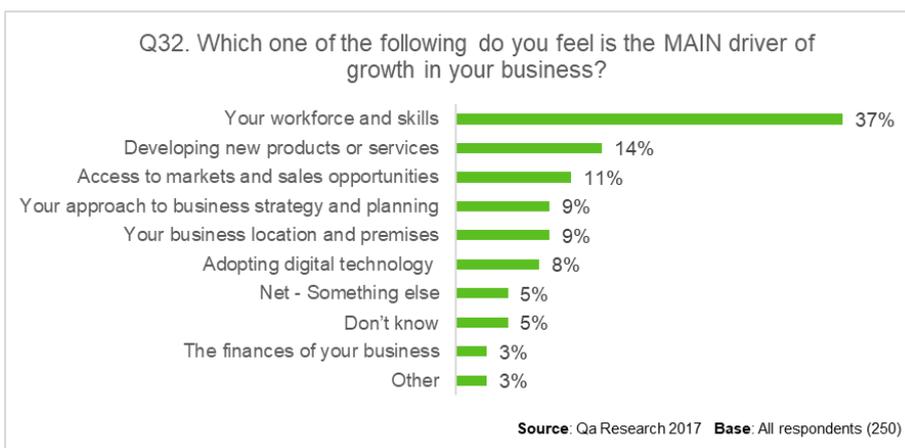


Figure 10 shows the main barriers to growth reported by firms in Oldham include 'the finances of the business' (30%), 'workforce and skills' (21%) and 'business location and premises' (17%).

Figure 10: Barriers to growth (Oldham)



Comparison with Greater Manchester

The responses from firms in Oldham are generally in line with those from firms across GM for both drivers and barriers to growth. One difference is that the proportion of firms that report that their 'business location and premises' as a barrier to growth is lower in Oldham (17% compared to 21% across GM).

2.5 Business Support

2.5.1 Accessing business support in the last 12 months

The survey also found that in last 12 months, 8% of businesses in Oldham had sought some form of information, support or advice. Figure 11 indicates that the key sources of such information

support and advice include accountants or solicitors (3%), Business Growth Hub (3%), business consultants (2%) and the bank (2%).

Figure 11: Accessing business support (Oldham)



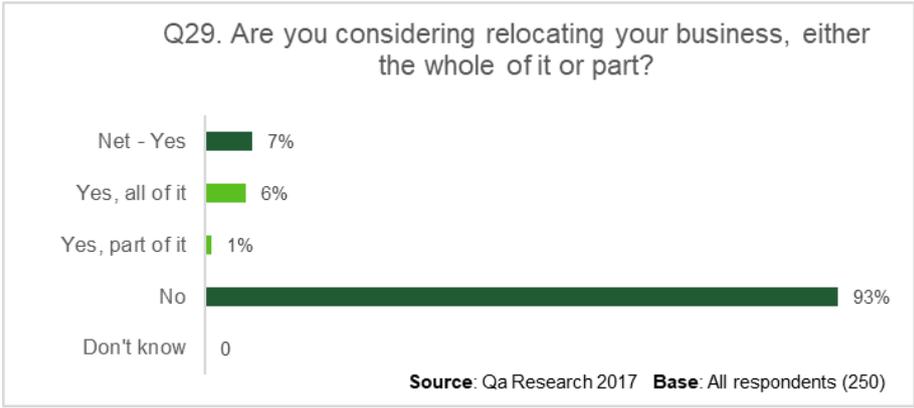
Comparison with Greater Manchester

The proportion of firms in Oldham seeking business advice (8%) is lower than the Greater Manchester figure (15%).

2.6 Business location

Firms in Oldham were asked about any plans they had for relocating their business and 7% indicated that they were considering relocating. Figure 12 shows that 6% were considering relocating the whole of their business and 1% were considering relocating part of their business.

Figure 12: Business relocation plans (Oldham)



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Business and Investment Review Action Plan

Area of Focus	Key Actions	Lead Delivery	Update	Cost	Timing	RAG
1) Develop a shared approach to business intelligence, engagement and marketing						
a) Business Intelligence Collect, analyse and disseminate data to improve targeting and business engagement	Develop a comprehensive business database, using Experian data to provide the core inputs and supplement this data with NNDR and Tractivity.	SIT	Currently working with Midas to export Experian info to Tractivity		July 2018	Green
	Map the data, and prepare sector profiles for the website.	SIT	Data mapped for some sectors ie construction but not added to website		Sept 2018	Green
	Use the database to identify large employers and potential growth companies as the basis for the account management system. Signpost businesses to the business support providers – e.g. BGH, Oldham Enterprise Trust, Chamber and Get Oldham Working	SIT	Account management system live within SIT and GOW team. Now need to implement 2 nd phase to include members and SMT		Sept 2018	Green
	Establish a data sharing agreement with the BGH and other providers	SIT	Complete. Info shared via access to Basil database and at Team Oldham meetings.		Complete	Blue
	Develop a protocol for directing businesses to the BGH and other providers	SIT	Complete for BGH. Need to expand and include other providers.		Sept 2018	Green
	Convene an internal working group for business facing teams to share business data and develop a protocol for directing businesses to the BGH and other providers <ul style="list-style-type: none"> - Town Centre Manager/Markets - Business rates - Licensing - Property (Unity) - Development/Planning, building control Strategic Assets/Strategic Projects	SIT	Currently meeting with all these area's individually. First quarterly meeting planned for July 2018		July 2018	Green
	Identify private sector champions and nominate lead officers within the Council to liaise with the existing networks and sector groups on an ongoing basis to gather information regarding business needs	Policy Team	Complete		Complete	Blue
	Develop and administer an annual business survey	SIT	GM Business survey complete		Complete	Blue

Business and Investment Review Action Plan

	Boost the next GM business survey					
	Use the CRM system (Tractivity) to monitor business engagement and referrals and ensure the business database remains up to date and provide regular reports to EMT and members	SIT	Currently working with BGH and Midas re: KPI's		Ongoing	
b) Business Engagement	Establish procedures for more effective routing of business enquiries in the Council - develop the menu of business support provision and list of key contacts for appropriate internal departments/external agencies.	SIT	Currently working to develop a Business First programme.		Dec 2018	
Establish and implement an account management system to engage employers	Train frontline staff and ensure that the CRM system is used for recording enquiries and referrals made	SIT	Integrate into Business First Programme		Dec 2018	
	Identify and assign key account managers to large employers and establish appropriate mechanisms for ongoing engagement	SIT	Phase 1 of Account Management Programme complete. Phase 2 is roll out to members and SMT.		Aug 2018	
	Manage the BGH relationship and monitor businesses in receipt of support through internal and external case conference sessions	SIT	Complete. Done on a regular basis as part of Team Oldham meetings		Complete	
c) Marketing and Promotion	Website development: <ul style="list-style-type: none"> - strengths of the business location - profile key sectors and case study businesses – start-ups, growth, relocations - availability of sites and premises and links to commercial property agents - links to business support and funding available 	SIT	Working with Just PR to develop brief to circulate to digital agencies. Brief agreed Agency in place New website/brand		On-going June 2018 July 2018 Sept 2018	
Market the area as a business location and the support services available	Prepare sector specific and generic marketing materials to promote the 'Oldham Business Support Offer'	SIT	To be developed in line with new brand and new BGH offer		Nov 2018	
	Develop a Business Events Calendar – streamline networking events and expand audiences using the business database to target particular markets and industries	SIT	To be developed in line with new brand, website and new BGH offer		Nov 2018	
	Assist the delivery of the Oldham Business Awards	SIT	Complete		Complete	
	Develop an associated Oldham showcase expo event	SIT	Potential to be explored as part of FFB 2019		May 2019	

Business and Investment Review Action Plan

2) Develop the Oldham business support offer						
a) Business Information Advice and Guidance	Undertake business diagnostics with potential growth companies and start ups and assign eligible companies to personal business advisors.	Policy/SIT/BGH	On-going as part of Oldham/BGH plan		Complete	
	Deliver business support services (min 12 hours) to Oldham businesses.	BGH	Target is to achieve 16% of GM support. Currently at 10%		Dec 2019	
	Manage the BGH contract and monitor the businesses in receipt of assistance from partner agencies (via caseload management and case conference reviews)	SIT	Ongoing as part of quarterly Team Oldham meetings.		Complete	
	Develop BGH KPI's into info-graphics for use on social media etc	SIT	Working with BGH to further develop KPI's into infographics etc.		June 2018	
	Use the business intelligence and feedback to identify gaps in provision and work with partner agencies to tailor support to the needs of businesses.	BGH, Chamber, OET, GOW, Colleges	Work on-going as part of Oldham/BGH plan.		Complete	
b) Access to Finance	Provide businesses with advice on Accessing Finance	BGH	On-going as part of BGH/OET offer.		Complete	
	Develop pilot capital grant programme to support investment and business growth in the Borough targeting medium and large sized businesses.	SIT	To be launched following elections and political sign-off.		July 2018	
	Review targets of IQ and A62 grant schemes	SIT	Review on-going		July 2018	
	Develop and promote business rates relief scheme to maximize investment	SIT	Scheme developed. PR and comms to take place following election		June 2018	
	Explore options to use Tax Increment Financing (TIF) to borrow against projected growth in strategic locations to fund targeted investment and the development of an Oldham Investment Fund with clearly defined eligibility criteria (based on growth, jobs and sustainability) and use of funding. For example, match investment in: - staff training/upskilling	SIT	To be explored		Sept 2018	

Business and Investment Review Action Plan

	<ul style="list-style-type: none"> - new plant and machinery - innovation in new products and services - relief for bringing vacant premises back into use 					
c) Access to New Markets and Research, Development and Innovation (R&D&I)	Development and promotion of effective supply chain linkages – through the meet the buyer events; local capacity registers; use of procurement clauses	SIT	Construction network event took place in Jan 2018. Next one to take place in Sept 2018. Exploring the possibility of creating an Oldham Skills village that will link opportunities, skills and business support.		On-going	
	Target companies with the potential to benefit from export advice and R&D&I support available from the UKTI (now DIT) and Innovate UK regional advisors based in the Growth Company: <ul style="list-style-type: none"> - export services - access to R&D tax credits - funding for emerging and enabling technologies (health and life sciences, manufacturing and materials) 	Business Growth Hub Innovate UK, DIT regional advisors	Proactive targeting and link to updated website and PR/comms campaign		Oct 2018	
d) Regulatory Support/ Council Services	Promote the GM 'Better Business for All' campaign and undertake business diagnostics to advise on the regulatory requirements needed.	SIT	Proactive targeting and link to updated website and PR/comms campaign		Oct 2018	
	Signpost businesses to relevant support to ensure compliance, via: <ul style="list-style-type: none"> - the business growth hub - internal services – environmental health, trading standards, licensing, fire safety, planning permission, building control 	SIT	Proactive targeting and link to updated website and PR/comms campaign		Oct 2018	
	Work with procurement to maximize opportunities for employment and training of local residents, creation of apprenticeships and business opportunities for local firms, using contract clauses.	SIT	On-going as part of social value and construction sector group but needs to be widened to other sectors		Aug 2018	
e) Sites and Premises	Commission an audit of the existing stock of sites and premises across the borough to understand the scale, quality and availability/gaps in provision in line with SHELAA	Council SIT	On-going as part of the development of the Local Plan		Dec 2018	
	Monitor the delivery, sales and letting of appropriate sites and premises (office, retail, industrial) to link in with B&I Review	SIT	First meeting to take place with unity in July 2018.		July 2018	
	Work with sector networks to identify workforce development and other skills/recruitment issues	SIT/Policy	Signposting and referrals		July 2018	

Business and Investment Review Action Plan

f) Access to Skilled Labour	Assist Oldham businesses to access/recruit apprentices	GOW	On-going delivery via GOW. Outcomes to be integrated into KPI's		Complete	
	Provide upskilling support for businesses and appropriate partner agencies	SIT	To be rolled out as part of future phases of Account Management		Dec 2018	
	Broker relationships between the sector network groups, colleges and the training providers to ensure that provision is tailored to the needs of businesses and explore opportunities for collaborative training ventures	SIT/GOW	Looking to develop a skills village as a pilot programme which could then be rolled out to other sectors		Nov 2018	

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Report to OVERVIEW AND SCRUTINY BOARD

Overview and Scrutiny Annual Report for 2017/18

Portfolio Holder:

Councillor Colin McLaren, Chair of the Overview and Scrutiny Board

Officer Contact: Dami Awobajo, Head of Business Intelligence

Report Author: Lori Hughes, Constitutional Services Officer
Ext. 4716

19th June 2018

Purpose of the Report

For the Overview and Scrutiny Board to review the Overview and Scrutiny Annual Report for the 2017/18 Municipal Year.

Executive Summary

The report outlines the purpose of Overview and Scrutiny, the roles and responsibilities of the Overview and Scrutiny Board and Performance and Value for Money Select Committee. The report is a summary of the work undertaken by Overview and Scrutiny during the 2017/18 Municipal Year.

Recommendations

For the Overview and Scrutiny Board to commend the Overview and Scrutiny Annual Report to Full Council.

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Report to Council

Overview and Scrutiny Annual Report 2017/2018

Report of: Cllr Colin McLaren, Chair of Overview & Scrutiny

Officer Contact: Dami Awobajo, Head of Business Intelligence

Report Author: Lori Hughes, Constitutional Services Officer
Ext. 4716

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Reason for Decision

To provide Council with an overview of the contribution made by Overview and Scrutiny during the 2017/18 Municipal Year as required in line with the Council's Constitution.

Executive Summary

The report outlines the purpose of overview and scrutiny, the roles and responsibilities of the Overview and Scrutiny Management Board, Performance and Value for Money Select Committee and the Health Scrutiny Sub-Committee, a summary of the work undertaken by overview and scrutiny during 2017/18 and an outline of how individuals can get involved in overview and scrutiny in Oldham.

Recommendations

Council is asked to note the contribution of Overview and Scrutiny during the 2017/18 Municipal Year.

1. **What is Overview and Scrutiny?**

- 1.1 All local authorities with an executive model have an Overview and Scrutiny (O&S) function, which was introduced by the Local Government Act 2000.
- 1.2 Further legislation for scrutiny was introduced under:
 - Health and Social Care Act 2001
 - Local Authority (Overview and Scrutiny Committee Health Scrutiny Functions) Regulations 2002
 - Local Government and Public Involvement in Health Act 2007
 - Local Democracy, Economic Development and Construction Act 2009
 - Localism Act 2011
 - The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012
 - Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013
- 1.3 Overview and Scrutiny bodies are made up of Elected Members (Councillors) who are not members of the Cabinet but who hold those decision makers who are members of the Cabinet to account. The Overview and Scrutiny process is not political – it is driven by the interests of the residents of Oldham.
- 1.4 Overview and Scrutiny bodies cannot make decisions, but instead examine policies, decisions, areas of work and make recommendations to the Cabinet. It acts as a “critical friend” to the Council and its partners around the decision-making process and uses informed debate and evidence to make its recommendations.
- 1.5 Scrutiny works to drive forward improvements to the Council’s policies, procedures and delivery.

2 **Policy Development**

- 2.1 The key focus of overview and scrutiny work is to influence and develop policy. Overview and Scrutiny can do this through the following ways:
 - Decision-Making Scrutiny - Holding the Executive to account is a key part of the Overview and Scrutiny role. This is done through receiving reports at Committee, Call-in and questioning of Cabinet Members at scrutiny meetings.
 - Pre-Decision Input - Input on draft policies and strategies before they have been agreed by Cabinet or Council helps to ensure they are more robust and that a check and balance process is in place. It also provides an opportunity for cross party consensus to be developed on issues such as the Corporate Plan, Education Strategy and Council Tax Reduction. Overview and Scrutiny can act as a consultee in respect of such policies and potential new legislation.
 - Monitor and Track Implementation of Recommendations - Ensuring that the views and contributions of Overview and Scrutiny have been considered when work is undertaken to improve services – an essential part of the scrutiny process.

3 Roles and Responsibilities

3.1 Overview and Scrutiny Management Board

3.1.1 Membership

- Councillor McLaren (Chair)
- Councillor Goodwin (Vice-Chair)
- Councillor Dean
- Councillor A. Hussain
- Councillor Larkin
- Councillor Toor
- Councillor Williams
- Councillor Williamson
- Councillor Salamat (substitute)
- Councillor Cosgrove (substitute)
- Councillor Briggs (substitute)
- Councillor Ames (substitute)
- Councillor Hewitt (substitute)
- Councillor Harkness (substitute)

3.1.2 The Overview and Scrutiny Management Board leads the development of the Overview and Scrutiny process in Oldham. The Board chooses issues and topics to look at during the year, be it reviewing a proposed policy in advance of decision or considering the impact of a key decision made by the Council.

3.1.3 The Board is also responsible for:

- Publicly holding the Executive to account for delivering the Council's priorities and for the decisions they make.
- Examining any matters of wider public interest (not just Council services) which affect the wellbeing of the Borough and its people.
- Having a statutory role scrutinising substantial developments or changes to National Health Services and Crime and Disorder issues.

3.1.4 During the last year, the Chair also continued to meet with the senior managers in each of the Council's Directorates. At these meetings, the Chair and officers considered issues Overview and Scrutiny could potentially add value to regarding the development of Council services, policies and the decision making process.

3.1.5 Full Council may refer matters to Overview and Scrutiny for examination of the viability of implementing proposals contained in the motions and report back on their findings.

3.2 Performance and Value for Money Select Committee

3.2.1 Membership

- Councillor Wrigglesworth (Chair)
- Councillor Ahmad (Vice-Chair)
- Councillor M. Bashforth
- Councillor Ali
- Councillor Fielding
- Councillor Phythian
- Councillor Harkness
- Councillor Sheldon

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- Councillor Dean(substitute)
 - Councillor A. Alexander (substitute)
 - Councillor Cosgrove (substitute)
 - Councillor S. Bashforth (substitute)
 - Councillor McCann (substitute)
- 3.2.2 The Performance and Value for Money Select Committee considers how the Council and its partners are performing and whether value for money is being provided for the people of Oldham. It also monitors the implementation of recommendations which Overview and Scrutiny has had accepted by the Council's Cabinet.
- 3.2.3 One of the most important aspects of the Select Committee's role is to examine the Council's budget proposals each year. This involves considering both the administration's budget and any alternative budget proposals put forward by the opposition.
- 3.2.4 The Select Committee also examines the Council's corporate performance report on a quarterly basis and considers the performance and value for money of the Council's work undertaken with partners.

3.3 Health Scrutiny Sub-Committee

The Sub-Committee was established to discharge the responsibilities of the Council for health scrutiny functions, receive and respond to referrals from Healthwatch Oldham and also scrutinise the Health and Wellbeing Board and its appropriate policies and strategies to include the Joint Strategic Needs Assessment and Health Protection.

4 Where has O&S contributed in 2017/18?

4.1 O&S Management Board: Key Plans and Strategies

- 4.1.1 Deprivation of Liberty Safeguards (DOLs) – the Board were provided with an update on the annual data return for 2016/17, the current position and areas of development. The DoLS were aimed at the protection of people who needed to be legally deprived of liberty in order to be given care and treatment in a hospital or care home. The DoLS had been criticised as being excessively bureaucratic and had placed an increased burden on local authorities and social care practitioners. The Board were informed that draft legislation had been proposed by the Law Commission which would be less onerous. The Board commented on the level of bureaucracy and funding.
- 4.1.2 Updating the Corporate Plan – The Board were apprised of proposed changes to the Corporate Plan. The proposed changes were due to the breadth of changes in the Oldham Plan and significant changes in the Council's approach. The number of corporate objectives had been reviewed, reflected the current organisational properties and reflected key changes, aligned the plan to emerging corporate messaging and suitability for informing business planning. The Board commented that the plan was not just about Oldham but the important role Oldham represented in Greater Manchester working together in a structured way. The Board asked and were informed that the plan was monitored by Business Intelligence. Performance was reported to Cabinet, the Performance and Value for Money Select Committee

and the Audit Committee. The Board also questioned the relationship between the Plan and the Greater Manchester Spatial Framework.

- 4.1.3 As part of the Work and Skills Strategy, the Board were informed of the development of the Career Advancement Service which extended the core Get Oldham Working (GOW) offer and sought the improvement of population skills which supported Oldham's goals. Members were informed about changes to the allocation of adult education budgets, the Area Based Review and the core structure required to meet the needs of local employers. Members also sought clarification on careers guidance and the targets that had been set.
- 4.1.4 Academy Conversion and Free Schools – The Board were provided with an update on the policies which had been developed in order for the local authority to formally specify its preferred requirements with regard to Academy and Free Schools sponsors and the approach that would be undertaken by the local authority under the conversion process. The policies would be reviewed and possibly combined into one policy. The Board sought and received clarification on the position of Councillors as Governors. The Board also sought information on challenging enforced conversion.
- 4.1.5 Review of Virtual School Annual Report and Autumn Term Update – The Board were provided with an update on the role of the Virtual School and recent educational outcomes for Oldham's Looked After Children (LAC). Members were informed of the greater emphasis on supporting emotional wellbeing and mental health. Members were also informed of Personal Educational Plans (PEPs) and the move to an electronic PEP. The Virtual School Headteacher had set a comprehensive plan, had demonstrated a significant impact and was building strong relationships with schools. Members were informed about the challenge at Key Stage 4, challenges related to engagement and attendance as well as supplementary curriculums. Members sought and received clarification around exclusions, the growing number of LAC and intervention with families. Members also received information related to additional support for children from BME families.
- 4.1.6 Homelessness Strategy – an update was provided on the Homelessness Strategy and homelessness issues in Oldham. All local authorities were required to take a more strategic and multi-agency approach which tackled all forms of homelessness and prevention. The Council had developed strong relationships with partners and levels of homelessness in Oldham were amongst the lowest in Greater Manchester. The current strategy covered the 2016 – 2021 time period and was backed by an annual action plan. A number of policies were highlighted which would have an impact on the services which included changes to homeless legislation and welfare reform. The Greater Manchester Combined Authority (GMCA) had been approached by the Department for Communities and Local Government (DCLG) to pilot a prevention approach and a bid had been submitted for funding along with bids for resources to support work with rough sleepers and those at risk of sleeping rough. The Board were also informed of additional responsibilities and burdens placed on the authority, the need for additional resources, local housing allowance cap, increased rent arrears, mortgage repossession, asylum seeker dispersal and out of area placements. Housing allocations were being reviewed and additional resources being sought. The Board raised the issue of the difficulty faced by residents to get rented accommodation due to up-front costs. Members were informed that additional resources were sought to provide additional capacity and access to facilities. Members commented that priority should be given to families with children and it was confirmed that they were prioritised. Members also commented on Housing in Multiple Occupation and their prevalence due to residents being unable to afford to buy their own home.

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- 4.1.7 GM 2040 Transport Strategy and Supporting Sustainable Economic Growth - the Board were provided with an update on the strategy and plan which had been adopted in February 2017. The strategy provided a long-term framework for the improvement of transport across the city region and accommodated the levels of growth. Two key government policy documents had been published which could affect the strategy and included the Cycling and Walking Investment Strategy and National Air Quality Action Plan. The Council was reviewing its local Plan which included issues such as transport and accessibility. Members sought and received clarification on the third city crossing, the outcome of the National Productivity Investment Fund (NPF) bid, job seekers travel initiative and the "Get Me There Card" including use on Metrolink. Members raised an issue related to the timing issue on the use of some tickets.
- 4.1.8 Strategic Regeneration: Oldham Town Centre Masterplan and Prince's Gate Update – The Board were provided with an update on key strategic regeneration programmes. The Board queried the proposed market development. The Board also sought and received clarification on additional sites being considered for improvement, the extent of disruptions, risk assessments and mitigation. The Board were also provided with an update on the Town Centre Parking Strategy. The number of car parking spaces had reduced in the last four years but measures had been put into place to mitigate the issue. The Board were also informed that to assist with traffic enforcement measures and encourage use of public transport, bus lane enforcement had been introduced to three main roads. Clarification was provided to the Board on the promotion of park and ride schemes in Oldham and the outcome of a parking review.
- 4.1.9 Generation Oldham – The Board were provided with an update on the Generation Oldham community programme and it was reported that all objectives had been achieved and a new set of objectives had been developed as part of the Green Oldham Strategy. Solar PV systems had been installed on all Phase 1 sites. The funding arrangements were clarified to the Board which included share offers and planned promotions. Future phases which could include further Council buildings were outlined to the Board. The Board raised the decreasing profitability of solar panels and were informed of expressions of interests in the scheme.

4.2 **O&S Management Board: internal and external consultations**

- 4.2.1 Business Growth and Investment Review – The Board were provided with information as to how the Council could optimise business engagement and provide competitive business support to maximise business growth and investment in the Borough. Members sought and received clarification on how businesses could connect with the Council as the process had seemed complex. The Board queried and were informed how opportunities would be created for young people whereby the strategy would assist in identifying future business needs and help develop appropriate courses and skills. The Board were informed of key performance indicators and an explanation of the action plan and the link to encourage young people to stay, live and work in Oldham. The Board endorsed the recommended option.
- 4.2.2 SMART – The Board were informed of an ongoing project related to Unity Partnership Ltd.

4.3 O&S Management Board: Services monitored

4.3.1 Universal Credit - The Board received several presentations over the 2017/18 period which included a presentation by representatives from the Department of Work and Pensions.

The first report was an update from Council officers on the roll out of Universal Credit in Oldham. The update included information on sanctions, early observations and ongoing work on the mitigation of the impact on residents. Members were informed of increased queries at the Citizen's Advice Bureau. The Board were informed of the use of sanctions and work ongoing to maximise the use of the council tax reduction scheme and the take up of free school meal entitlements. Members raised concerns on the five – six week delay, digital access and the application and severity of sanctions. Members also expressed concern on the number of residents under pressure and the number of foodbank certificates issues. Members also highlighted concerns on the impact on landlords on direct payments. Members received clarification on the rent arrears and the appeals process.

The second report was a presentation by DWP representatives which provided the opportunity for them to advise how the implementation in Oldham was progressing and allowed members to raise questions. The Board were informed about the digital services, notifications and assistance for claimants available to assist when making claims. Members were also informed about personal budgeting support.

Board Members raised the following points:

- concern which included the delay in claimants receiving payments and received an explanation on why monthly payments had been implemented;
- queried how support was provided to those claimants who did not have digital access
- the use of sanctions, the discretion available to DWP staff and guidance on its use and the higher sanction rate in Oldham;
- the take up of the council tax reduction scheme and free school meals;
- the lack of direct payment to landlords causing residents to fall into arrears;
- affordability of digital access on devices by claimants and received an explanation that services could be accessed on devices at the Job Centre and libraries where staff had been trained to assist;
- the increase of the use of foodbanks; and
- support provided to the BME residents with language difficulties and disabled residents and support available was explained.

The third report provided an update on the roll out of the Universal Credit Full Service in Oldham. The Board were provided an update on the number of claimants and work to raise awareness for residents to claim support. Members were also provided an update on the changes to Universal Credit announced in the Autumn Budget.

4.3.2 Children's Social Care 'Getting to Good' Implementation Plan – an update had been provided to the Board which outlined progress to date since the inspection in May/June 2015. A number of key changes had been implemented which supported essential components that included workforce, management and leadership capacity and performance management and quality assurance. Members questioned the reasons for increased demand and the cases were outlined. Members asked about the monitoring of the pupil premium and were informed that this was monitored through education plans. Members also questioned additional investment which was being used to support additional investment for training, recruitment, induction and

ongoing training. Members received a second update which provided an update on the progress on the improvement priorities as identified to the Board in 2017.

- 4.3.3 Selective Licensing Scheme – The Board received an update on the progress of the schemes which was in Year 3 of the 5 year scheme. Members were apprised of applications received and issues which had arisen related to those landlords who failed to license their properties, warning letters issued, work with Immigration Enforcement and United Utilities. Members were also provided an update on the management of properties and condition audits. The Board agreed to convene a workshop in order to review the Licensing Scheme as recommended by the Housing Act 2004.
- 4.3.4 Resident First Programme Update – The Board were provided with a review of progress since the programme had commenced in Autumn 2016, an outline of each project and how it had benefited both residents and the Council. In addition to six service projects, there were three cross-cutting projects designed to drive improvements. The programme was focussed on digitising and improving the customer journey. A number of services were available on-line including in-year school transfer, Registrars, flytipping, licensing and highways. Developments included an on-line application process, ability to pay on-line, upload documents, the introduction text messaging, self-serve, self-track and progress tracking. It was confirmed to the members that reference numbers were supplied for tracking purposes as well as Global Positioning System (GPS) information. Members sought clarification on access via an app and website. A new web foundation would be available for new developments and the app would be available when the digital capability was available. Members were informed that translation capability was part of the website project. Members were informed how the new system would be marketed. Members also queried the applications for free school meals and how the system had made an impact. Members also queried access and it was confirmed that support was available on-line and through libraries. Work was ongoing with housing partners. Members were provided with a second update later in the municipal year and noted progress being made on the programme and planned resident improvements.
- 4.3.5 Oldham Council Libraries Savings and Impact - The Board were provided with information on the impact of budget savings to Oldham Council Libraries and the services current challenges and developments. Members were informed about achievement of savings, recruitment of volunteers and decentralisation of the service. Oldham's position against other local authorities was explained as well as new initiatives and projects funding by successful bids to external funding streams. Members raised and received clarification on the Book fund, the performance of the Library Service, the use of volunteers being increased and the e-book offer in the libraries.
- 4.3.6 Update on the Social Values in Procurement – The Board received an update on the implementation of the inclusion of social values into the commissioning life-cycle. Work had continued on the implementation of the framework and a set of procurement principles developed to guide the approach to social value. Members queried the access to the CHEST system by local companies as representations had been received from companies who had been unable to bid. Members asked that the organisation's approach be reviewed to encourage more Oldham companies to bid.

4.4 Motions Referred to Overview and Scrutiny

The following motions were referred to Overview and Scrutiny for investigation:

- Community Shop – this item was referred to Board and related to a social enterprise which has a network of social supermarkets, which provided a means for retailers, brand names and manufacturers to redistribute their surplus stock. The Board had given consideration to update on the programme since the motion was referred in February 2015. The Board were provided a further update in respect of the community food and growing hubs across Oldham. The Board were informed of developments on the Oldham model, food markets, locally grown produce for restaurants and the link to cooking skills and employment. The Board were also informed of the community food network development, successful campaigns, establishment of forums, continued delivery of Get Oldham Growing and new health ambassadors. More funding was expected from Well North. The aim was to set up groups, have public health initiatives, for the groups to be sustainable and include education for healthier eating. Members were supportive of the community food network model as it was locally based and focussed and fulfilled objectives under health and wellbeing. The Community Shop model was costly. Members requested work be taken up with schools and residents be encouraged to grow their own.
- Street Charter – The Board received a progress report on a motion that had been referred to them in March 2017 following the adoption of the “Who Put That There” Street Charter for Oldham. A working group had been formed to review the action plan. The aim was to promote the Charter through a strong communication campaign and incorporate it into the Town Centre Master Plan. The Board commented on obstructions on pavements and enforcement.
- Combatting Acid Attacks – Full Council had referred a motion to the Board which requested that the Board, Trading Standards and retailers’ associations examine the merits and practicalities for the introduction of a voluntary scheme related to the sales of corrosive products which contained acids or ammonia to under 21 year olds in advance of future legislation. After taking into consideration the report and information provided at the meeting along with the House of Commons Briefing Paper, it was inappropriate that a voluntary scheme not be introduced at this time.
- Lighten Up Pledge – PVFM was asked to examine the practicality and affordability of replacing street lights and the possibility of the Council making a commitment to replace all street lights with LEDs. This is still in progress.
- Three further motions were referred to the Overview and Scrutiny Board on 28th March 2018 related to:
 - Making Oldham a ‘Single Use Plastic-Free’ Local Authority; and
 - Land Value Taxation; and
 - Restricting New Hot Food Takeaways near SchoolsThese will be addressed as part of the Overview and Scrutiny Board’s 2018/19 Work Programme.

4.5 PVFM Select Committee: Finance Scrutiny

- 4.5.1 Scrutiny of Budget Proposals – The Council’s overall budget proposals for 2018/19 were considered by the Select Committee. The Administration’s proposals were

presented to the Committee during January 2018 and the Opposition's proposals were presented in February 2018.

4.5.2 Income Generation Proposals were reviewed as part of the performance monitoring process.

4.6 **PVFM Select Committee: Performance Scrutiny**

4.6.1 Quarterly Council Performance Report and Challenge – Reports were presented to the Committee in terms of how the Council was performing against its key local and statutory priorities. The Committee undertook more detailed scrutiny of a number of topics through examining the performance report.

4.6.2 “Getting to Good’: The Improvement Journey in Children’s Social Care – The Select Committee were provided an update on progress in response to the Ofsted Single Inspection Framework (SIF). It was reported that sustainable improvement had been made which addressed systematic issues highlighted in the inspection. Service developments had focussed on Workforce, Management & Leadership Capacity and Performance. Clarification was provided to the Committee on rise in demand for child protection plans and Looked after Children, service manager recruitment, timeline to respond to Ofsted recommendations; stages and processes in child protection, workforce analysis, reasons for the increases in Children in Need and Early Help Assessment. A further programme update was provided to the Select Committee later in the Municipal Year on the measures put in place as part of the action plan. The Select Committee sought and received clarification on social workers’ caseload and comparison to national data, review findings of those children who were home educated and those who attended licensed schools, use of technology to communicate with young children, transition planned for children and young people with complex needs and recruitment retention.

4.6.3 Provision for Young People at Risk of Not in Employment, Education or Training (NEET) – the Select Committee were provided information on the provision of engagement activities, non-regulated and regulated learning. Clarification was received in response to comments which included young people’s participation in the programme, Government requirements, work to track young people to ensure participation and the effect of leaving the European Union with funding from the European Social Fund.

4.6.4 MioCare Group CIC – the Select Committee were provided an update on the financial performance of the group and the three year business plan.

4.6.5 Homelessness in Oldham and First Choice Homes Oldham (FCHO) – The Committee were informed of the increase in demand and the register in the last 12 months. Turnover in social housing had reduced with left very few empty properties. The introduction of Universal Credit had increased rent arrears which reduced the rent collected and meant FCHO had less money to invest in additional properties. Members were informed of proposed developments and identification of future sites. Members were provided with information on future plans, growing number of homeless and the cost of bed and breakfast provision. The impact of new legislation was also highlighted.

4.6.6 Delivery of the Free Early Educational Entitlements to Two, Three and Four Year Olds – An overview was provided on the delivery of the free entitlements, specifically the impact of the national funding formula and the launch of the 30 hours free childcare. The full impact of the 30 hours free care would not be known for some time but would be kept under review.

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- 4.6.7 Non-Elective Admissions and Delayed Transfers of Care from Hospital – the Committee were provided with an update on the activity and performance information related areas of Adult Social Care responsibility. There were two key indicators which were the number of people who wait longer than four hours to see a consultant at A&E and the number of people who were medically optimised/fit for discharge and a person experienced a delay in being discharged. Members sought clarification on the number of non-emergencies attending A&E and the reasons why were explained. Members noted that the Delayed Transfer of Care performance was one of the best in Greater Manchester.
- 4.6.8 Planning Application Performance – The Committee were informed of three targets set by the DCLG related to major, minor and other planning applications. Despite strong performance the service had encountered “challenges” with regard to database issues and workforce changes. The Committee raised the outcomes of appeals, timeline for ward members requesting a planning application to be decided by Committee, resubmission of applications, ward members notification of planning applications, service quality control, communication between departments, land banking and enforcement process and intensity of land use and explanations were provided.
- 4.6.9 Get Oldham Working Update – the Select Committee received information on the outcomes of the campaign and figures showed that the programme had been successful. A significant number of employment opportunities had been created and filled.
- 4.6.10 Unity Partnership – The performance and value for money provisions and monitoring of the contract with the Unity Partnership for the annual period ending on 31st March 2017 were examined. Key performance indicators and targets were discussed.
- 4.6.11 Public Health Savings Progress and Performance Report – The Committee received an update on the impact on outcomes and service provision linked to public health savings made on Smoking Cessation and Health Trainer (NHS Health Checks) Service, Young People’s Sexual Health Service and Public Health Transformation Fund.
- 4.6.12 Oldham Work and Skills Strategy 2016/20 – The Select Committee were provided with an update on the European Social Fund (ESF) Skills for Life Programme, Get Oldham Working Phase 2 as well as the Careers Advancement Services. Members questioned the users and output percentages, support from potential employers and the future of ESF funding following Brexit.
- 4.6.13 Education and Early Years Position Statement on Standards 2017 – the Select Committee were informed of key educational outcomes in Oldham schools. Settings had improved in 2017 and the gap between national and local figures had narrowed for most borough indicators. Members noted that many standards remained below national average levels. Members commented on the level of improvement in early years, encouraging schools to open nurseries, the drop in performance in 2016, and issues around exclusion and attendance.
- 4.6.14 Greater Manchester Police – The Select Committee were provided information on the grant funding and the real term reduction which had occurred over the past seven years. There had been an increased and more complex demand on policing. The sharp increase in crime and unchanged level of police grant were explained in relation to the precept and how the additional monetary resources would be used were outlined to the Select Committee. Members commented on the redistribution of

funding from Greater Manchester to national projects, complaints about the 101 system, user of reserves and the capital programme and the launch of Standing Together, partnership working and community safety grants.

4.6.15 Adoption Performance in Oldham – The Select Committee were provided an update on the performance of the service related to the adoption scorecard. The number of Looked After Children had increased, but the percentage of children who had ceased to be looked after through adoption was lower than previous years. The targets set by the Department of Health were outlined and how they were measured. Adoption Now, the new Regional Adoption Agency had started operating in November 2017. Members commented on the working ethos and performance, sharing of best practice and adoption breakdown.

4.7 Health Scrutiny Sub Committee

4.7.1 The Health Scrutiny Sub-Committee has met six times since June 2017. The Committee has received a number of reports from across the Health and Care Sector in Oldham, but has shown a particular interest in the Locality Plan Implementation and the development of an Integrated Care Organisation (ICO).

4.7.2 The focus of the Sub-Committee was on the impact of plans for the devolution of health and social care responsibilities to Greater Manchester. Additionally, the implementation of the Healthier Together reforms of the provision of acute services across Greater Manchester which will impact on the service offer available at the Royal Oldham Hospital and across North-East of Greater Manchester, for Oldham residents. Another area was the CQC inspection of the Hospitals Trust which is detailed below.

4.7.3 The Sub-Committee addressed the following areas:

- Health Protection Annual Report – members were informed of work that had been considered by the Health Protection Sub-Group, range of priorities and performance measured against the Public Health Outcomes. The Sub-Committee sought and received clarification on the low uptake in women of HIV testing, latent TB, flu vaccination take up and better use of the pharmaceutical approach to reduce the prescription of antibiotics.
- Public Health Annual Report – members were provided with a report of the Director of Public Health on the state of the health of Oldham's communities. The Sub-Committee sought and received clarification on school readiness, impact of sport activities, smoking & health, obesity and alcohol consumption.
- Pennine Acute Hospital Trust CQC Inspection –the Sub-Committee were provided with an update on the Pennine Improvement Plan following the CQC Inspection. Actions and improvements made over the last 12 months were noted. Members were informed about the creation of the Northern Care Alliance. Members commented positively on the arrangements at A&E whereby children were now separate from adults. Member commented positively on the provision of end of life care. Members also commented on staff training and financial sustainability.
- Pennine Care CQC Report –the Sub-Committee were provided with an update on the improvement action plan. A programme of refurbishment had been completed and additional funding had been received for the upgrade to a number of buildings to improve patients' experience. Monthly meetings were taking place

between the CQC and the new senior leadership team to ensure that the Trust was on track with all work streams on the improvement plan. A forward plan would be developed to guarantee consistent quality improvement. Members commented on the impact of the rating on staff morale, the old and new inspection regime, the improvement to services and managing the budget deficit of the trust, prevention, and the ability to retain members of staff.

- Local Care Organisation and Transformation Fund Update – members were provided with information on the latest developments on the establishment of the Local Care Organisation which was part of the Locality Plan and concerned the way health and social care services would be commissioned and delivered in the Borough. The Transformation Fund Bid had been agreed by the GM Health and Social Care Partnership Board. The ICO model aimed to develop an integrated care approach. A strong focus was placed on Thriving Communities. A further progress update was also provided where members referred to budget deficits and rationalisation of services. Members also sought clarification on communications to residents and governance. A further update was received in the year on the progress of the developed and development on the cluster hubs. Members were informed of the redesign of Adult Social Care which featured two elements: Commissioning and Provider. Members questioned how performance would be monitored and the challenge of recruiting qualified staff.
- A&E Primary Care Streaming and Associated Changes to Urgent Primary Care – the Sub-Committee were informed of the approach, preferred model and service specification for the service to be developed. The Sub-Committee were informed of the aims of the Clinical Commissioning Group (CCG), and the vision for primary care led urgent care. A service specification had been drafted in line with NHS Principal and Standards. The relationship with the Oldham Locality Plan was outlined and members received clarification on the proposed model which included quality of healthcare advice, funding, targets and communications.
- Tobacco Control Policy – The Sub-Committee were informed of the Council's current position on the tobacco control agenda and public health's proposed changes to the Council's Smoking policy. The Health and Wellbeing Board had agreed Oldham's Tobacco Control Plan. Three key actions were identified as priorities and included: Complete the first phase of the CLearR process; reduce the number of women who smoke during pregnancy and review of the Council's smoking policy. Members sought and received further information on proposals for expansion to other Council sites and the timescale for implementation.
- Implementation of the Right Start Services – The Sub-Committee were provided with an update on the implementation of the service, performance reporting with emerging outcomes and the impact of the Trust's CQC inspection and subsequent action plan on the Right Start Service in Oldham. The Sub-Committee queried referrals, percentage information for each ward and support for those residents who did not have English as their first language.
- The Sub-Committee were provided with an update on the progression and achievements to date of the 'Fit for Oldham' Programme as well as the added benefits, value and future plans.
- Regional Adoption Agency – the Sub-Committee were provided with an update on the latest developments of Adoption North West. The developments were in line with the Education and Adoption Act 2016 which aimed to speed up the adoption process. Oldham, together with five other local authorities and two

voluntary organisations had created a partnership and had successfully submitted a bid for funding. Members commented on the impact of Oldham's demographics, the number of cases, the recruitment of adopters, the implementation target, obstacles and challenges and support to members of staff.

- Improved Better Care Fund – The Sub-Committee were provided with information on the plans for the reconfiguration of the Adult Social Care Service in Oldham which reflected the integration agenda and addressed the increasing demand for health and social care services. Members commented on the gap in the number of qualified social workers, workload of staff, implications for the Multi-Agency Safeguarding Hub (MASH), benefits for patients and residents and quality control.
- Integrated Cluster Working – the Sub-Committee were provided with an update on the development of the work arrangements for the clusters which was a key aspect of the reconfiguration and integration of the Health and Social Care system. It was hoped that this model would alleviate the extreme pressure at Accident & Emergency departments. Members received a further update on the outcome of the recent public consultation on the future model for urgent primary care in Oldham. This would be for a number of Urgent Care Hubs located around Oldham. Members commented on the definition of urgent care and communications.
- Health Check Programme – the Sub-Committee were provided with an update of the performance of the programme across Oldham. The programme was aimed to help prevent vascular disease. Health check performance targets were set nationally. Oldham had achieved targets in 2015/16 and continued to exceed it. Oldham had been recognised nationally for quality improvement in the delivery of the health checks. Members commented on health checks and the use of technology, community events to reach more people and asked if figures on the outcomes of NHS health checks could be included. The Sub-Committee expressed its support for the programme and the availability to sponsor and the possibility of the programme being linked to the Mayor's Health Living Campaign.
- Mayor's Healthy Living Campaign – the Sub-Committee received updates on the campaign and what activities had been undertaken throughout the year.
- The Health and Scrutiny Sub-Committee also convened a Task and Finish Group which looked at the review of safeguarding training.

4.7.4 Motions referred to Health Scrutiny Sub-Committee.

Motions which had been referred to Overview and Scrutiny Board, if health related, were subsequently referred to Health Scrutiny Sub-Committee. These included:

- Making Oldham Council More Dementia Friendly - A task group of officers from the Council, CCG and other partner organisations, as well as relevant Cabinet members had been established and provided a response to the proposals to the motion. The Sub-Committee approved the response and commended it to Council.
- Air Quality Plan – members noted the action that needed to be taken at a local, Greater Manchester and national level to increase the rate of progress to keep levels to the legal limit in the future. Oldham worked in partnership with Transport for Greater Manchester and the other nine authorities to assess air pollution. A

National Air Quality Plan had been produced and required feasibility studies be undertaken and solutions identified. An Air Quality sub-group had been established as part of the Health and Wellbeing Board and aimed to address aspects of the GM Air Quality Plan and agreed actions were implemented locally. It was also focused on finding new ways to reduce the carbon footprint in the Borough. Members commented on reducing traffic, air quality monitoring results, the setting of air quality objectives and heavily polluted sites in Oldham. The Sub-Committee also expressed interest in supporting a campaign to reduce air pollution.

- NHS Blood and Transplant Service – work was ongoing with the NHS on how to help increase the levels of blood donation and organ donor registration in the Borough.
- HIV Testing – A programme of HIVT Awareness Training was being scheduled across Oldham with an initial focus on primary care. The Specialist Sexual Health Service was due to go live with the NHS England funded pre-exposure prophylaxis (PrEP) HIV prevention programme.

5 Ways to get involved with O&S?

- 5.1 Overview and Scrutiny Board, Performance and Value for Money Select Committee and Health Scrutiny have rolling work programmes. These can be found as part of the meeting's agendas.
- 5.2 If you are interested in attending a meeting of either the Board or Select Committee, meeting dates can be found on the website at: <https://committees.oldham.gov.uk/ieListMeetings.aspx?CommitteeId=366>
- 5.3 Contact and speak to your local Councillor about issues you feel have an impact on your local community in Oldham. Overview and Scrutiny will consider issues raised by Councillors.
- 5.4 You can contact the Head of Business Intelligence on 0161 770 1559 to ask Overview and Scrutiny to consider an issue which has an impact on Oldham and local people. This could be a problem, Council service or an issue which you think the Council should take in lead in improving.

6 Legal Services Comments

- 6.1 n/a

7. Co-operative Agenda

- 7.1 The Annual report contains examples of work aligned to the Council's co-operative approach in relation to issues that have an impact of local communities.

8 Environmental and Health & Safety Implications

- 8.1 None

9 Equality, Community Cohesion and Crime Implications

- 9.1 None

10 **Equality Impact Assessment Completed?**

10.1 No

11 **Key Decision**

11.1 No

12 **Key Decision Reference**

12.1 N/A

13 **Background Papers**

13.1 None

14 **Appendices**

14.1 None

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OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME 2018/19 AND PERFORMANCE MONITORING PLAN

PART A – MEETING PROGRAMME

MEETING DATE & VENUE	AGENDA ITEM	SUMMARY OF ISSUE	CABINET PORTFOLIO (link to Corporate Outcome)	RESOLUTION / RECOMMENDATION	Comments
Tuesday, 19th June 2018 6.00 p.m. Deadline for reports: 7th June 2018	Adult Safeguarding – Deprivation of Liberty Safeguards	Update to the Board	Health and Social Care (Thriving Communities)		Requested by the Board in June 2017
Page 99	Business Growth and Investment Strategy and Business Productivity and Inclusive Growth Programme	Update on the Work Programme (Strategic Investment Programme)	Economy and Enterprise (An Inclusive Economy)		Requested by the Board in November 2017
	Overview and Scrutiny Annual Report	Review of the Overview and Scrutiny During 2017/18	Economy and Enterprise (Cooperative Services)		
	Overview and Scrutiny Toolkit	Guidance	Economy and Enterprise (Cooperative Services)		
Tuesday, 24th July 2018 6.00 p.m. Deadline for	Get Oldham Working and Career Advancement Services (Work and Skills Strategy)	Update on the Strategy	Employment and Skills (An Inclusive Economy)		Requested by the Board in July 2017

reports: 12th July 2018					
	Getting to Good	Update	Children's Services (Thriving Communities)		Link Meeting, 27 March 2018
	Children's Health	Update	Children's Services (Thriving Communities)		Link Meeting, 27 March 2018
	SMART Update	Update on the Programme	Finance and Corporate Resources (Cooperative Services)		
	Ofsted Focused Inspection Outcome	Update	Children's Services (Thriving Communities)		Link Meeting 27 March 2018
Page 30					
Tuesday, 4th September 2018, 6.00 p.m. Deadline for reports: 22nd August 2018	Street Charter	Update on the Implementation	Neighbourhood Services (Outcome Driven Services)		Requested by the Board in January 2018
	ICO Update	Update on the service	Health and Social Care (Thriving Communities)		Link Meeting, 27 March 2018
	Safeguarding Boards Annual Reports (LSCB/LSAB)	Annual Reports	Health and Social Care and Children's Services (Thriving Communities)		Link Meeting, 27 March 2018
Tuesday, 16th October 2018	SEND Update	Update	Children's Services (Cooperative Services)		ESN Link Meeting, 7 Feb 2018

6.00 p.m. Deadline for Reports: 4th October 2018					
Tuesday, 27th November 2018 6.00 p.m. Deadline for Reports: 15th November 2018	Oldham Town Centre Masterplan (to include an update on the Town Centre Parking Strategy)	Update to the Board	Economy and Enterprise (An Inclusive Economy)		Updates requested in November 2017 and January 2018
Tuesday, 22nd January 2019 6.00 p.m. Deadline for Reports: 10th January 2019	Libraries	Update on the provision of the service	Education and Culture (Cooperative Services)		Update requested by the Board in January 2018
	Generation Oldham	Update	Finance and Corporate Resources (Outcome Driven Services)		Update requested by the Board in January 2018
Tuesday, 5th	GM2040 Delivery	Annual Update	Neighbourhood		Updated requested

March 2019 6.00 p.m.	Plan		Services (An Inclusive Economy)		by the Board in October 2017
Deadline for Reports: 21st February 2019					
	Virtual School	Annual Report and Term Update	Education and Culture (An ambitious and socially mobile borough)		Update requested by the Board in March 2018

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PART B – ONE OFF MEETINGS AND WORKSHOPS

Date	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
TBC	Greater Manchester Spatial Framework	Update on the Development	People and Place (A regenerating and confident borough)		A workshop was recommended at the Economy and Skills Link meeting held on 28 th September 2017 – to be convened in June 2018	
TBC	Universal Credit	Further visit to the DWP	Corporate and Commercial		A further workshop to be held following earlier visit by the Chair of Overview and Scrutiny to the DWP Offices.	
TBC	Multi-Agency Safeguarding Hub	Visit to the MASH	People and Place		A workshop to be held to discuss the development of the hub and adult social care.	
TBC	Meeting with Headteachers	Evaluate change over the last twelve months	People and Place	Aim for Summer time; early July after assessments	To be similar to event held in September 2017	

PART C – OUTSTANDING ISSUES – DATES TO BE DETERMINED

When Discussed	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
26 Nov 17	Free Schools	Update would be received when the national policy on Free Schools had been clarified.	Children's Services	TBC		
6 Mar 2018	Children's Social Care Getting to Good Improvement Plan Update	Report to be received following sign off by Ofsted	Children's Services	TBC		
6 Mar 2018	Selective Licensing Scheme	Update on Year 4 of 5 of the Scheme	People and Place	TBC		
6 Mar 2018	Combatting Acid Attacks	Members agreed the voluntary scheme not be introduced, however, the issue was to remain on the work programme pending approval of legislation.	People and Place	TBC		
ESN Link Meeting 9 Nov 17	Review of Housing Strategy	Update	People and Place	TBC		
Council, 28 March 2018	Making Oldham a 'Single Use Plastic-Free Local Authority		Strategic Reform	TBC	Motion referred to O&S Board	
Council, 28 March 2018	Land Value Taxation		Corporate and Commercial	TBC	Motion referred to O&S Board	
Council, 28 March 2018	Restricting New Hot Food Takeaways near Schools		People and Place	TBC	Motion referred to O&S Board	
ESN Link Meeting 27 Mar 2018	Children's Services Inspection (may include Virtual School)		Children's Services	TBC		

PART D – ACTIONS FROM PREVIOUS MEETINGS

Date of Meeting	Title of Report	Directorate	Action(s)	Date Completed and Outcome
6 March 2018	Social Values in Procurement	Corporate and Commercial	Ability of local companies to access the CHEST be discussed at the LINK meeting	
6 March 2018	Virtual School	Children's Services	Ofsted results to be reported to O&S Board in a short briefing note during the next municipal year (18/19)	

OVERVIEW AND SCRUTINY BOARD – 19 June 2018

GENERAL EXCEPTION AND SPECIAL URGENCY DECISIONS

Background

The Chair (or their nominee) is given powers in the Council's Constitution to give authorisation for key decisions to be made under the following rules:

Rule 16 – General Exception

Where the decision has not been placed on the Forward Plan, but it is possible to give 5 clear days notice of the decision to be made, Rule 16 allows that the decision may be made where the relevant Executive Director has obtained agreement in writing from the Chair of the Overview and Scrutiny Board (or his/her nominee) of the matter about which the decision is to be made. Notice of this setting out the reasons why compliance with the 28 day notice period was impracticable will be made available at the offices of the local Authority and be published on the Council's website. Any decision made in this way is still subject to a potential call-in.

Rule 17 – Special Urgency:

In certain circumstances it may be impracticable both to:

1. Place the decision on the Forward Plan, and
2. Give 5 clear days notice prior to the decision being made

Rule 17 allows that in these circumstances the decision may still be made where the decision maker has obtained agreement from the Chair of the Overview and Scrutiny Board (or his/her nominee) or if not available the Mayor or in their absence the Deputy Mayor. As soon as it is reasonably practicable after the decision maker has received agreement from the Chair of Overview and Scrutiny that the decision is urgent and cannot be reasonably deferred, a notice will be made available at the offices of the local Authority setting out the reasons why compliance with the 28 days was impracticable and this will be published on the Council's website. Where Rule 17 applies the decision is exempt from call-in.

**For the Municipal Year 2018/ 2019 the Chair of the Overview and Scrutiny Board is
Councillor McLaren**

Subject Matter	Officer	Rule Applied	Date of Decision and Date of authorisation	By	Reason(s) for the decision
Funding of Voluntary Infrastructure and Community Horizon Project	Oliver Collins, Principal Policy Officer	Rule 16	Decision: Authorisation: 23 March 2018	Councillor McLaren	DECISION AUTHORISED: For the report to be agreed. The decision could not be reasonably deferred due to meeting the timescales as outlined in the report.
Reshaping Unity Partnership	Ray Ward	Rule 17	Decision: Authorisation: 11 th May 2018	Councillor McLaren	DECISION AUTHORISED: For the report to be agreed. The decision could not be reasonably deferred due to meeting the timescales as outlined in the report.



Report to OVERVIEW AND SCRUTINY BOARD

Overview and Scrutiny Toolkit

Portfolio Holder:

Councillor Colin McLaren, Chair of the Overview and Scrutiny Board

Officer Contact: Dami Awobajo, Head of Business Intelligence

Report Author: Lori Hughes, Constitutional Services Officer
Ext. 4716

19th June 2018

Purpose of the Report

For the Overview and Scrutiny Board to review the Overview and Scrutiny Toolkit.

Executive Summary

The Overview and Scrutiny Toolkit was designed to explain the framework for Overview and Scrutiny for use by those involved in the scrutiny process.

Recommendations

The Overview and Scrutiny Board is asked to note the Overview and Scrutiny Toolkit.

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OLDHAM COUNCIL



OVERVIEW AND SCRUTINY TOOLKIT

January 2017

Overview and Scrutiny Toolkit – List of Contents

- 1. Introduction**
- 2. Political Management of the Council**
- 3. What is Overview and Scrutiny?
What Overview and Scrutiny cannot do.**
- 4. How Overview and Scrutiny operates in Oldham**
- 5. The Work of Overview and Scrutiny**

Appendices

- A. Questioning to Gain the Most from Witnesses**
- B. Call-In Procedure**

1. Introduction

The purpose of the toolkit is to explain the framework for Overview and Scrutiny at Oldham Council. It is for the use of anyone who has any involvement in the Scrutiny process including:

- The Chairs and Members of Overview and Scrutiny Committees
- Cabinet members and committee members who may be required to attend scrutiny review meetings
- Staff involved in the scrutiny process, those who are required to give evidence as part of scrutiny or those involved in the development or review of decisions/policies.
- Members of the public, partners and external organisations who may attend scrutiny meetings, be co-opted onto panels or who are invited to give evidence to support scrutiny reviews.

2. Political Management of the Council

Oldham Council is a metropolitan borough providing services to the people of Oldham and its surrounding districts. This includes childrens and adults services, education, environmental services such as trading standards, street cleaning and refuse collection, strategic housing, cultural and leisure services, revenues and benefits.

The Council's ambition is to deliver a co-operative future where everyone does their bit to create a confident and ambitious borough.

The full Council, involving all 60 Councillors, meets approximately seven times a year. There are decisions that only full Council can make which include decides on the Constitution and any amendments, agrees the Council's budget, agrees the policy framework and appoints the Leader, Members of Committees and Outside bodies. Full Council also appoints the Mayor, Deputy Mayor and the Chief Executive.

3. What is Overview and Scrutiny?

- 3.1 Overview and Scrutiny was introduced under the Local Government Act 2000 which modernised the political management arrangements of local authorities. It provides opportunities for non-executive members of the Council to examine the way the Council provides its services, question how and why decisions are made and plays a pivotal role in the shaping of future Council policies. The Local Government & Public Involvement in Health Act 2007 further enhanced the role and powers of Overview and Scrutiny Committees as well as the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 and the Health and Social Care Act 2012.

3.2 There are key roles for scrutiny which include:

- Holding the Cabinet to account – acting as a check and balance on the decision making powers of the Cabinet.
- Policy Development and Review – acting as a ‘critical friend’ to the Cabinet by reviewing policy, decisions, performance, annual budget and contributing to policy formulation.
- Challenging and improving performance
- Supporting the achievement of value for money
- Support the role of the Council in community leadership, reporting on issues affecting the area and its citizens, and on the work of public bodies in the area including local health services.

3.3 The Committees do not make decisions, but try to influence those who do by considering the major issues affecting the borough and make recommendations about how services can be improved.

3.4 The focus of Overview and Scrutiny is on the quality of Council services and other strategic borough-wide issues that affect the lives of Oldham’s residents. Overview and Scrutiny Committees must have regard to the Oldham Plan which sets up the vision for the borough that is shared with the Council’s partners and the Corporate Plan which set out the how the Council contributes to the Oldham Plan and how the Council will achieve the co-operative ambition for the borough.

3.5 What Overview and Scrutiny Cannot Do

Overview and Scrutiny does not get involved in minor matters or matters affecting individuals. The Committees do not deal with complaints or regulatory matters such as planning applications or applications for licences. Procedures exist elsewhere for handling such matters such as the corporate complaints procedure. Overview and Scrutiny cannot deal with matters which are still subject to court proceedings.

4. **How Overview and Scrutiny Operates in Oldham**

4.1 The Council’s Overview and Scrutiny function was reviewed in 2011 with the result that the function is now structured as follows:

An Overview and Scrutiny Board, which also has the responsibility for “call-ins”, and a Performance and Value for Money Select Committee, the detail of which is set out below. Overview and Scrutiny allows citizens to have a greater say in Council matters by holding public inquiries into matters of local concern. These lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. Overview and Scrutiny also monitors the decisions of the Cabinet.

They can 'call-in' a decision which has been made by the Cabinet but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision. They may also be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy.

4.2 The Terms of Reference are reflected below:

“ARTICLE 6 – OVERVIEW AND SCRUTINY

6.1 Terms of Reference

The Council will appoint the overview and scrutiny bodies set out in the table below to discharge the functions conferred by section 21 of the Local Government Act 2000 or regulations under section 32 of the Local Government Act 2000 or relevant provisions of the Localism Act 2011 in relation to the matters set out below

The following Overview and Scrutiny bodies will be appointed by the Council at its Annual Meeting:

- **Overview and Scrutiny Board**
- **Performance and Value For Money Select Committee**

In addition, Council will appoint the Chair of the above bodies and approve their terms of reference, together with the roles of the Chairs and the list of substitute Members.

Council may also appoint, for a fixed period, any other body it considers appropriate to carry out its overview and scrutiny function, at the expiry of which that body will cease to exist.

6.1.1 Overview and Scrutiny Board

To discharge the functions conferred by section 21 of the Local Government Act 2000, Regulations under section 32 of the Local Government Act 2000 or relevant provisions of the Localism Act 2011 in relation to the matters set out below:

- a. To manage and lead the development of the overview and scrutiny process in Oldham Metropolitan Borough Council;
- b. To be responsible for Member development with regard to overview and scrutiny;
- c. To appoint a Health Scrutiny Sub-Committee at its first meeting of the new Municipal Year.
- d. To decide upon issues for overview or scrutiny having regard to the Prioritisation Framework (significant policy/service change or underperformance, or an area of public or local interest). Such issues may relate to:
 - i. Strategic Service Delivery Partnership (SSDP)

- ii. Oldham MBC
 - iii. Association of Greater Manchester Authorities (AGMA)
 - iv. Education (ensuring there is appropriate statutory representation of co-opted members)
 - v. Health and Wellbeing
 - vi. Community issues which would include crime and disorder, cohesion, housing and environment and regeneration issues etc
 - vii. Area based issues (District Executives)
 - viii. City Regional developments
- e. To assign overview and scrutiny work as it considers appropriate to the Performance and Value For Money Select Committee or District Executives (or their potential successor bodies);
 - f. To hold to account the Performance and Value For Money Select Committee and the Health Scrutiny Sub-Committee
 - g. To establish and monitor Task & Finish groups, co-opting members of the Youth Council as appropriate;
 - h. To scrutinise Oldham's overview and scrutiny function (including Member participation in all overview and scrutiny constituted bodies and at Project Panels)
 - i. To consider requests for scrutiny on issues from the Oldham Healthwatch (or their potential successor bodies) and assign them to the appropriate place for scrutiny;
 - j. To consider all Call-Ins (In the event a call-in related to an education issue, the statutory co-optees would be invited to participate in that matter at the meeting);
 - k. To make recommendations to the Cabinet or to any partner organisation on issues scrutinised relevant to those bodies, and where appropriate, direct to Council;
 - l. To scrutinise a policy/service delivery change directly;
 - m. To allocate two specific Task & Finish groups each year on matters identified by the Youth Council.

6.1.2 Performance And Value For Money Select Committee

- a. To monitor and hold to account the performance of service delivery within Oldham MBC (OMBC), and its partners such as Unity Partnership, Oldham Community Leisure Limited (OCLL), etc with particular reference to the Corporate Plan and all other strategic plans;
- b. To monitor and hold to account those responsible for implementing scrutiny recommendations that have been accepted by the Cabinet;
- c. To monitor the performance of Healthwatch and other associated health organisations and other appropriate bodies.
- d. To monitor the efficiency of OMBC to assess whether efficiency savings are achieved;
- e. To scrutinise the annual budget setting and monitoring process;
- f. To identify areas for in depth scrutiny for referral to the Overview and Scrutiny Board where performance is weak and to require the Board to scrutinise policy/service delivery change;
- g. To scrutinise issues identified as requiring improvement by external assessors (eg Ofsted, Care Quality Commission (CQC) etc) and on education matters, ensuring that there is appropriate statutory representation of co-opted members.
- h. To make recommendations to the Cabinet or to any partner organisation on issues scrutinised relevant to those bodies.”

5. **The Work of Overview and Scrutiny**

5.1 Topics for the Overview and Scrutiny Board are identified from a variety of sources. These can include:

- The Council’s priorities and challenges;
- Topics suggested for review by Cabinet;
- Matters referred from Full Council;
- Topics put forward by Overview and Scrutiny Councillors;
- Topics suggested by the public;
- The Key Decision Document for Cabinet; and
- Overview and Scrutiny Link Meetings.

5.2 The setting of the Work Programme is an important part of the Scrutiny process. Each committee is responsible for setting its’ own work programme. Cabinet Members and senior officers of the Council have an influential role in

this process by outlining the priorities for the year ahead. Time spent making sure that the right topics are chosen ensures that outcomes are targeted at improving performance.

5.3 The work programme is a living document and should be subject to regular review. The programme must be manageable within the resources available and should have sufficient space built within it to consider matters referred to Overview and Scrutiny. Overview and Scrutiny Committees have to be flexible and responsive to the needs of the organisation. The work programme will include ongoing issues such as performance management and annual budget monitoring. One off issues may be referred to smaller Task and Finish Groups for in depth investigation.

5.4 OMBC Scrutiny Prioritisation Framework

5.4.1 *Stage 1 – Deciding If Scrutiny Is Merited*

Other than in exceptional circumstances no issue should be placed upon the scrutiny programme unless all of the following questions can be answered positively:

1. does this issue have a potential impact for one or more section(s) of the population?
2. is the issue strategic or significant to a locality?
3. is there a clear objective for scrutinising this topic?
4. is there evidence to support the need for scrutiny?
5. are we clear about what we hope to achieve?
6. what are the likely benefits to the council and its customers?
7. are you likely to achieve a desired outcome?
8. do the potential risks outweigh the benefits?
9. are there adequate resources available to do the activity well?
10. is the Scrutiny activity timely?

Even where all of these questions can be answered positively, it may still be appropriate to reject a prospective issue, and it is proposed that scrutiny would not normally be appropriate if one of the following conditions applied:

- a) the issue is being examined elsewhere - e.g. by the Cabinet, working group, officer group, other body
- b) the issue was concluded less than 2 years ago
- c) new legislation or guidance expected within the next year
- d) there is no scope for scrutiny to add value/ make a difference

- e) the objective cannot be achieved in the specified timescale.

5.4.2 Stage 2 – Prioritising The Caseload

It is anticipated that even applying these criteria there will be a significant prospective caseload, and it will therefore be necessary to score the items in some way to establish a priority rank for each issue on the work programme.

It is proposed that 3 tests be applied to items which it has been agreed merit scrutiny, and that points be awarded for each criterion which is met. The total points score will be used to rank the issue on the scrutiny programme.

Members' views are sought on the appropriate points score that should be allocated to each issue (Scoring should be between 1 and 5, with 5 being the highest score).

Public Interest

Issue	Score
Issue identified through District Executives	5
issue identified by 2 or more Members through surgeries and other contact with constituents	4
market surveys/citizens panels (e.g. an aspiration to have something new or different)	4
user dissatisfaction with service (e.g. pattern of user dissatisfaction with a service)	3

Internal Priority

Issue	Score
Issue referred by Executive Members, Steering Group or Link Meeting	5
pattern of large budgetary overspends	4
poor performing service (evidence from performance indicators/benchmarking)	4
council corporate priority area	3
high level of budgetary commitment to the service/policy area (as a percentage of total expenditure)	2

External Drivers

Issue	Score
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issues raised by External Audit Management Letters/External audit reports	5
central government priority area	2
new government guidance or legislation	2
key reports or new evidence provided by external organisations on a key issue	2

It is anticipated that as new issues arise some items may never achieve a score high enough for them to be added to the Overview and Scrutiny Board's active programme. It is therefore proposed that the work programme be reviewed annually and items not short listed which have been on the work programme for more than 6 months should be re-scored or deleted from the programme by the Overview and Scrutiny Board.

5.5 Key Decision Document

Overview and Scrutiny bodies will in any event have access to the Key Decision Document and timetable for decisions and intentions for consultation. Where the overview and scrutiny function has not scrutinised an item on the Key Decision Document, but that item has implications for policy/service development, then the overview and scrutiny body will have full opportunity to be able to submit any comments to the relevant Cabinet Member/Chief Officer during the course of the consultation process in relation to any key decision.

5.6 Agenda items

Overview and Scrutiny Board must consider any request for scrutiny made by a Councillor who has been unable to resolve an issue of concern, and in considering the request, the Overview and Scrutiny Board must have regard to the Overview and Scrutiny (Reference by Councillors) (Excluded Matters) (England) Order 2008 (and any successor legislation) and the Councils scrutiny prioritisation framework. In the event that Overview and Scrutiny Board decides not to undertake scrutiny of the matter referred to them they shall ensure that the reasons for this decision are minuted and that the referring Councillor is informed.

In respect of the Overview and Scrutiny Board and the Performance and Value For Money Select Committee, any non-executive member or any five members of the Council shall be entitled to give sufficient notice to the Chair that he/she wishes an item relevant to the functions of that body to be included on the agenda for its next programmed meeting, subject to an appropriate review of the work programme.

Overview and Scrutiny Board, Performance and Value for Money and Health Scrutiny Sub-Committee may take into consideration reports which contains exempt or confidential information relevant to an action they are scrutinizing.

Members are expected to treat as confidential all papers that they receive in the course of council business unless made public by law or by the authority's express or implied consent. Where the transaction of business was likely to involve disclosure of confidential information, local authorities may, by resolution, close meetings. A resolution for the purpose of excluding the public on the grounds that exempt information would otherwise be disclosed must be identified in the proceedings and the description stated in terms of Schedule 12A to the Local Government Act 1972.

5.7 Rights of Overview and Scrutiny Members to documents

Overview and Scrutiny Board, Performance and Value for Money Select Committee, Health Scrutiny Sub-Committee or any subsequent scrutiny group may take into consideration reports which contain exempt or confidential information relevant to an action they are scrutinizing. Members are expected to treat as confidential all papers that they receive in the course of council business unless made public by law or by the authority's express or implied consent. Where the transaction of business was likely to involve disclosure of confidential information, local authorities may, by resolution close meetings. A resolution for the purpose of excluding the public on the grounds that exempt information would otherwise be disclosed must be identified in the proceedings and the descriptions stated in terms of Schedule 12A to the Local Government Act 1972.

5.8 Overview and Scrutiny Member Role Description

Members of Overview and Scrutiny Management Board, Performance and Value For Money Select Committee and their sub committees will:

- a. Play a positive role in developing and scrutinising the Council's policies, budget, strategies and services;
- b. Participate fully in the activities of Scrutiny, and the delivery of its work programme and any associated project panels;
- c. Evaluate the validity of executive decisions and challenge any inappropriate decisions through call in;
- d. Monitor the performance of partners, internal and external providers against standards and targets;
- e. Contribute to the identification and mitigation of risk;
- f. Investigate and address the causes of poor performance; and,
- g. Demonstrate an objective and evidence based approach to scrutiny.

Successful scrutiny relies upon member involvement. In order for the Council to maintain and develop successful scrutiny, councillors must take a leading role in the process. Councillors must act in a non-partisan, a-political manner, encompassing the appropriate skills and competencies required to be able to influence a wide range of public bodies with the aim of improving services for local people.

Overview and Scrutiny presents Councillors with an opportunity to experiment with the way in which they conduct business and have a powerful role to play in policy

initiation and development. It is important that a wide range of councillors are involved in scrutiny activity in order for their views to be taken into consideration.

5.9 Chair and Vice Chairperson Role Description

This description applies to all councillors who act as the chair/vice-chair of a formally constituted body of the Council, including district executives, overview and scrutiny, planning and licensing committees, appeals panels etc.

Chairs will:

- a. Work with other members and officers to develop work programmes and agendas which are appropriately focused and which contain clear objectives and outcomes;
- b. Manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to;
- c. Ensure that all participants have an opportunity to make an appropriate contribution; and,
- d. Work with officers to ensure that actions agreed at meetings are delivered appropriately.

The Chair of the Board and Select Committee has a pivotal role in maintaining the focus of scrutiny activity. The Chair not only has to encourage the committee to operate in an open, robust manner but to make certain that witnesses and visiting officers are treated with respect and courtesy.

5.10 Co-opted Members

Non-Councillors may be co-opted onto Overview and Scrutiny Committees. There is a statutory responsibility to include co-opted members from the Diocesan Boards and Governor representatives where education matters are being dealt with.

5.3 Officers

Officers from any of the Council's Directorates can be called to give evidence to the Overview and Scrutiny Committee or Task and Finish Group by answering questions or providing written and oral statements. Officers are only required to give factual statements explanations related to policies and decisions as appropriate based upon their professional experience. Officers should not be drawn into political contentious matters. Likewise, Councillors should be aware that an officer's role at Overview and Scrutiny is to provide objective factual information and therefore should avoid putting officers in a position where they are being asked to comment inappropriately on politically sensitive matters. Officers will be given, in advance, details of the subject under review. Officers are expected to cooperate fully with an inquiry. Officers attend Overview and Scrutiny with the understanding that the aim of the process is to ensure that service improvements will result from an inquiry.

5.4 Cabinet Members/Deputy Cabinet Members

The Centre for Public Scrutiny in its “Good Scrutiny Guide” advises that “Non-executives and executives need to agree appropriate working arrangements for ‘ground rules’”.

On the question of establishing roles and relationships, the guide states that “Public scrutineers should be confident of the ground on which they stand – which does not need to be approved or sanctioned by the Executive. This formal independence from the Executive is an important principle which underpins the scrutiny role”.

There are eight Cabinet Members who form the Cabinet involving the Leader of the Council and seven portfolio holders. The Cabinet can take decisions on behalf of the Council collectively and the Cabinet Members have delegated powers to take decisions in consultation with Executive Directors. The Cabinet is assisted by eight Deputy Cabinet members, who, although they have no powers to take decisions themselves, do act in an “executive capacity” and there are treated as Cabinet Members in relation to the Overview and Scrutiny process.

It is the role of Cabinet Members and Deputy Cabinet Members to develop relationships with Overview and Scrutiny and to influence work programmes and priorities, to review business and to commission scrutiny to undertake policy development. This can be facilitated through the Link meetings.

Cabinet Members and Deputy Cabinet Members attend Overview and Scrutiny in an advisory role to listen and, as appropriate, contribute to the discussion and help to build constructive relationships with Overview and Scrutiny Board and the Performance and Value For Money Select Committee. Cabinet Members and Deputy Cabinet Members may contribute when asked to do so by the Chair of the respective Committee. The committees deal with a ‘called in’ decision, Cabinet Members or Deputy Cabinet Members may attend the meeting to explain the background to the decision and to answer any questions.

O&S Member Knowledge and Skills Framework

Factor	Knowledge	Skills	Support
Holding decision takers to account (being a critical friend)	<ul style="list-style-type: none"> • Knowing where expertise lies • Awareness of the context of issues being considered • Awareness of community aspirations • Awareness of regional and local strategies and priorities • Awareness of the Executive work plan • Awareness of organisational procedures (including call in, finance etc) 	<ul style="list-style-type: none"> • Research methods (E) • Communication skills (E) • Questioning/ & investigative skills • Diplomacy • Objectivity • Assertiveness • ICT 	<ul style="list-style-type: none"> • Executive summaries of relevant background information provided (E) • Summaries of protocols & procedures for agencies involved in the scrutiny process • Direct training in ICT, research and investigation • Briefings on 'local intelligence' • Easy access to the Key Decision Document
Shaping and influencing policy (setting priorities)	<ul style="list-style-type: none"> • Knowing where expertise lies • Awareness of the context of issues being considered • Awareness of community aspirations • Awareness of regional and local policies, strategies and priorities • Awareness of best practice 	<ul style="list-style-type: none"> • Managing and participating in meetings • Research methods (E) • Communication skills (E) • Questioning/ & investigative skills (E) • Diplomacy • Objectivity • ICT 	<ul style="list-style-type: none"> • Executive summaries of relevant background information provided (E) • Summaries of protocols & procedures for agencies involved in the scrutiny process • Direct training in ICT, research and investigation • Mentoring and support in

Factor	Knowledge	Skills	Support
Making the right difference (challenging performance)	<ul style="list-style-type: none"> • Awareness of the context of issues being considered • Awareness of Council priorities • Awareness of who it is appropriate to use as witnesses (E) • Awareness of performance management • Awareness of risk management 	<ul style="list-style-type: none"> • Critical analysis/reading skills (able to handle complex facts and figures) (E) • Cross examination & questioning (E) • Monitoring and challenging (E) • Project management 	<p>the management of and participation in meetings</p> <ul style="list-style-type: none"> • Direct training in Critical analysis/reading skills • Executive summaries of relevant background information provided (E) • Direct training on the principles of risk, performance and project management
Representing the public's view (being the public's voice)	<ul style="list-style-type: none"> • Awareness of relevant issues (E) • Understanding of consultation methods (E) • Awareness of information that impacts upon the issue under scrutiny 	<ul style="list-style-type: none"> • Giving feedback (E) • Analysis & interpretation of data/information • Managing and participating in meetings • Diplomacy • Objectivity • Assertiveness 	<ul style="list-style-type: none"> • Mentoring and support in the management of and participation in meetings • Executive summaries of relevant background information provided (E)
Bringing in external expertise (bringing balance to the debate)	<ul style="list-style-type: none"> • Knowledge of what expertise is available (E) 	<ul style="list-style-type: none"> • Analysis & interpretation of data/information • Objectivity • Cross examination & 	<ul style="list-style-type: none"> • Directory of voluntary groups, tenants and residents groups (E) • Meeting venues in the

Factor	Knowledge	Skills	Support
		questioning	community (and funding to hire venues) (E)
Restoring public confidence in local democracy (engaging the community)	<ul style="list-style-type: none"> • Awareness of issues of concern to the general public • Knowledge of mediums available for effective communication 	<ul style="list-style-type: none"> • Communication skills (E) • Concise report writing in easily understandable formats (E) • Ability to present information simply (E) 	<ul style="list-style-type: none"> • Training on how to communicate what we are doing • Distribution of reports to public places • Training in report writing and the simple presentation of information

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Those factors considered as being essential are marked thus: **(E)**”

6.0 Proceedings of Meetings

- 6.1 The Overview and Scrutiny Board and the Performance and Value For Money Select Committee will conduct its proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of the Constitution.
- 6.2 The Council will have Overview and Scrutiny Bodies which will have the status of Committees and will perform all overview and scrutiny functions on behalf of the Council. These will consist of non-executive Members of the Council and, in line with statutory requirements, co-opted Church and parent/governor representatives with voting rights, for educational matters only. The designated crime and disorder scrutiny committee (currently the Overview and Scrutiny Board) may appoint co-optees with voting rights in accordance with the Crime and Disorder Overview and Scrutiny Regulations 2009 (or any successor statute).
- 6.3 The Overview and Scrutiny Board and the Performance and Value For Money Select Committee may establish informal Task and Finish groups as they consider necessary.
- 6.4 All Members may sit on the Overview and Scrutiny Board, the Performance and Value For Money Select Committee and be involved in any Task and Finish Group, except members of the Cabinet and their Deputies. However, no Member may be involved in scrutinising a decision in which he/she has been directly involved.

6.5 Meetings

The cycle of meetings will be as follows:-

- Overview and Scrutiny Board: Six weekly
- Performance and Value For Money Select Committee: Six weekly (plus up to six additional meetings to scrutinise Administration and Opposition Budget Proposals).

6.6 Quorum

The Quorum for all formally constituted overview and scrutiny bodies meetings will be 3 elected Members.

6.7 Holding enquiries and calling witnesses

Any body involved in delivering the Council's Overview and Scrutiny function may hold enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may ask witnesses to attend to address them on any matter under consideration. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.

6.8 Reports on Projects instigated by Overview and Scrutiny bodies

In the event that a report on a project instigated by an overview and scrutiny body is submitted to the Cabinet, a copy of that report must also be submitted to the Council for information, notwithstanding whether the recommendations are accepted by the Cabinet.

6.9 Members and officers giving account

All Overview and Scrutiny bodies may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet, the Head of Paid Service and/or any Executive Director or their nominated officer(s) to attend before it to explain in relation to matters within their remit:

- i) any particular decision or series of decisions;
- ii) the extent to which the actions taken implement Council policy; and/or
- iii) their performance.

and it is the duty of those persons to attend if so required. However, in the case of an Executive Director, he/she may decide to send his/her substitute and will determine who that officer will be.

Should any Member or officer refuse a reasonable request to attend a meeting of any overview and scrutiny body, the Chair of that body will inform the Chief Executive/Council Leader. The Chief Executive/Council Leader or his/her nominated officer shall inform the Member or officer in writing, giving at least 5 working days' notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account.

If the account to be given to the overview and scrutiny body requires the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that documentation.

6.10 Attendance by others

An Overview and Scrutiny body may invite people other than those people referred to in paragraph 18 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend. Attendance by those persons is entirely optional, except where required by Statute.

6.11 Call-in requests

Any matter decided by the Cabinet or any key decision made by an officer/ individual Cabinet Member with delegated authority from the Cabinet, may be called in immediately after the decision has been made or by not later than five working days after the publication of the Minutes of the Cabinet meeting which decided the matter or the date the delegated decision was published.

Any 2 Members of the Council may apply, in writing, to the Chief Executive on the appropriate requisite form for the matter to be called-in. Any matter called-in must be considered at the next meeting of the Overview and Scrutiny Board which will have power to consider the decision. If the decision is rejected, the overview and scrutiny body may refer the decision back to the decision taker for further consideration.

Full Details related to Call Ins is attached at Appendix 2.

6.12 Declarations of Interests and ‘The Party Whip’

Members of Overview and Scrutiny bodies must have regard to the Members Code of Conduct and the regulations relating to the declarations of interests. Further details of this can be found in Part 5 of the Council’s Constitution.

“The Party Whip” means any instruction given by or on behalf of a political group to any Councillor who is a member of that group as to how that Councillor shall speak or vote on any matter before the Council or any Committee/Overview and Scrutiny body or the application or threat to apply any sanction by the group in respect of that Councillor should he/she speak or vote in any particular manner. When considering any matter in respect of which a member of an Overview and Scrutiny body is subject to a party whip the member must declare the existence of the whip, and the nature of it before the commencement of deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

6.13 Conducting Investigations

Where an Overview and Scrutiny body conducts investigations (e.g. with a view to policy development), it may ask people to attend to give evidence at its meetings which are to be conducted in accordance with the following principles:

- that the investigation be conducted fairly and all members of the body be given the opportunity to ask questions of attendees, and to contribute and speak;
- that those assisting the work of the body by giving evidence be treated with respect and courtesy; and
- that the investigation be conducted so as to maximize the efficiency of the investigation or analysis;
- that any the rules of confidentiality be maintained as and where necessary.

6.14 Matters within the remit of more than one area of the Council’s functions

If a matter falls within the remit of more than one theme or Council’s area, in terms of District Executives (or their potential successors), the Overview and Scrutiny Board will determine as to how that matter is to be considered and by whom and will also determine who will produce the final report.

6.15 Task and Finish Groups

“Task and Finish Groups” are informal, usually small, and time-limited bodies comprised of councillors. They are not mentioned in legislation, although most Councils make provision for them. The size of the groups can vary.

The length of a review and its scope will define how often a task group meets. It is usual to have one meeting at the start for planning and one (possibly two) to settle the reports’ findings and recommendations. At the end of the process, the task group’s report is submitted to the body that commissioned it, than forwarded to the relevant body.

QUESTIONING TO GAIN THE MOST FROM WITNESSES

One of the most important skills for Overview and Scrutiny Committees is the ability to extract information through questioning. The aim of questioning witnesses at scrutiny review meetings is to gather relevant information on which to base the recommendations of the review. Asking difficult questions should not be avoided but hostile questioning will prove to be counter-productive.

Members cannot be expert in every issue under scrutiny and may not feel confident in questioning expert witnesses. Asking simple questions in layman's terms can help ensure that the information is provided in a less complex way in future by highlighting the areas that are not easily understood.

Question examples are:

- Why do we have to offer this service?
- Why do we do it this way?
- What are the strengths and weaknesses doing it this way?
- Why is it not 'joined up'?
- What is the best practice elsewhere?
- Is it appropriate or desirable to adopt some of these practices in our organisation and if so how?
- What will the implications be if this authority changes the way it works?
- How should changes be implemented, monitored and reviewed?
- What difference has this made?
- How well does this reflect the community priorities?
- What are the things you would do to make a difference?
- What are the barriers that you want to break down?

Questioning Techniques

Closed Questions

A closed question usually receives a single word or very short, factual answer.

Open Questions

Open questions elicit longer answers. They usually begin with what, why, how. An open question asks the respondent for his or her knowledge, opinion or feelings. "Tell me" and "describe" can also be used in the same way as open questions.

Funnel Questions

This technique involves starting with general questions and then homing in on a point in each answer and asking more detail.

Probing Questions

Asking probing questions is another strategy for finding out more detail. Sometimes it is as simple as asking the presenter for an example to help you understand a statement they have made or you require additional information for clarification.

Questioning Do's and Don'ts

To make the best use of time available for a witness, it is important to think about not only the type of question, but also the way in which it is asked. The following suggest some issues to think about:

DO:

- Ask clear, concise questions covering a single issue
- Ask challenging questions that will stimulate thought
- Ask reasonable questions based on what presenters will know about
- Ask honest and relevant questions
- Ask a question
- Allow time for thoughtful responses

DON'T

- Ask rambling, ambiguous questions that cover a number of issues
- Ask questions that don't provide an opportunity for thought
- Ask questions about issues not in the witness's knowledge
- Ask 'trick' questions designed to confuse witnesses
- Make a personal statement or speech
- Let witnesses cross-examine each other
- Talk or leave the room when people are giving evidence

The IdeA published a document entitled 'A Councillor's Guide to Performance Management' which contains the following examples of questions members can use to dig deeper into performance reports and support action plans for improvement.

1. Why is performance at the current level?

Key Questions	Digging Deeper
Are we meeting our target, is any variance (above or below) within previously agreed limits? Why has this variance occurred?	<ul style="list-style-type: none">• Are you sure?• Is there any other reason?• What was our target based on?
Do we have a complete picture of performance?	<ul style="list-style-type: none">• Is this an appropriate measure?• What else should we know?
What performance do you predict for the next month/quarter?	<ul style="list-style-type: none">• How good was your forecast last time?

	<ul style="list-style-type: none"> • Have you identified all the risks to achievement?
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2. What difference does this make?

Key Questions	Digging Deeper
<p>What are the implications of not meeting this target:</p> <p><i>Or, where performance exceeds expectations</i></p> <p>Can we move resources from this to one of a higher priority?</p>	<ul style="list-style-type: none"> • What impact does this have on service users and/or the public? • Will this affect our corporate priorities? • Will it affect other services, our partners? • Is there an impact on equalities, sustainability or efficiency?

3. How can we make sure things get better?

Key Questions	Digging Deeper
How will performance be improved?	<ul style="list-style-type: none"> • How will the causes of underperformance be addressed? • Will that address the problem? • When will performance be back on track?
Do you need help?	<ul style="list-style-type: none"> • Are additional resources / training / support needed? • If additional funding / resources are needed where will they come from? • Does any additional investment line up with service / corporate aims?
Who else should be involved?	<ul style="list-style-type: none"> • Can other services or teams contribute to improvement? • Who else needs to be consulted? Staff / partners / users / the public?

4. What next?

Key Questions	Digging Deeper
What decisions do you need us to take?	<ul style="list-style-type: none"> • What do we need to know to make a decision? • What are the risks in the assumptions we might make? • When do we need to review progress?
What can we learn from this?	<ul style="list-style-type: none"> • How well are other councils / service providers performing in this area? What are they doing differently? • How will this change what we do? • Are there successes to share in the Council?

CALL IN PROCEDURE

Any matter decided by the Cabinet or any key decision made by an officer/ individual Cabinet Member with delegated authority from the Cabinet, may be called in immediately after the decision has been made or by not later than five working days after the publication of the Minutes of the Cabinet meeting which decided the matter or the date the delegated decision was published.

Any 2 Members of the Council may apply, in writing, to the Chief Executive on the appropriate requisite form for the matter to be called-in. Any matter called-in must be considered at the next meeting of the Overview and Scrutiny Board which will have power to consider the decision. If the decision is rejected, the overview and scrutiny body may refer the decision back to the decision taker for further consideration.

If it appears to the Overview and Scrutiny Board that the issue called-in falls outside the Council's Budget and Policy Framework, then that issue shall be referred to the Chief Executive who shall determine whether the issue should be considered by full Council.

The call-in procedure can only be used once in relation to any particular issue in a six month period. Once the procedure has been used and a decision considered by the Overview and Scrutiny body, the issue cannot be reconsidered. (If the Cabinet makes a further decision on the issue, then that issue will not be subject to the call-in procedure)

Once a call-in application is made, it cannot be withdrawn after the expiry of the call-in period, namely after five clear working days following the publication of the delegated decision of the relevant officer, the publication of the Minutes of the Cabinet or Council which decided the matter. A signature to a call-in application can, however, be withdrawn before the five days but will only take effect if it is withdrawn in writing to the Chief Executive. If a signature is withdrawn, the proposer will be advised of this and he/she will need to obtain an alternative signature and notify the Chief Executive within the five day period. If no signature is submitted within the five day period, then the call-in application will not be a valid application and as such, will be withdrawn.

The call-in procedure does not apply to Appeal Panels, regulatory committees or any committees acting in a quasi-judicial manner.

Decisions requiring immediate action and so specified in the Minutes of the Cabinet are also excluded from call-in.

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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Economy and Enterprise Cabinet Portfolio

RCR-09-14	Eastern Gateway Town Centre Land and Property Acquisitions	Director of Economy and Skills	September 2018	Cabinet
Description: Document(s) to be considered in public or private: Private for financial and commercial reasons				
RCR-10-04	Western Gateway Town Centre Land and Property Acquisitions	Director of Economy and Skills	September 2018	Cabinet
Description: To acquire strategic land and properties across the Western Gateway of the Town Centre Document(s) to be considered in public or private: Private for financial and commercial reasons				
ECEN-08-16	Oldham Property Partnerships - Final Reconciliation	Director of Economy and Skills	September 2018	Cabinet
Description: Reconciliation of money held in OPP joint venture. Document(s) to be considered in public or private: Report to be considered in private due to its commercial sensitivity and detailing of financial affairs.				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-12-17	Oldham Heritage and Arts Centre/Oldham Coliseum Enabling Works	Borough Solicitor (Paul Entwistle), Borough Treasurer, Director of Economy and Skills	June 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
<p>Description: The implementation of enabling works in relation to the development of a new heritage and arts centre and a new theatre. Document(s) to be considered in public or private: Part A Cabinet report (Oldham Cultural Quarter), 24th April 2017.</p>				
ECEN-23-17	Oldham Coliseum and Oldham Heritage and Arts Centre	Borough Solicitor (Paul Entwistle), Borough Treasurer, Director of Economic Development	July 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
<p>Description: In respect of the new Oldham Coliseum Theatre and the Oldham Heritage and Arts Centre, approval is sought for the: - Final Business Case - Award of the construction contract</p> <p>Document(s) to be considered in public or private: File Ref: Oldham Cultural Quarter Name of File: Cabinet Report 24th April 2017 (Part A) Records held in Directorate of Economy Skills and Neighbourhoods</p>				
ECEN-04-18	Refurbishment of Royton Town Hall and Library	Director of Economy and Skills	September 2018	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To approve spend from the capital programme and appoint contractor. Document(s) to be considered in public or private: Private - commercial relationship with contractor				
ECEN-07-18	Hollinwood Junction Development Site - Disposal of land at Albert Street	Director of Economy and Skills	June 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: To approve the final terms for the disposal of land at Albert Street, Hollinwood. Document(s) to be considered in public or private: Private because it contains information relating to the financial and business affairs.				
ECEN-08-2018	Prince's Gate Development: Connectivity and Highways Construction Works	Director of Economy and Skills	June 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Approval to proceed with the construction works for the connectivity improvements at Princes Gate. Document(s) to be considered in public or private:				
ECEN-09-18 New!	Medium Term Property Strategy	Deputy Chief Executive People and Place – Helen Lockwood	July 2018	Cabinet
Description: An updated Corporate Property Strategy for the Council for the period 2018-2022 Document(s) to be considered in public or private: Public				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-10-18 New!	Waterloo St Area Utility Diversions and Highway Improvements	Deputy Chief Executive People and Place – Helen Lockwood	June 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Utility diversions to facilitate the construction of the new Coliseum Theatre and OMA Heritage and Arts Centre and adjacent highway improvements Document(s) to be considered in public or private: Leader of the Council				

Education and Culture Cabinet Portfolio

EEY-03-18	SEND Special Provision Capital Funding	Director of Children’s Services – Merlin Joseph	June 2018	Cabinet Member - Education and Culture (Cllr Paul Jacques)
Description: Oldham LA has been allocated £330,000 to spend on capital works (additional places or improving facilities) for pupils with Education, Health and Care Plans. Agreement is being sought on how the capital funding will be spent. Document(s) to be considered in public or private: Delegated Decision Reports				

Employment and Skills Cabinet Portfolio - None

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Children's Services Cabinet Portfolio - None

Health and Social Care Cabinet Portfolio

SCS-18-17	Award of contract: framework for the provision of adaptations for construction related works to domestic properties where residents have disabilities	Managing Director - Community Health & Social Care Services (DASS) (Mark Warren)	June 2018	Cabinet
Description: To award a framework contract for provision of adaptations funded by Disabled Facilities Grants Document(s) to be considered in public or private:				
SCS-01-18	Adult Social Care Fee Setting 2018	Managing Director - Community Health & Social Care Services (DASS) (Mark Warren)	June 2018	Cabinet
Description: Adult Social Care Fee Setting for 2018 Document(s) to be considered in public or private: Public				
SCS-03-18	Care at Home and Extra Care Housing	Managing Director - Community Health & Social Care Services (DASS) (Mark Warren)	June 2018	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Delegated decision report with regards to the commissioning arrangements for the Care at Home and Extra Care Housing contracts. Document(s) to be considered in public or private: Private commercially sensitive				

Housing Cabinet Portfolio

NEICO-11-17 Page 138	Draft Strategic Housing Land Availability Assessment (SHLAA)	Deputy Chief Executive People and Place – Helen Lockwood	June 2018	Cabinet Member - Housing (Cllr Hannah Roberts)
Description: A Strategic Housing Land Availability Assessment (SHLAA) is a technical exercise to assess the amount of land that could be made available for housing development. It is part of the evidence base that will inform the plan making process. Document(s) to be considered in public or private: Draft SHLAA				

Neighbourhood Services Cabinet Portfolio

NEICO-02-18	Draft Statement of Community Involvement	Deputy Chief Executive People and Place – Helen Lockwood	June 2018	Cabinet Member - Neighbourhoods (Statutory Deputy Leader - Cllr Arooj Shah)
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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To seek approval for public consultation the draft Statement of Community Involvement (SCI) which will set out how the council will involve the community in the preparation and the revision of the Local Plan and the consideration of planning applications. Document(s) to be considered in public or private: Draft Statement of Community Involvement (public)				
ENVS-07-17	Highways Improvement Programme	Deputy Chief Executive People and Place – Helen Lockwood	March 2019	Cabinet Member - Neighbourhoods (Statutory Deputy Leader - Cllr Arooj Shah)
Description: Cabinet approved the £6.2m Highways Improvement Programme for delivery over the financial years 2017/18 and 2018/19 in November 2017. As part of the Programme there will be several schemes/groups of schemes with values exceeding £250,000. Document(s) to be considered in public or private:				
ENVS-08-17	A670 Standedge Road Diggle (Ackers Farm) Retaining Wall	Deputy Chief Executive People and Place – Helen Lockwood	July 2018	Cabinet
Description: Delegated report to accept tender as it is expected to have a value of over £250k. Document(s) to be considered in public or private: Private - finance information included -				

Policing and Community Safety Cabinet Portfolio - None

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Finance and Corporate Resources Cabinet Portfolio

CFHR-11-17	Report of the Director of Finance - Third Sector Loan	Deputy Chief Executive Corporate and Commercial – Ray Ward	September 2018	Cabinet
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Description: Loan to Third Sector Organisation

Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Third Sector Loan

The options and alternatives contained within the report are commercially sensitive.

Background Documents: The appendix to the report will contain information that is commercially sensitive.

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Key:

New! - indicates an item that has been added this month

Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Sean Fielding, Arooj Shah, Abdul Jabbar, Paul Jacques, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Ateeque Ur-Rehman, and Hannah Roberts.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1ST JUNE 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report is likely to be considered in private) can be found via the online published plan at:

<http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0>

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