

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

Date Tuesday 22 October 2019

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, 17 October 2019.
 4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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

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

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY BOARD
Councillors McLaren (Chair), Taylor, Toor, Harkness, Jacques, Curley, Price and Surjan

Item No

1 Apologies For Absence

2 Declarations of Interest



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

3 Urgent Business

Urgent business, if any, introduced by the Chair

4 Public Question Time

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

5 Minutes of Previous Meeting (Pages 1 - 10)

The Minutes of the Overview and Scrutiny Board held on 10th September 2019 are attached for approval.

6 Minutes of the Performance and Value For Money Select Committee (Pages 11 - 16)

The minutes of the Performance and Value for Money Select Committee meeting held on 22nd August 2019 are attached for noting.

7 Minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee (Pages 17 - 34)

The minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee meetings held on 16th July 2019 and 17th September 2019 are attached for noting.

8 Minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee (Pages 35 - 44)

The minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee meeting held on 11th July 2019 are attached for noting.

9 Minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Overview and Scrutiny Committee (Pages 45 - 64)

The minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Overview and Scrutiny Committee meeting held on 12th July 2019 and 13th September 2019 are attached for noting.

10 Youth Council Motion: Knife Crime (Pages 65 - 68)

11 SEND Strategy (Pages 69 - 96)

12 Local Government Ombudsman Annual Review

Report to follow.

13 Place Based Integration (Pages 97 - 104)

14 Council Motions (Pages 105 - 108)

15 General Exceptions and Urgent Decisions (Pages 109 - 110)

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 10th September 2019.

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, 17th October 2019.

16 Overview and Scrutiny Board Work Programme (Pages 111 - 124)

The Board is requested to comment and note the Overview and Scrutiny Board Work Programme for the 2019/20 Municipal Year.

17 Key Decision Document (Pages 125 - 140)

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, 26th November 2019 at 6.00 p.m.

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OVERVIEW AND SCRUTINY BOARD
10/09/2019 at 6.00 pm

Present: Councillor McLaren (Chair)
Councillors Toor, Harkness, Jacques, Price and Surjan

Also in Attendance:

| | |
|-------------------------|--|
| Dami Awobajo | Head of Business Intelligence |
| Mark Hardman | Constitutional Services |
| Shirley Woods-Gallagher | Assistant Director of Education (SEND) |
| Stuart Barratt | Commercial and Transformation Services |
| Mark Warren | Director of Adult Social Care |
| Joanne Betts | Transport and Highways |
| Eleanor Sykes | Transport and Highways |
| Neil Crabtree | Head of Public Protection |

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Curley and Taylor.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the meeting of the Overview and Scrutiny Board held on 23rd July 2019 be approved as a correct record.

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

RESOLVED that the minutes of the meeting of the Performance and Value for Money Select Committee held on 27th June 2019 be noted.

7 **MINUTES OF THE HEALTH SCRUTINY COMMITTEE**

RESOLVED that the minutes of the meeting of the Health Scrutiny Committee held on 2nd July 2019 be noted.

8

MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED that the minutes of the Greater Manchester Combined Authority Corporate Issues and Reform Overview and Scrutiny Committee held on 18th June 2019 be noted.



9

SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) SERVICES - UPDATE

The Board received a report providing a further update in relation to the Special Educational Needs and Disability (SEND) Services improvement journey. It had been anticipated that the submission to this meeting of the Board would present the conclusions of an Ofsted and Care Quality Commission (CQC) final revisit but this had not yet occurred. The Board was advised that, since compilation of the submitted report, it had been announced that the revisit would occur in the week commencing Monday, 23rd September 2019.

Ofsted and the CQC had inspected the arrangements within Oldham to meet the needs of children and young people with SEND in October 2017 and subsequently required the Council and the CCG to develop, with key stakeholders, a Written Statement of Action (WSOA). The Inspection had acted as a catalyst of change, having a huge impact with significant investment and changes occurring in Oldham's children's services. A strong local Partnership and governance focused on improving the lives and experiences of children and young people with SEND was now in place.

Oldham's WSOA published in March 2018 contained five key priority areas and recommendations which have been the subject of intense activity. Outcomes across all five areas have been developed and improved through local partnerships and workstreams. A revised SEND Action Plan and Inclusion Strategy is due to be launched in September 2019, the new strategy taking the work of the local partnership beyond the WSOA and focusing on newly agreed shared priorities to further improve SEND services.

Members noted the update provided and the forthcoming Ofsted and CQC re-visit and discussed the scheduling of a further, post-revisit update consideration.

RESOLVED that

1. the progress made against the expectations set out in the Written Statement of Action, the improvement and development of Special Educational Needs and Disability Services, and the forthcoming Ofsted and Care Quality Commission re-visit be noted;
2. a further detailed report be submitted to the Board in January 2020 following the Ofsted and Care Quality Commission revisit.

CHILDREN'S SERVICES: GETTING TO GOOD - UPDATE

The Board received a report on the current performance of Oldham's Children's Social Care, considering developments since improvement works and a self-assessment were completed in advance of an Ofsted 'Inspection of Local Authority Children's Services' (ILACS) review in January 2019. The ILACS review resulted in a "Requires improvement to be Good" assessment and in response Children's Social Care had created an Improvement Plan to improve the quality of Social Care for children and young people.

The review of performance, as presented, concluded that

- there is clear corporate and political ownership over the children's agenda which has resulted in significant investment to improve the quality of Children's Social Work;
- there has been a significant amount of activity undertaken to improve services for children in Oldham through improved management oversight and transformation, which is beginning to show promising results;
- the levels of demand across key profile areas are decreasing and Oldham is now below or around its statistical neighbour levels;
- caseloads for frontline social workers have substantially reduced from last year and are currently below the organisational target;
- the roll out of the Structural Investment Plan to strengthen leadership and management arrangements in Children's Social Care and to improve capacity across Social Work Teams is underway;
- the financial performance of Children's Social Care is stabilising as a result of the investment and closer monitoring of spend; and
- the improvement in the quality of Social Work is being delivered through new accommodation and training facilities enabling Social Workers to practice high quality Social Work.

The submitted report considered the above issues in further detail, included correspondence from Ofsted confirming that the Improvement Plan satisfactorily reflected the areas identified for improvement in the inspection report and identifies clear actions to address those areas, and the current position on the Improvement Plan 2019-20.

With regard to staffing and in response to Members' queries as to staff turnover and the loss of experienced staff, the Board was advised that what was hoped to be a sustainable staffing structure was being developed which would assist in the retention of staff, thereby stabilising the staffing position. An internal 'college' of social work was also being developed focussing on the 'Oldham practice' which would assist in developing and growing the Council's own social workers. The

Council was working with Stockport Council, acknowledged as good practice council, in key areas to develop learning and provide opportunity for mentoring arrangements. Members sought assurance as to how these developments had improved practice, querying what monitoring systems are in place, what lessons were being learnt, and how the Council would make sure that previous issues were not repeated.

With regard to feedback from parents and from children, Members were advised that work had been done with the Children in Care Council and that consideration was being given as to reaching out to the Parent Forum and how best to communicate the improvements and where the Council wants to be.

With regard to caseloads, there had been a dramatic reduction in the average social worker caseload down from 30+ cases to around 18 per social worker. A small number of social workers remained with the higher figure, but the focus was on safe workloads rather than a purely numerical one. Vacancy and turnover figures could be available, but figures could be impacted by the move from agency to permanent social workers and by ongoing internal recruitment.

Further issues responded to were

- further information as to performance with regard to early intervention and children in need could be provided to Members;
- the number of Out of Borough placements had reduced, but in all cases a consideration as to the suitability of a placement was given. Further detail as to Out of Borough placements could be provided to the next meeting of the Board;
- the projects associated with the improvement journey and a consideration as to priorities was given within paragraph 3 to the submitted report;

RESOLVED – That the Board receive an update report on the Getting to Good improvement journey in March 2020, with any statistical items or other responses to issues raised at the meeting to be included as briefings with the work programme report.

11

OLDHAM CARES COMMISSIONING ARRANGEMENTS UPDATE

The Board was provided with an update on the integrated commissioning arrangements for health and social care services in Oldham and an overview of the future direction of travel.

Following the co-location of Council and CCG health and care commissioning functions in April 2018, work had been ongoing in relation to activities around learning disability, mental health, care home and care at home commissioning, dementia, continuing health care, and safeguarding strategy and policy work identified in a Section 75 Agreement between the Council

and the CCG. In addition, teams had been realigned across the partners to ensure more joined up work and leadership.

Work was progressing at a strategic level. For example, the Market Position Statement published in 2017 sets out the anticipated demand and current market position in relation to a range of needs and services: this was due to be refreshed and is included in the commissioning service plan for 2019/20, and production of the Managing Provider Failure Policy and Procedure, a statutory duty of the local authority in relation to provider failure and continuity of care, now goes further than the statutory requirement in recognition of the joint commissioning arrangements. The report further considered commissioning activity and quality initiatives being undertaken, alongside matters progressing at the Greater Manchester level. Further reference was made to the integration of Adult Social Care teams with NHS community health staff, and of the recent transfer of those NHS staff from Pennine Care to the Northern Care Alliance, and the work to develop new service specifications to improve efficiency and effectiveness, including the potential to empower local staff to commission services within a budget.

Looking forward, a comprehensive blueprint for the future of integrated commissioning has been developed and agreed within the system. This blueprint envisages a move beyond excellent service commissioning to Commissioning for Outcomes and Communities of Identity with a focus on social value. The Council and the CCG would form an Integrated Commissioning Function (ICF) with a breadth of responsibilities creating the conditions for a high quality partnership for providers of health and social care services. The goal was to use the discipline of commissioning to develop the culture and mindset of the Oldham system, being guided by the core principles of the integrated commissioning framework.

A Member noted that staff were to be gathered in 'hubs' and queried whether this meant that people with, for example, a mental health issue would get picked up quicker. The Board was advised that it was not possible to say that people would be picked up quicker, but services were developing in a more co-ordinated or co-operative manner with an absolute commitment to improvement which should see patients/clients seen within timescales.

Considering funding implications, the Board was advised that the extent of the funding gap depended on the formula used, but the gap could be said to be in excess of £60m meaning that it was essential to redesign the what and how of services. The situation was complicated by the fluid nature of health and social care budgets, with budgets being dependent on government announcements of grants, on precepts etc. These positions meant that it was not possible at this time to progress the proposed local budgets.

- staff turnover in care homes was in the order of 20% and through commissioning it was needed to consider an approach to stabilise the position and develop an equitable approach;
- it was acknowledged that changes in population profiles, or within particular communities that might also be hard to reach, or in circumstances where gender issues might arise, meant that services needed to be planned accordingly; and
- the differing recording and operating systems used by social care and health staff were considered, and work to develop a tool to allow systems to talk to each other and with GP systems thereby allowing exchange of records with patient/client approval was in development.

It was acknowledged that elected Members made contacts and highlighted challenges to, and gaps in, services and that a developed relationship with Councillors needed to be built. It was suggested that a directory, or a working definition of services as they evolve, could be provided so Councillors could be sure that statutory duties were being fulfilled.

Noting the complicated governance diagram within the submitted report, it was acknowledged that communications about, for example, what the jointly commissioned services were trying to achieve in a complicated operating environment and that the first port of call to access social care would be through a GP surgery was key. Simplifying the message was a challenge and would be considered in the next report to the Board.

RESOLVED that

1. the Board receive a further update report at the meeting to be held in March 2020;
2. a Members' workshop be held to consider the issue of what details of services could be shared with/provided for elected Members.

12

TRANSPORT CAPITAL PROJECTS

The Board was presented with an overview and update on the three-year transport capital programme which had been approved by the Council in February 2019 as part of the Council's wider Capital Strategy and Capital Programme 2019/20 to 2023/24.

The transport capital programme is funded from a range of different sources, details of which were provided in the submitted report, and has a current value of approximately £37.5 million. The programme is subject to ongoing monitoring and review which results in its overall value and the profiling of scheme budgets being updated regularly to reflect changes in priorities and additional funding secured. The programme is broken down into several sub-programmes that tend to reflect the different funding streams that make up the programme and the report presented an overview of each of the following sub-programmes: -

- Highway maintenance (carriageways and footways);
- Bridges and structures (road bridges, footbridges, retaining walls and culverts);
- Flood management and drainage;
- Local Growth Deal;
- Accident reduction/safety schemes;
- Congestion and traffic management;
- Greater Manchester (GM) Mayor's Cycling and Walking Challenge Fund; and
- Other minor works (Public Rights of Way, pedestrian and cycle schemes, disabled access improvements etc).

Securing additional external funding to invest in transport infrastructure is a Council priority and details of several bidding competitions through which the Council hoped to secure additional funding were highlighted. While the Council had success in seeking funding bids, the Board was advised that this could be a long process, with bids needing to be successful in a funding round before detailed Business Plans were prepared and considered for detailed approval. This meant that the programme was fluid, with later years on the programme being dependent on budget and bid approvals; for example, seven bids seeking £18m had been submitted for the most recent tranche of funding from the GM Mayor's Challenge Fund with feedback awaited.

It was queried whether there was any criteria or guidelines for accident reduction/safety schemes for Members to be aware of. There was no formal detail for such schemes, but the Unity Traffic Team were open to hear of local safety issues. Accident reduction schemes were statistic-led and had only limited funding available. The Board was asked to note a concern that highways allocations by the Combined Authority appeared to lend themselves to large schemes only due to the requirement for costly detailed Business Plans being detrimental to small schemes.

RESOLVED that a further update on the Transport Capital Programme be submitted to the Board in March 2020.

13

GENERAL EXCEPTIONS AND URGENT DECISIONS

The Board gave consideration to a report advising of decisions related to the items "Proposed acquisition of Freehold Interest held in Forge Industrial Estate" and "Delph New Road/A62 Huddersfield Road Flood Alleviation Scheme" which had been authorised under Rule 16 (General Exception) and "Construction and Highways Services Framework" which had been authorised under Rule 17 (Special Urgency) of the Council's Constitution.

RESOLVED that the report and the authorisations granted under Rules 16 (General Exception) and 17 (Special Urgency) be noted.

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

The Board gave consideration to the Overview and Scrutiny Board Work Programme for 2019/20, noting that the Work Programme would require amendment in light of decisions taken at the meeting. The Chair further advised that an item related to climate change would be considered at the next meeting of the Board in October 2019.



Appended to the Work Programme and further to Minute 11 of the meeting held on 18th June 2019, the Board received an update report on work being undertaken across Greater Manchester in relation to improving public safety in the night time economy linked to the private hire and taxi trade and in relation to the suggestions made within the Council Motion, in particular the promotion of the 'Ask Angela' and 'Street Angel' schemes through Oldham College, Oldham Sixth Form and the University.

Members of the Board were reminded of the workshop on the Council motion relating to tackling speeding that was to be held on Tuesday, 24th September 2019.

RESOLVED that

1. the Overview and Scrutiny Board Work Programme be noted;
2. the work being undertaken across Greater Manchester in relation to improving public safety in the night time economy linked to the private hire and taxi trade and the ongoing work to promote the 'Ask Angela' and 'Street Angels' schemes be noted.

KEY DECISION DOCUMENT

The Board gave consideration to the Key Decision Document which listed key decisions to be taken from 1st September 2019.

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

DATE AND TIME OF NEXT MEETING

RESOLVED that the date and time of the next Overview and Scrutiny Board to be held on Tuesday, 22nd October 2019 at 6.00 pm be noted.

EXCLUSION OF PRESS AND PUBLIC

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it contains exempt information under paragraph 6(b) of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

SELECTIVE LICENSING

The Board received an update on the Selective Licensing Scheme that comprised selective licensing areas designated due to low housing demand in 2014-15 using powers under Part 3 of the Housing Act 2004.



The purpose of measures within the Scheme was, when combined with other measures delivered by partners, to seek a reduction in or elimination of the blight of low housing demand, leading to improvements in the social and economic conditions of the sector. The scheme as approved ensured that all private rented properties within the designated areas are identified, applications are received, properties are licensed, properties are inspected, and landlords comply with management and property standards

An independent review of the scheme had been undertaken to examine the impact achieved in the current Neighbourhoods and whether outcomes have been met, in order to comply with the requirements of the Housing Act 2004, and to determine the options available to the Council going forward. The review had also undertaken a whole Borough statistical analysis of low demand criteria, and an analysis was appended to the submitted report. The views of the Board were sought as to possible options going forward.

In their consideration, Members of the Board reviewed the submitted report, sought confirmation as to the cost of the service to both landlords and the Council, queried the application of the rankings against the statutory indicators, queried the impacts in particular areas with the Officer undertaking to meet separately with a Member to consider a particular area, and noted the requirements for consultation, the routes for Scheme approval being dependent upon the size of a proposed scheme, and the case studies presented.

RESOLVED that

1. the Board would support the continuation of a Selective Licensing Scheme, noting that the form of any Scheme going forward would be subject to consultation and the determination of the Cabinet; and
2. the Chair further discuss the considerations of this Board with the relevant Portfolio Holders.

The meeting started at 6.00 pm and ended at 8.20 pm

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Present: Councillor Stretton (Vice-Chair, in the Chair)
Councillors Phythian, Williamson, Hulme, J Larkin and Surjan
(Substitute)
Canon Hulston, Education Co-Opted

Also in Attendance:

Portfolio Holder, Finance and Corporate Services
Director of Finance
Head of Corporate Governance
Senior Accountant
Head of Education Support Services
Managing Director, MioCare
Constitutional Services

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ahmad.

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 THE LAST MEETING**

RESOLVED that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committee meetings held on 27th June 2019 be agreed as a correct record.

6 **MINUTES OF THE OVERVIEW AND SCRUTINY BOARD TO NOTE**

RESOLVED that the minutes of the Overview and Scrutiny Board meeting held on 23rd July 2019 be noted.

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

RESOLVED that the minutes of the meetings of the Greater Manchester Combined Authority Economy, Business Growth and Skills Scrutiny Committee held on 12th April and 6th June 2019 be noted.

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

Members asked that they be notified of Oldham's representatives on this Committee.

RESOLVED that the minutes of the meetings of the Greater Manchester Combined Authority Corporate Issues and Reform Overview and Scrutiny Committee held on 19th March and 18th June 2019 be noted.

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

RESOLVED that the minutes of the meetings of the Greater Manchester Combined Authority Housing, Planning and Environment Overview and Scrutiny Committee held on 10th April 2019 be noted.

10 **DELIVERY OF ADDITIONAL SCHOOL PLACES**

The Select Committee gave consideration to a report of the Head of School Support Services which provided it with an update on the current position regarding school places and school admissions for September 2019 including:-

- Current Position and Context
- Education Provision Strategy and Current Expansion Projects
- Admissions – Parental Preference Performance

Members were informed that the number of children seeking school places had risen in the last year. Whilst there were places available, these were not always where parents wanted them. In the primary sector, there were 476 available places. The majority were in KS1 due to a primary expansion programme over recent years. There were minimal places in year 3- year 6 throughout the borough.

In the secondary sector there were there were currently 154 empty places. There were 40 spaces with schools being willing to voluntarily go over PAN.

20 extra places had been secured at Blue Coat School, where there were currently bulge classes in year 8 and year 9. Members noted Oldham had been affected by the sudden closure of Collective Spirit, which had seen schools in Oldham take the pupils at short notice. Those Collective Spirit pupils were still current secondary pupils.

Members were informed that Oldham had significant housing need and the proposed new housing developments in the 2019 draft Greater Manchester Strategic Framework: GM Plan for Homes, Jobs and the Environment would create additional pressures for school places. They noted a revised strategy of place planning would be put in place to deal with these developments.

The Select Committee was informed that, in October 2019, a revised strategy for the delivery of school places would be submitted to Cabinet for approval. The strategy would outline

plans for the development of school provision for the period 2020 to 2014. It would include predictions and modelling for the number of places needed for SEND pupils and other pupils who need alternative provision. There was considerable activity to enhance the provision of places at good and outstanding schools as outlined in the appendix.

In relation to admissions, 93% of parents had received their first preference of primary school against a figure of 91% nationally. 75% of parents were offered their first preference of secondary school against a national figure of 81%. The developments currently underway and those that would be contained in the new Education Provision Strategy would be designed to bring that to at least national level by September 2022.

Members asked for and received clarification of the following:-

- The number of pupils not being offered a place at their first preference secondary school – this was approximately 20%. Many parents had only expressed one preference and had then been re-directed to the nearest available place rather than being considered for other preferences.
- Was this caused by the admissions criteria of faith schools – there were many factors that influenced preference and availability of places. An example was given of a school that was assessed as “Good” but had not attracted many first preferences because it was new and did not have the history of other local schools.
- Could the Council assist with marketing – it was explained these were Academies and the Council worked with them by invitation, not by right. The Council worked with the schools as closely as possible and the relationship was more complex than when there was direct control.
- The continuation of expansion in the primary sector – this would continue as further places were needed, for example in the Chadderton area.

RESOLVED that the contents of the report and the plans to improve parental choice, specifically in relation to choice in the secondary sector, be noted.

11

LOCAL GOVERNMENT FINANCIAL RESILIENCE

The Select Committee gave consideration to a report of the Director of Finance which

- Provided an update on the ability of Local Authorities to withstand future budget pressures by summarising recent Local Authority financial failures and challenges as reported in the media;
- Presented the findings of a recent Public Accounts Committee report concerning the financial sustainability of Local Authorities; and

- Highlighted the Chartered Institute of Public Finance and Accountancy's (CIPFA's) efforts to ensure attention on this issue remains in the spotlight through the development of a Financial Management Code which will support CIPFA's financial resilience index.

The Select Committee were informed that the report provided an update, following on from the report presented to them in December 2018, on the issues that were facing Local Government in light of further recent media attention with regards to the financial sustainability of Local Authorities after the financial failure of Northamptonshire County Council in February 2018. There had also been a number of papers issued by a variety of organisations on the issue of Local Government Financial Sustainability and a summary of these were provided for Members.

Members noted that Northamptonshire County Council had finished the financial year 2018/19 with a revenue underspend following the programme of management action that had been implemented. However, the most recent reports in relation to 2019/20 had highlighted that the financial challenges still remained and work was still ongoing to address legacy financial issues using a variety of different means. From 2021 (previously April 2020) the County Council was to be abolished and replaced by two new unitary authorities.

There are a number of other Local Authorities which had also attracted media attention in relation to financial resilience and financial sustainability and Members were updated on these.

The Select Committee noted the summaries of the papers issued including CIPFA's development of a Proposed Financial Management Code, designed to support good practice in financial management and to assist Local Authorities in demonstrating their financial sustainability.

Members were informed that, despite significant financial challenges, Oldham Council's financial position remains strong, as demonstrated with an increase in both balances and earmarked reserves at the end of 2018/19. The Council has robust budget and budget monitoring processes in place and the Finance Service ensures that it complies with good practice. It is therefore well placed to safeguard the financial position of the authority.

Members asked for and received clarification of the following:-

- Control of social care budgets – it was accepted that there had been a significant increase in spending and service pressure over the last three years and the Children's Social Care service was undertaking a fundamental review to ensure that it uses the resources available in the most efficient and cost-effective way. As had been discussed at a recent meeting of this Select Committee, these actions were delivering savings. It was

however, noted that it was difficult to accurately predict the number of children that presented. Members were also advised that the number of adults with complex needs had increased and the Adult Social Care Service was putting operational arrangements in place to manage this efficiently.

- The situation of Northamptonshire – it was explained that the Council had struggled to produce a balanced budget in previous financial years and had relied on using reserves rather than making savings or increasing Council Tax. Auditors reports had had limited circulation and therefore Members had not been fully sighted on the financial challenges. The Council had not been given any additional Government funding and had been allowed to increase Council Tax by a higher percentage than other Councils and use capital receipts to support the revenue budget. The County Council was due to be abolished and replaced by two unitary Councils, and work was ongoing to achieve a balanced budget before then.
- Brexit – the impact of this for Oldham cannot be predicted. The Council had received a small amount of additional Government funding to support the Brexit implications and had set aside some reserves. It was explained that Brexit had disrupted the normal local authority spending review process and the expected three year spending review will be replaced by a single year funding round. This would hamper the Council in setting its Medium Term Financial Strategy.

RESOLVED that the content of the report be noted.

12 **COUNCIL PERFORMANCE REPORT MARCH 2019**

Members gave consideration to a report of the Head of Business Intelligence, which informed them of the Council's performance in relation to its targets for March 2019.

RESOLVED that the Corporate Performance Report for March 2019 be noted.

13 **WORK PROGRAMME**

The Committee gave consideration to the Overview and Scrutiny Performance and Value for Money Select Committee Work Programme for 2019/20.

RESOLVED that the Overview and Scrutiny Performance and Value for Money Select Committee Work Programme for 2019/20 be noted.

14 **KEY DECISION DOCUMENT**

The Board gave consideration to the Key Decision Document which listed key decisions to be taken from 22nd July 2019.

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

15 **DATE AND TIME OF NEXT MEETING**



RESOLVED that the scheduling of the next meeting of the Select Committee to be held on Thursday, 3rd October 2019 at 6.00pm be noted.

16

EXCLUSION OF THE PRESS AND PUBLIC

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

Canon Hurlston left the meeting at this point.

17

MIOCARE GROUP - ANNUAL UPDATE ON FINANCIAL PERFORMANCE

The Select Committee gave consideration to a report of the MioCare Group Managing Director which provided an update on the financial performance of the MioCare Group CIC during the financial year 2019, gave an overview on business developments during 2019 and provided an outline of the issues for the budget for 2020.

RESOLVED that the report be noted.

The meeting started at 6.00 pm and ended at 6.55 pm

Agenda Item 7

**GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE
16 JULY 2019 AT 6.00PM AT GMFRS BURY TRAINING CENTRE**

Present: Councillor Tim Pickstone (Bury) (in the Chair)
Bolton: Councillor Bob Allen
Bury: Councillor Stella Smith
Manchester: Councillor Ben Clay
Oldham: Councillor Colin McLaren
Rochdale: Councillor Raymond Dutton (Substitute)
Salford: Councillor David Jolley
Salford: Councillor Tanya Burch
Stockport: Councillor Dena Ryness
Stockport: Councillor John McGahan
Trafford: Councillor Anne Duffield

In attendance

GMFRS Jim Wallace, Chief Fire Officer
Dawn Docx, Deputy Chief Fire Officer
Leon Parkes, Assistant Chief Fire Officer
Tony Hunter, Assistant Chief Fire Officer
Sarah Scoales, Head of Strategy, Planning and Continuous Improvement
TfGM Dawn Royle, Director of PMO
GMCA Kevin Lee, Director Mayor's Office
Joanne Heron, Statutory Scrutiny Officer
Jamie Fallon, Governance and Scrutiny Officer

CI11/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Chris Goodwin (Oldham), Kallum Nolan (Rochdale), Teresa Smith (Tameside), Dave Morgan (Trafford), Joanne Marshall (Wigan) and Richard Paver (GMCA Treasurer).

Councillor Stella Smith left the meeting at 6.30pm.

CI12/19 APPOINTMENT OF CHAIR 2019/20

Nominations were invited for the position of Chair of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee for the 2019/20 Municipal Year. Councillor Stella Smith proposed Councillor Tim Pickstone and Councillor John McGahan seconded the proposal. The Committee agreed that Councillor Tim Pickstone be appointed.

RESOLVED:

It was unanimously agreed that Councillor Tim Pickstone be appointed as Chair for the GMCA Corporate Issues and Reform Overview and Scrutiny Committee for the 2019/20 municipal year.

CI13/19

CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Chair extended thanks on behalf of the committee to colleagues from GMFRS for hosting the meeting and providing Members with an insightful tour of the excellent facility.

No urgent business was raised.

CI14/19

DECLARATIONS OF INTEREST

There were no declarations of interest received.

The Chair reminded Members to complete their annual GMCA Register of Interest Form and return this to the Governance and Scrutiny Officer.

CI15/19

MINUTES OF THE MEETING HELD ON 18 JUNE 2019

The minutes of the meeting held on 18 June 2019 were submitted for approval.

RESOLVED:

That the minutes of the meeting held on 18 June 2019 be approved as a correct record.

CI16/19

WORK PROGRAMME

Joanne Heron, Statutory Scrutiny Officer, introduced the 2019/20 work programme, which had been populated following the discussions at the last meeting. It was acknowledged that the work programme would need to be updated to include further GMFRS items which would become more apparent after the discussions today.

It was suggested that it would be helpful consider two substantive items per meeting to enable effective scrutiny, albeit some additional items could be included for information. It was agreed that the work programme would be updated to reflect this.

The Committee were reminded that there was no meeting in August, but training had been arranged with Richard Paver, GMCA Treasurer to help Members better scrutinise the budget setting process. The training session was scheduled to take place on Tuesday 13th August at 6pm, GMCA Offices.

RESOLVED:

1. That the work programme be updated to include two substantive items per meeting.
2. That the work programme be updated to include appropriate GMFRS items.

CI17/19

ANNUAL PERFORMANCE REPORT 2018/19

Tony Hunter, Director of Protection, Service Improvement & Performance, presented a report which provided Members with an outline of the Service's annual performance for 2018/19

against the delivery goals contained within the Corporate and Integrated Risk Management Plan 2016/20.

Key areas highlighted were as follows:

- It was advised that local level performance was managed by Borough Managers who work with partners locally to address any trends. Borough Managers would be contacting Members to arrange a meeting to discuss the local level performance and associated challenges.
- During 2018/19 there had been a total of 31,786 incidents (fires, false alarms and special service calls) which was a reduction of 3.61% (1,192 fewer incidents) when compared to 2017/18.
- The average response time for the 1st GMFRS appliance to attend an emergency incident this year was 7 minutes 14 seconds and was comparable to the 7 minutes 6 seconds recorded during 2017/18. It was acknowledged that this was the time taken for the 1st appliance to attend the scene once the alert had been received at the fire station.
- Accidental dwelling fires (ADF's) had decreased by 5% when compared to 2017/18.
- Deliberate fires had decreased by 9% when compared to 2017/18.
- During July 2018, GMFRS were in spate conditions due to the moorland incidents, which took place during the period 25 June 2018 and 18 July 2018. This was the busiest recorded period of operational activity in the history of GMFRS.
- Sadly, during 2018/19, 19 people had died as a result of a fire incident, 16 of which were accidental.
- There had been a total of 14,083 false alarms attended this year, an increase of 1% when compared to 2017/18, 39% of all false alarms originated from an automatic fire alarm (FADA) in a non-domestic property. Members were advised that they would receive further information at a future meeting regarding a pilot which was seeking to reduce the number of false alarms crews attend.
- The prolonged moorland incidents had impacted on the ability for both crews and community safety staff to carry out Safe and Well Visits. A total of 27,191 Safe and Well Visits took place, a decrease of 18% when compared to the number delivered in 2017/18.
- The level of sickness absence had decreased from 4.72% (recorded in 2017/18) to 4.03%.

Members raised the following questions and comments:

- A Member queried whether the level of sickness absence could be broken down by operational staff as well as back room staff. It was confirmed that this information was readily available and would be circulated to the Committee.
- Further clarity was sought in relation to the percentage of female firefighters. GMFRS advised that they were actively continuing to encourage under-represented groups to consider a career in the Fire Service, noting that this had been recognised through Her Majesty's Inspectorate of Constabulary, and Fire & Rescue Services (HMICFRS).
- A Member requested that Borough Managers share local level information with Members, in order to understand the specific issues, as opposed to the global picture presented. The request was noted.

RESOLVED:

1. That the 2018/19 annual performance report be approved.

2. That further information on the pilot underway to reduce the number of false alarms (FADA) crews attend be provided to the Committee.
3. That the sickness analysis (broken down by frontline staff and back office staff) be circulated to the Committee.
4. That the committee's request be noted regarding Borough Manager's providing local level performance when making contact with Members.

CI18/19

PROGRAMME FOR CHANGE OUTLINE BUSINESS CASE

Kevin Lee, Director of Mayor's Office, extended apologies on behalf of the Mayor Andy Burnham who was unable to attend the meeting, noting that he had attended the meeting in March 2019 to set out the Outline Business Case (OBC) for the GMFRS Programme for Change.

Supported by Jim Wallace, Chief Fire Officer, Deputy Chief Fire Officer, Dawn Docx, and Assistant Chief Fire Officers Leon Parkes, and Tony Hunter, Members were provided with a presentation (available at Appendix 1) which outlined the facts and the latest position following the end of the consultation on the Programme for Change.

The following key points were raised:

- No final decisions had yet been made and discussions were underway with the trade unions.
- Firefighter numbers would be maintained at or above May 2017 levels for this year.
- The Mayor was determined to avoid compulsory redundancies for support staff.
- To maintain these commitments beyond 2020, GMCA would lobby the Government and request they meet the pensions shortfall and increase funding for fire and rescue services.
- Further information on the response to Her Majesty's Inspectorate of Constabulary, and Fire & Rescue Services (HMICFRS) would be provided to the Committee at a future meeting.

Members raised the following questions and comments:

- Members welcomed the presentation.
- Members raised concerns regarding the timing of the consultation which had impacted on the number of opportunities afforded to the Committee to sufficiently scrutinise the proposals. The approach to scrutiny was also questioned, as the Committee had not had the opportunity to scrutinise the issues in any detail, in particularly the impacts/ effects, and the views of others. Following discussion on how best to appropriately scrutinise the proposals, it was proposed that the September meeting would focus on scrutinising the following issues in a deeper way:
 - The proposal to reduce the number of fire fighters on a pump from 5's to 4's (with a focus on the effect)
 - The robustness of the plans, given the exponential rate of growth within the city region in particularly inner city core, and the impact of congestion on response times.
 - What had changed within the proposals and outline business case following the consultation?
 - How the new prevention model would be delivered

- It was agreed that the Statutory Scrutiny Officer would consult with Members over the summer period in order to identify how effective scrutiny could be facilitated, including how the views of others could be captured.
- Kevin Lee accepted that the timing was not ideal, given the election period, but stressed that the proposals needed to be developed and consulted upon, with a view to addressing the budget deficit and to avoid further consequences for GMFRS.
- Concerns were raised regarding the level of engagement on the consultation. It was felt that a communication should have been shared with all GM councillors. Kevin Lee apologised if Members felt they had not had adequate time to comment on the proposals, noting that they were provided with the OBC in March 19, and their comments from this evening would be considered. The challenges in providing the right balance of information was acknowledged.
- Given the concerns raised, would the consultation be reopened? Jim Wallace advised that the consultation was originally scheduled to last for 6 weeks, but was extended twice, and was open for 12 weeks in total, with responses also included after this period. All responses would be factored into the final report which would be submitted to the Mayor and Deputy Mayor Beverley Hughes for decision. It was stressed that the programme needed to continue at pace to enable the organisation to meet the savings expected of them. Kevin Lee reiterated that comments were still being taken into account.
- Concerns were raised regarding the proposal to reduce the number of crews from 5's to 4's. Jim Wallace reported that three feasible options had been developed, all of which were financially viable and safe. Kevin Lee added that the Mayor and Deputy Mayor had listened to Trade Unions as set out in the Mayor's letter dated 2nd July 2019 (Appendix 2), and had committed to using the reserves to maintain the level of staffing at or above the level at May 2017 throughout 2019/20 (subject to the Government addressing the pension deficit). It was reiterated that in 70% of cases in GM, the first fire engine arrived with a crewing level of 4, noting that no FRS's in the country crewed all fire engines as 5's.
- Further clarity was sought in relation to whether the impact on performance levels was available at a local level. It was confirmed that a two pronged approach had been adopted looking at past performance levels and actual attendance rates across GM. It was agreed that local level data would be circulated to the Committee.
- How could response times for new stations be measured if the sites had not yet been identified? Leon Parkes advised that existing response times were considered, along with where incidents happen, to measure what the response time from the station to the incident might be. It was noted that station could be moved around, and compared against actual data.
- Were response times measured from the point an appliance leaves the station as opposed to when the call was received? It was confirmed that the IRMP does not include the call handling time, however, the 7 minute proposals included the full range; from 999 call to first intervention.
- A Member had been anecdotally informed that a recent two-pump incident had brought the service to the knees. This had supposedly impacted on the attendance time at a fire in Irlam, which took 20 minutes. Had significant incidents such as this, or times when there are large scale events taking place been factored into the average response times? Tony Hunter advised that further information would be circulated to the committee on how average response times were derived. It was emphasised that the instances in question had not brought the service to its knees as the service regularly dealt with two protracted incidents. Tony Hunter reassured the Committee that GMFRS have a well-maintained reserve fleet based at strategic locations to provide support when required.

- Back in 1994/5 response times in Manchester had been under 5 minutes to attend a category one fire, was this correct? It was confirmed that this time would not have included the call handling time.
- A Member highlighted that there was no reference within the presentation to whether GMFRS were exploring opportunities to work with partners such as other blue light services to make better use of existing resources. It was advised that GMFRS had worked on a number of pilots with GMP and NWS over the last five years, however, due to ongoing national discussions regarding firefighters pay, this work has been paused for the moment. The joint arrangements already in place with blue light services were highlighted such as the Wigan Hub. It was noted that it was not implicitly outlined within the OBC as to some degree this was classed as business as usual. Currently discussions were underway with GMCA, along with colleagues from NWS and GMP to consider new site locations, and further opportunities to work collaboratively.
- A Member from Salford highlighted that Salford had a younger than average population in the country, with young males accounting for most of the anti-social behaviour (ASB) within the area. The invaluable support provided by firefighters and the Prince's Trust was emphasised, noting that reducing these interventions would most likely have a detrimental impact to the area. Following discussion, it was agreed that the new prevention model would be considered in further detail at the September meeting.
- Members explored whether the impact of the GMSF been considered, along with the number of housing developments, demographic changes and population projections? It was agreed that the Committee would focus on scrutinising this aspect at its September meeting.
- If the government meet the pension deficit of £5.8m, how will we ensure that we will not fall into deficit again? Kevin Lee emphasised that the issue was a result of Government changes to the pension scheme and was a national issue. It was acknowledged that Government had lost their legal case against HMG so must address the deficit; nevertheless if government support was not received the proposals contained within the OBC would need to be revisited.
- A Member requested clarity regarding the context of the removal second fire engines compared with the new fire engines, which were being introduced. It was confirmed that the new fire engines were being introduced to replace ageing fire engines.
- Further clarity was sought in relation to the statement that the number of firefighters would remain at or above the 1121 in post May 2017. Had new firefighters been recruited since this? It was confirmed that due to the high turnover of staff GMFRS had to continuously recruit.

RESOLVED:

1. That the update be noted.
2. That the response to Her Majesty's Inspectorate of Constabulary, and Fire & Rescue Services (HMICFRS) be included within the work programme.
3. That the Committee reconsider the following aspects of Outline Business Case in September 2019:
 - The proposal to reduce the number of fire fighters on a pump from 5's to 4's (with a focus on the effect)
 - The robustness of the plans, given the exponential rate of growth within the city region in particularly inner city core, and the impact of congestion on response times.

- What had changed following the consultation?
 - How the new prevention model would be delivered
4. That the Statutory Scrutiny Officer consult with Members and Officers over the summer period on how the discussions should be facilitated to enable effective scrutiny, including how the views of others could be considered.
 5. That the Committee be provided with further information on the methodology used to derive at the 7 minutes average response time and the local level performance levels.

CI19/19 DATE OF NEXT MEETING

Tuesday 13 August 2019 at 6pm, GMCA Offices – Budget Training Session

Tuesday 17 September 2019 at 6pm, GMCA Offices – Committee meeting

RESOLVED:

That the date of the training session and next meeting be noted.

CI20/19 GMCA REGISTER OF KEY DECISIONS

RESOLVED:

That the Register of Key Decisions be noted.

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**GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE
17 SEPTEMBER 2019 AT 6.00PM AT GMCA OFFICES**

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| Present: | Councillor Tim Pickstone (Bury) (in the Chair) |
| Bolton: | Councillor Bob Allen |
| Bury: | Councillor Stella Smith |
| Manchester: | Councillor Ben Clay |
| Oldham: | Councillor Colin McLaren |
| Rochdale: | Councillor Kallum Nolan |
| Salford: | Councillor David Jolley |
| Salford: | Councillor Tanya Burch |
| Stockport: | Councillor Dena Ryness |
| Tameside: | Councillor Teresa Smith |
| Trafford: | Councillor Anne Duffield |
| Trafford: | Councillor Dave Morgan |
| Wigan: | Councillor Joanne Marshall |

In attendance

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| GMFRS | Jim Wallace, Chief Fire Officer Dawn Docx, Deputy Chief Fire Officer Tony Hunter, Assistant Chief Fire Officer Dawn Royle, |
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| GMCA | Kevin Lee, Director Mayor's Office Andrew Lightfoot, Deputy Chief Executive Jane Forrest, Assistant Director, Reform Dave Kelly, Smyth Harper, Head of News and Media Joanne Heron, Statutory Scrutiny Officer Jamie Fallon, Governance and Scrutiny Officer |
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| Rochdale Council | Mark Widdup, Executive Director |
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CI21/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Chris Goodwin (Oldham), John McGahan (Stockport), and Richard Paver (GMCA Treasurer).

Kallum Nolan left the meeting at 7.15pm.

CI22/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Chair reminded Members that a number of their annual GMCA Register of Interest Form's were still outstanding.

Members were advised that moving forwards the GMCA would be publishing its meeting papers via Modern.gov, enabling a paperless and more modern approach. The Chair reminded Members to provide the device information requested as soon as possible so that they can be issued with a username and password.

It was noted that up to six Members of the Committee attended a budget training on 13 August 2019, which was hosted by Richard Paver, GMCA Treasurer. The session focussed on helping Members better scrutinise the budget setting process and was well received. The Committee considered whether they could benefit from a further training session in advance of the budget setting process, in particularly for those who were unable to attend. It was agreed that Officers would seek to identify a further date to be held prior to a future committee meeting (in October or November at 5-6pm)

The Chair informed the Committee that the Scrutiny Chairs had recently met with the Mayor to consider how the scrutiny committees could make a meaningful impact. As a result, it was recommended that the committees should, as appropriate, make recommendations formerly to the GMCA and request feedback. It was also agreed that the committees should consider developing a small number of focussed scrutiny working groups, to address cross cutting themes such as bus reform. It was noted that as the groups were developed, they would be communicated to Members.

RESOLVED:

1. That Members provide the device information requested to support the roll out of modern.gov.
2. That Officers consult with Members and officers on developing a further budget training session (in October or November, 5-6pm).

CI23/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

CI24/19 MINUTES OF THE MEETING HELD ON 16 JULY 2019

The minutes of the meeting held on 16 July 2019 were submitted for approval. A Member requested a correction to item CI/18/19 Programme for Change Outline Business Case, with reference to changing a 'two-pump incident' to state 'two-five-pump incident'.

RESOLVED:

That the minutes of the meeting held on 16 July 2019 be approved as a correct record subject to the correction to item CI/18/18 Programme for Change Outline Business Case.

CI25/19 UNIFIED PUBLIC SERVICES FOR THE PEOPLE OF GREATER MANCHESTER

Andrew Lightfoot, Deputy Chief Executive, GMCA introduced a report which provided an overview of the White Paper on Unified Public Services for the people of Greater Manchester which had been agreed by the GMCA in July 2019.

Jane Forrest, Assistant Director Reform, added that the White Paper sat alongside a number of key strategies for Greater Manchester including; the Local Industrial Strategy (LIS), the Health and Social Care (HSC) Prospectus, and the Standing Together Plan. It represents a significant step forward in our reform ambitions, setting out a 21st century vision for public services and putting forward Greater Manchester (GM) as an international leader in this field. Principally, it aimed to improve outcomes for people across Greater Manchester, but it also sought to provide a platform to influence the future direction of central government policy and spending.

It was acknowledged that the White Paper was not prescriptive in its nature, and did not define how services should be delivered, but asked that localities pay attention to delivering change inline with six key features, and did these things relentlessly to achieve greater change.

The detail of the GM Model was based on learning from work in neighbourhoods in each of the ten localities within GM, reform work in thematic areas (e.g. Troubled Families Programme, Working Well etc.) and a series of self-assessment processes conducted by the 10 localities of GM themselves.

Members received a presentation (at Appendix 1) from Mark Widdup, Executive Director, Rochdale Council, which provided an overview of the 'Reform and Transformation in the Rochdale Borough so far', outlining how Rochdale were implementing the principles, and what areas they were paying particular attention to.

The following key points were highlighted:

- The focus was not on policy but on citizens
- Rochdale have opted to split the borough into five townships (of 30,000-50,000) to enable connectivity to communities.
- Governance structures had been reviewed with the development of a Strategic Place Board (an amalgamation of PSR and the Health and Wellbeing Board).
- The focus was centred on the role of citizens.
- The workforce was being developed to ensure that leaders, and future leaders, can instill confidence in staff to work in the way outlined.

Members raised the following questions and comments:

- Members welcomed the proposal but highlighted that not all localities would be able to split their areas as suggested (into populations of 30,000-50,000 residents) due to urban areas. Would these areas be able to achieve the same outcomes? Jane Forest advised that the White Paper did not prescribe default population levels, but suggested that it made sense in terms of the administrative arrangements, to allow services to integrate, and provides the framework and opportunities to focus on smaller communities where there is need. This suggestion draws on the work which had taken place on the HSC integration agenda, which found that GP surgeries and schools were central to engaging with citizens.
- How will the GMCA encourage localities to review their governance arrangements, in particular, to strengthen their scrutiny arrangements? It was acknowledged that many

district scrutiny committees did not consider GMCA issues. It was advised that the White Paper recognised the need for strong scrutiny and oversight from localities, and set out what learning they might want to take forward together.

- Members expressed concern that the White Paper was ‘reinventing the wheel’, given localities had previously adopted a neighbourhood approach. It was felt that the challenge was persuading services to align along the same boundaries. Mark Widdup, acknowledged that localities had previously tried to adopt a similar approach. However, he felt a genuine willingness across localities to have a discussion with citizens, actively listen, and value their contribution, which had not been the case previously. Through implementing the approach Rochdale could now evidence its impact; which included a fiscal value of £4.05 for every £1 invested (Cost benefit analysis as validated by MHCLG 2019).
- Members welcomed the personable approach, which involved services ‘wrapping around a person in order to meet their needs’, but questioned whether this could affect the way budgets were allocated? It was reported that in Rochdale, the budget had been reviewed at a strategic level, to ensure that funding was allocated appropriately. Mark Widdup, added that citizens actively helping others (through volunteering) helped to make the budget go further.
- A Member referenced Lee’s story (case study on page 4), and the ‘sharing of Lee’s full situation with all partners’. Whilst this was encouraging, concerns were expressed over data protection challenges. Mark Widdup, reported that in Rochdale good relationships with colleagues had been developed, and data sharing agreements were in place across adult and children’s services, and GMP. It was acknowledged that data protection continued to be a challenge, which officers were actively trying to overcome.
- A Member reported issues when reporting anti-social behaviour (ASB) incidents with the Police and ASB team, with regards to where the responsibility lay. Members sought assurances that citizens would not be faced with similar issues when trying to access support. It was acknowledged that the White Paper recognised that all services played a joint role.
- Members sought clarification in relation to how social housing providers were being engaged in the process. It was confirmed that this was an iterative process, and the dialogue was ongoing between social housing partners. The aim was to identify how we can work collaboratively on this journey. From a citizens point of view, along with from an operational service delivery perspective it was imperative to incorporate all partners.
- A Member expressed the need for longer term commissioning arrangements to be developed, which were focussed on outcomes, as opposed to commissioning led. It was felt that services addressing complex needs such as the ‘Social Impact Bond’ required stability. It was confirmed that principally, the White Paper aimed to improve outcomes for people across GM, but also sought to provide a platform to influence the future direction of central government policy and spending. Members were informed that the GM Commissioning Hub, were exploring where the opportunities might be to commission for outcomes, rather than efficiency. Health was provided as an example of how through the partnership arrangements, the other determinants of health issues could be addressed differently.
- Members welcomed the reference to their ‘community leadership role’ but requested clarity as to how this role could be performed at neighbourhood level. It was confirmed that elected members played a key role in leading delivery in a place, and representing the voice of the community. Members can help ensure that services, resources and finances, were organised in the best interests of residents they represented.

RESOLVED:

1. That the content of the White Paper on Unified Public Services for the people of Greater Manchester, and its significance as part of our strategic ambition be noted.
2. That the points made by stakeholders and localities during the extended period of local engagement and consultation that ran from March 2019 to June 2019 be noted.
3. That it be noted that implementing the GM Model as described in the White Paper did not require, and was not intended for, any transfer of statutory responsibilities from public bodies up to the Greater Manchester Combined Authority.
4. That a further update be arranged in the next municipal year.

CI26/19

CONSULTATION REPORT FOR THE PROGRAMME FOR CHANGE BUSINESS CASE

Kevin Lee, Director of Mayor's Office, introduced the item, noting that following the close of the consultation and the continuing engagement with Trade Unions, Leaders had met that morning to consider the proposals, and had agreed the points below:

- a) Retaining current crewing levels and maintaining firefighter numbers at or above May 2017 levels for this financial year (and the Mayor is considering the options to extend this beyond April 2020);
- b) Retaining an additional 11 specialist prevention staff to support complex cases and address safeguarding concerns;
- c) Allowing more time for the transition of prevention activity to ensure firefighters are adequately trained and equipped;
- d) Developing alternative delivery models for volunteering and cadets;
- e) Retaining Princes Trust, reducing the number of teams from seven to five, whilst allowing more time to develop future options;
- f) Developing an improved delivery model for Protection including continued efforts on High Rise, Grenfell implications and improving fire safety within the Private Rented Sector;
- g) Undertaking a limited restructure of administration activity initially, allowing more time for the development of a centrally managed delivery model;
- h) Recommendation that the capital schemes as set out in the OBC are incorporated into the Service's Capital Programme;
- i) Ongoing investment in stations, including welfare facilities.

It was acknowledged that the revised proposals reflected previous concerns raised by the Committee, and Members were informed that the Mayor was keen to hear their views, before any final decisions were made.

Members were informed that with regards to the Government Spending Review, it was understood that the fire grant would be uplifted to be a flat grant, notwithstanding, confirmation had not yet been received in relation to addressing the pension's shortfall of £5.7 million. If the Government did not meet this shortfall, it would need to be addressed through the GMFRS budget. It was agreed that further updates would be circulated to the Committee as appropriate.

In relation proposal to reduce the number of non-uniformed staff, which initially would have affected 113 posts, it was highlighted that following consultation, this has reduced to 60 posts. It

was reiterated that, the Mayor and Deputy Mayor were still determined to avoid compulsory redundancies for support staff, and work was underway across the GMCA family, to identify alternative opportunities for those staff affected.

Members were informed that the Mayor was proposing to maintain the current crewing levels and firefighter numbers at or above May 2017 levels (1121 firefighters) for this financial year. This commitment, supported by overtime arrangements, and the continued use of reserves, has proposed to maintain current crewing arrangements of 5:4:4 and 50 fire engines in the short term, to allow more time for discussions with the Fire Brigades Union (FBU) about the number of fire engines available, and the crewing levels that could realistically be achieved. The long-term viability of this arrangement however, was dependent on future funding settlements from government, which at this stage was unclear.

Members raised the following questions and comments:

- Members from Manchester and Salford Labour groups queried whether their submissions had been considered as they were not represented within the report. It was agreed that this would be checked and Officers would ensure that these submissions were formerly represented within the consultation report.
- A Member sought clarity in relation to whether there had been any proposed changes to those set out for the Eccles Fire Station following the consultation. This station was important to Eccles as it was a specialist water and rescue station. It was agreed that clarification would be provided.
- Members requested further information regarding the financial impact of the proposed changes, and queried whether they were sustainable? It was acknowledged that the financial position was difficult, and it was difficult to know whether the proposals regarding firefighters were sustainable, until the outcome of the Spending Review was known, along with the outcome of the Mayor's budget discussions. It was noted that the reduction in the number of non-uniform staff at risk, had been largely achieved through effective vacancy management, along with voluntary severance and voluntary early retirements.
- How were the negotiations with trade unions (TU's) progressing? Kevin Lee confirmed that negotiations were ongoing, and the TU's were broadly supportive of the direction of travel.
- Members queried whether other Blue Light services were in support of the proposals. It was confirmed that Blue Light services were satisfied that the proposals met their requirements.
- A Member explored whether the Mayor would consider increasing the precept, so that the proposals could be delivered in a more sympathetic way. It was acknowledged that the raising of additional funds through an increase to the Fire and Rescue Service element of the Mayoral General Fund Precept would require further consideration as part of the budget consultation process.
- It was acknowledged that maintaining crewing levels of 5:4:4 without any additional funding, was not a viable option, as the required efficiencies would leave a crew of only 39 appliances. The sustainability of the proposals were reliant on government, as a flat rate grant would not allow us to continue at this rate, and an increase is needed if they are to make the service sustainable for the future. Members support was requested, to work with the GMCA to constructively make the case to government for an increase. Members welcomed the update and were in full support of the request.

Dawn Docx, Deputy Chief Fire Officer, GMFRS, advised that Members had been provided with the Consultation report, which provided some insight into the analysis process. Members

received a short presentation (Appendix 2) from Smyth Harper, Head of News and Media which provided an overview of the process, key findings and next steps.

Following the presentation Members raised the following questions and comments:

- A Member stated that previously Members had expressed that they did not feel they had been afforded sufficient time to comprehensively scrutinise the proposals.
- Members reiterated their concerns regarding the robustness of the plans, given the exponential rate of growth within the city region, in particularly inner city core, and the impact of congestion on response times.
- A Member raised concerns regarding the fact that many of the non-uniform staff at risk were likely to be predominantly female and whether this could be seen as discriminative.
- Further information was requested in relation to the stakeholder mapping, where posters and leaflets made available in key community hubs such as community centres, given that twitter had limited reach in many areas. Smyth Harper, advised that the focus of the campaign had been primarily on digital promotion, as this was considered the most effective way to reach most people. In addition there had been extensive engagement with key stakeholders (in the thousands), such as the community and voluntary sector groups across Greater Manchester, who were encouraged to share the information with their networks.
- The Committee considered how best to appropriately share their views with the Mayor, and following discussion, the following statement was proposed: 'Further to the consultation process, the Committee commends the development of the revised range of options set out in the OBC and acknowledges the progress made by the Mayor in his attempt to deliver transformational change within GMFRS. The Committee recognises the difficulties posed by the major uncertainties surrounding central government funding for fire and rescue services and reiterated that the various saving proposals around crewing levels and fire engine numbers remained wholly unacceptable.'
- The Chair brought the item to a close, noting that the Committee would need to consider the issues again as part of the budget setting process (Feb/March next year).

RESOLVED:

1. That the report be noted.
2. That the Committee be provided with further updates on addressing the pension's deficit as appropriate.
3. That Officers ensure that the consultation response submitted by Salford's Labour Group was formerly represented within the Consultation report.
4. That Officers ensure that the views of the Manchester Labour Group had been considered within the consultation and that these are formerly represented within the Consultation report.
5. That the Committee be provided with further information on whether any changes have been made to the proposals regarding Eccles Fire Station.

6. That Members agreed to support the GMCA in their lobbying to government, in relation to the GMFRS budget.
7. That the Mayor and Deputy Mayor are recommended to consider the Committee's views as follows; 'Further to the consultation process, the Committee commends the development of the revised range of options set out in the OBC and acknowledges the progress made by the Mayor in his attempt to deliver transformational change within GMFRS. The Committee recognises the difficulties posed by the major uncertainties surrounding central government funding for fire and rescue services and reiterated that the various saving proposals around crewing levels and fire engine numbers remained wholly unacceptable.'

CI27/19 **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) – FIRE INSPECTION REGIME UPDATE REPORT**

Tony Hunter, Director of Protection and SPPCI, GMFRS, provided an overview of the HMICFRS inspection regime, GMFRS inspection activities, and the response to the recommendations.

The following key points were highlighted:

- The HMICFRS published its report into GMFRS' 20th June 2019, on their website detailing how it had been graded. The Service was graded as 'Good' at:
 - Understanding the risk of fire and other emergencies and responding to fires and other emergencies.
 - Making the fire and rescue service affordable now and in the future.
- The report also highlighted several areas for improvement, with recommendations, where the Service should take actions to address. The report identified 19 'Areas for Improvement', 2 'Causes of Concern' and 4 'Recommendations'.
- Following the publication of the inspection report GMFRS had developed an action plan detailing the four recommendations and the planned actions to address these areas (Appendix A). The action plan had been aligned to the Programme for Change, so that areas of work could be progressed simultaneously. The action plan was progressing with vigour and would be updated regularly, with these published on the GMFRS website on the 'About Us' page.
- It was not yet clear when the next formal inspection of GMFRS would take place or whether the format would be a subsequent full inspection or themed against specific areas. An ongoing relationship would be maintained with the inspectorate through the HMICFRS SLO and sharing of progress updates against the action plan.

The Committee welcomed the update and requested that the next update be focussed upon how they were addressing the two areas which had been rated inadequate; equality and diversity, and culture.

RESOLVED:

1. That the report be noted.
2. That the recommendations for action from the HMICFRS report and GMFRS improvement plan to address these be noted.

3. That a progress report be provided in December 2019 focused on the areas which were rated 'inadequate' (equality and diversity, and culture).

CI28/19 WORK PROGRAMME

Joanne Heron, Statutory Scrutiny Officer, introduced the 2019/20 work programme for Members to review, develop and agree.

It was confirmed that the Mayor would be in attendance at the next meeting to present the Greater Manchester Strategy update. The Chair requested that the report outlines the challenging issues which the Mayor would like the Committee to consider. A Member suggested that the Committee may want to focus on homelessness.

The Committee were reminded that a further training sessions with Richard Paver, GMCA Treasurer would be arranged, to help Members better scrutinise the budget setting process. The training session would be scheduled prior to a Committee meeting at 5pm.

RESOLVED:

1. That the work programme be agreed.
2. That the Greater Manchester Strategy update report due to be considered by the Committee in October 2019 outline key areas for the Committee to consider.

CI29/19 GMCA REGISTER OF KEY DECISIONS

RESOLVED:

That the Register of Key Decisions be noted.

CI30/19 DATE OF NEXT MEETING

Tuesday 15 October 2019 at 6pm, GMCA Offices

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**DRAFT GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE
11 JULY 2019 AT 18.00 AT THE GMCA OFFICES**

Present:

Bolton: Councillor John Walsh (in the Chair)
Bury: Councillor Dorothy Gunther
Manchester: Councillor Jon Connor Lyons
Manchester: Councillor Mandie Shilton-Godwin
Oldham: Councillor Barbara Brownridge
Rochdale: Councillor Linda Robinson
Rochdale: Councillor Ray Dutton (substitute)
Stockport: Councillor Janet Mobbs
Tameside: Councillor Mike Glover
Tameside: Councillor Liam Billington
Wigan: Councillor Fred Walker

Also In attendance

Julie Connor, Assistant Director, Governance and Scrutiny, GMCA
Joanne Heron, Statutory Scrutiny Officer, GMCA
Matt Berry, Governance and Scrutiny Officer, GMCA
Anne Morgan, Head of Planning Strategy, GMCA
Steve Fyfe, Head of Housing Strategy, GMCA
Kevin Lee, Director of Mayor's Office, GMCA
Steve Warrener, Finance and Corporate Services Director, TfGM

M158/HPE

APOLOGIES FOR ABSENCE

Apologies for absence were received from: Councillor Sharmina August (Salford), Councillor Amy Whyte (Trafford), Councillor Kevin Procter (Trafford), and Councillor Stephen Gribbin (Stockport).

M159/HPE

APPOINTMENT OF CHAIR 2019/20

That a Chair be appointed for this Committee for 2019/20.

RESOLVED/-

Councillor John Walsh was appointed as Chair of this Committee for 2019/20.

M160/HPE

APPOINTMENT OF VICE CHAIR 2019/20

That a Vice Chair be appointed for this Committee for 2019/20.

RESOLVED/-

Councillor Steven Gribbin was appointed as Vice Chair of this Committee for 2019/20.

M161/HPE MEMBERSHIP FOR 2019/20

To detail those Members appointed to this Committee for 2019/20, and provide a quick reference point.

RESOLVED/-

That the Membership of this Committee be noted.

M162/HPE MEMBERS CODE OF CONDUCT

To remind Members of their obligations under the GMCA Members Code of Conduct.

RESOLVED/-

That Members of this Committee note the Code of Conduct .

M163/HPE ANNUAL DECLARATION OF INTEREST FORM

Members that are yet to complete an annual declaration of interest form were reminded to do so. It was stated that these to be collectively be published on the GMCA website.

RESOLVED/-

That the item be noted.

M164/HPE TERMS OF REFERENCE

To note the Committee's terms of reference.

RESOLVED/-

That the Terms of Reference be circulated to Members of this Committee

ORDINARY BUSINESS

M165/HPE DECLARATIONS OF INTEREST

RESOLVED/-

To note there were no declarations received.

M166/HPE GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE UPDATE

Julie Connor, Assistant Director Governance & Scrutiny, GMCA introduced the item. It was stated that the 2 year Implementation Plan was agreed in April 2018, and outlines the targets and ambitions to be

achieved by the Combined Authority by 2020 with a RAG rating on progress. It was noted that this went to all 3 GM Scrutiny Committees with each asked each to focus on the areas they cover.

Anne Morgan Head of Planning Strategy and Steve Fyfe, Head of Housing Strategy, GMCA were introduced to the Committee to cover housing and planning strategy, Steve Warrener, Finance and Corporate Services Director TfGM to cover any transport queries. MARK Atherton, Assistant Director for Environment, GMCA to attend the next meeting of this Scrutiny to cover items relating to the GM Green Agenda.

A Member commented on Priority 5 – Connectivity, specifically asking around the dashboard supporting indicators that indicate that 55.3% of short journeys under 2km are made by walking or cycling in 2015-17. It was felt that this figure may be inaccurate as it was thought that there is a greater proportion who conduct this journey by car.

It was clarified that these numbers need to be checked with information provided on where/how they were sourced. This to then be fed back to this Scrutiny at a later date.

The question was also asked if work is underway to secure more funding for the Challenge fund with the understanding that the vast majority of the money first secured now being allocated.

It was clarified that the Made to Move strategy highlighted a figure of around £1.6 billion required to fund. TfGM have worked with districts to bring forward proposals and schemes through 5 tranches. All of the schemes across the GM districts have been reviewed to check accuracy and see if other funding methods are available. This can then identify schemes for the allocated £160 million and create a substitute list of other schemes that are ready and require funding. It was highlighted that GM is lobbying Government for funding via a few channels, such as via the Bee Network from the Walking Cycling Commissioner Chris Boardman, The Our Network vision and also likely through the Comprehensive Spending Review. It was stated that if Members wish, TfGM can bring more detailed updates on specifics at future meetings, with regular reporting going through to leaders of the Combined Authority bi-monthly.

A Member asked for clarity on the amber rating for Housing Provision with the specific question as to what does 'influencing infrastructure providers' actually mean.

It was clarified that infrastructure had been a focus in GM over the last 12 months with concerted activity to deal with a range of challenging issues. This led to the establishment of the Infrastructure Board which is attended by infrastructure providers, and offers an ability to work more closely with them on their investment programmes so these are aligned with plans for growth or areas where infrastructure is under pressure.

There are also plans to produce an infrastructure strategy/action plan which could lead to a different way of providing infrastructure and doing it in a more integrated way in areas where the most change is expected. It was noted that the Infrastructure framework highlights the challenges, with the next stage being how these are to be tackled.

A Member queried what the role of housing developers is, and what influence can be put on them to financially contribute to infrastructure.

It was stated that as part of the evidence base for the next phase of the GMSF, the GMCA are looking at strategic viability of developments. This is following planning guidance changing in 2018 to assess the plan so developers don't need to conduct viability assessments at planning application stage. If viability is demonstrated for sites, it is more challenging for developers to ask for contributions for roads, schools, health facilities etc. This work is to look primarily at brownfield land supply, with greenbelt land involving site specific viability work. It is hoped that an update on this work can be provided to this Scrutiny Committee around October time.

A Member queried industrial units being converted to housing without planning permission, and whether this is an issue that occurs in GM and something that requires wider awareness.

It was clarified that this issue had been present in Manchester with pressure put on to older office stock for conversion to residential. This can result in an Article 4 Direction being put in place to take permitted development rights away meaning that Planning Permission is required to proceed. It was noted that cases of this aren't currently widespread across GM, but that isolated cases are starting to emerge. There is concern in terms of the resulting standard of accommodation that is produced when this occurs. It was stated that there is not much that the Combined Authority can in response to it, as it's a local planning authority responsibility.

A Member queried EV charging infrastructure, specifically how this it is progressing following an initial delay, and how many charging points are being planned across the conurbation.

It was clarified that in terms of electric vehicle charging infrastructure, there is an existing number of electric charging points provided by the public sector, with further funding for 'newer generation' charging points having been bid for to add to existing stock. There is also currently a proposal of entering into contract with a preferred supplier around August to roll out an additional number of around 20-30 charging points.

A Member raised the issue of the requirement to retrofit homes in order to meet carbon reduction targets. It was highlighted that 27% of carbon emissions come from heating homes in the GM conurbation. The difficulty in tackling this issue was noted due to the fragmented nature of home ownership and tenants/occupiers. The opportunities provided by the required work to retrofit homes such as employment and upskilling was also highlighted.

It was noted that Mark Atherton is to attend the next meeting of this Scrutiny Committee to cover the green agenda and present a paper on retrofitting, these questions to be taken to the next meeting.

A Member highlighted the need for more quality housing to increase council revenue in their district of Rochdale. This issue had been highlighted to the City Mayor as the lead for Housing in GM. In terms of addressing homelessness, via homes allocation, this policy is being reviewed following council tax banding having been previously allocated incorrectly to some individuals.

RESOLVED

1. That the report and overall progress towards the achievement of the GMS 2020 ambitions and targets be noted,
2. That the updated GMS Implementation Plan and Performance Dashboard be agreed.

3. That the comments of this Committee summarised above including requests for further information be taken in to account with future reports and included in the work programme as relevant.

M167/HPE

LOCAL CONCESSIONARY TRAVEL CHARGE

Steve Warrener, Finance and Corporate Services Director outlined a proposal to introduce an annual charge of £10 for 'older people' (those who qualify for English National Concessionary Scheme (ENCT) Pass) to access the local concessionary travel scheme which currently enables free travel on Metrolink and train within Greater Manchester.

Under the 2007 Act, eligible older and disabled people are entitled to free off-peak travel on all local bus (only) services anywhere in England from 9:30 until 23:30 on weekdays and all days at weekends and on Bank Holidays via the use of an ENCT pass. The Act stipulates that the travel permit for the ENCT pass must be issued free of charge. The only charge that TfGM is able to levy is to cover the cost of the replacement of lost, stolen or damaged passes. This currently stands at £10.

In addition to the national scheme ENCT, TfGM currently offer an enhanced scheme which offers free travel for older and disabled people:

- on Metrolink trams between 09:30 and midnight, Monday to Friday, and all day at weekends and on public holidays; and
- on trains on journeys scheduled to run at or after 09:30, Monday to Friday, and all day at weekends and on public holidays.

The report proposed that TfGM introduce a £10 charge per annum for older people for access to the enhanced local concessionary scheme. Should older people not wish to pay the £10 charge and opt out of the enhanced scheme they would still be entitled to free off-peak travel on all local bus services as outlined in the 2007 Act.

It was reported that to enable the continued use of the ENCTS cards in circulation, and therefore to implement the proposal at the lowest possible cost, TfGM would issue an 'entitlement product' that would be loaded on to a concessionaire's existing card once they have paid the £10 annual charge. It was highlighted that the proposal would align the charges for older people with the charges for other discretionary concessionary travel schemes in Greater Manchester.

This proposal is to be presented to the GMCA on 26th July for approval.

Members provided the following questions and comments

- Members expressed concern that the charge may present financial difficulties to some individuals from accessing their travel pass, potentially creating a barrier to take-up. It was

acknowledged that the sum of £10 will not be an issue for all, but there are those that may find covering this extra charge challenging.

- A Member stated that that the older generation have already made large contributions to tax and national insurance with transport highlighted as already being funded via council tax levy. This demographic had also been recently affected with other recent rising costs such as the removal of free TV licensing for over 75s.
- The point was made that there are reliability issues with public transport in GM, and asking for an additional payment for the current quality of service is a challenging message.
- A Member noted concern that any reduction in travel pass take-up could have detrimental health associated impacts. This includes restricting access to area based health care specialist centres and hospitals which was noted as being vital for some older people. Knock-on impacts of creating any barrier to take up of the travel pass could include isolation leading to mental health problems.
- The point was made that this charge should be introduced with something 'positive' which may improve the reception and public perception of introducing the charge. Adding the specific benefits of what aspects of the GM bus service will be improved by introducing this was given as an example. The importance for making a case for the added value to those affected by the charge was stressed.
- A Member made the point that this charge could be offset by 'giving something back', such as lifting restrictions to free travel before 09:30.
- A Member asked around the administration cost for collecting the annual £10 fee which being a 12 month renewal rolling process could potentially have viability impacts on the return of that sum.
- A Member noted that GM should have an aspiration to promote mobility in all ages, with concern that introducing this charge is at odds with this message.
- Concern was expressed that some elderly individuals struggle with application processes, particularly with payments requiring bank details, requiring assistance with this process.
- It was noted that the report was deficient in terms of details of administration and methodology, making it challenging for Members to pass a considered opinion at this stage.
- A number of Members of this Committee wanted it stated on record that they were not in favour of implementing the Charge.

The following was given in response to Members questions and comments:

- Following Member queries around the policy of concessionary travel being restricted nationally to post 09:30 as this is not adopted in London, it was clarified that this is national policy and that London has lifted the restriction as an 'enhancement' for their constituency.
- It was clarified that the £10 Charge is not associated with bus travel which is offered nationally free to those of pension age and irrespective of opting to pay the fee. The £10 charge is only for the additional 'enhancement' transport modes which GM offers above the national offer,

namely the addition of concession access to train and tram transport, as such this will not hinder those individuals who rely on bus services to access health care.

- It was stated that funding raised from the scheme is to be ring-fenced towards investment to improve and enhance bus services and to protect concessions in GM via bus reform. This is forecast to be around an additional £1.2 million funding.
- In terms of providing details of some of the proposals upfront to reinvest the revenue from this scheme back in to bus reform, due to the nature of the consultation and budget sign off process, it is not possible to present proposals of this nature at this stage, but these would be presented to Members as part of the budget process in the future subject to sign-off of this proposal.
- In relation to concerns around elderly constituents finding the annual fee renewal challenging, It was stated that TfGM have undertaken an equality impact assessment to identify and address these issues. It was clarified that there is to be various means of paying the fee such a travel shops, or cheques.
- It was highlighted that take-up forecasts of the pass are difficult to predict for reasons such as, some individuals use the bus over tram and train anyway due to their geographical proximity.
- In relation to the question around offsetting the charge against allowing free concessionary travel before 09:30, this isn't something that had been considered
- It was clarified that the proposal is for passes to be renewed on a rolling basis, with the vast majority of estimated additional cost of the renewal process being absorbed into what TfGM are already doing with current pass renewal. The Charge is to be made in the same way as the young people persons IGO card. Although a cost-to-benefit calculation is not fully detailed, the cost is predicted to be marginal and the benefit is the £1.25 million based on 30% take up being the final figure with any administration cost already factored.
- It was clarified that TfGM can bring colleagues to future meetings of this Scrutiny to provide more operational detail of the scheme if necessary.

RESOLVED:

- That on the basis of the information in the report, the Committee do not support the current proposals to introduce a £10 per annum levy charge for older people for access to the enhanced local concessionary travel scheme and request that the comments outlined in the minutes are considered by the Combined Authority at their meeting on 26th July.

For the remainder of this meeting, this Committee was inquorate with 9 Members present

M168/HPE

HOUSING FUNDING STREAMS

Steve Fyfe, Head of Housing Strategy, GMCA delivered a presentation to the Committee summarising Government housing funding programmes: The slides were subsequently circulated to Committee Members, and are available on the GMCA website with the other papers for this meeting.

Members provided the following comments and questions:

A Member enquired whether the Small Sites fund and Land Assembly Funds assist in building on land that is currently unused (such as Brownfield which could help assist district take-up quota) and clarity on the criteria for the application process.

It was clarified that this is the case, and that the Small Sites is grant funding which should assist in bringing forward smaller brownfield sites around GM. This funding can be applied for by council officers contacting Homes England with a final deadline of March 2021.

In terms of the 150 units in 40 sites, the question was asked if Members are entitled to know where these are located.

In response, it was confirmed that the schemes are approved by the Combined Authority, and that a list could be provided to Members of this Committee of the 40 sites.

A Member queried whether the GM Housing Investment Loan Fund is ring fenced for affordable schemes only in GM

It was clarified that this is not aimed at affordable schemes only, with the intention of the scheme to speed up housing delivery in general. The affordability housing element is determined by the district that the scheme is in. Each scheme needs to conform with or exceed the affordable home requirement of that local authority.

RESOLVED/-

1. That the presentation be noted.
2. That the information in relation to sites be provided for the committee

M169/HPE WORK PROGRAMME

Joanne Heron, Statutory Scrutiny Officer, Governance & Scrutiny Team, GMCA introduced the item. Following on from the informal briefing session of this Committee in June, the HPE Scrutiny Work Programme was drafted incorporating Member suggestions. Some of the timings of these items have subsequently changed since the initial draft was circulated to accommodate report availability

- Members to note that the Town Centre Strategy Mayoral Development Corporation item to be rescheduled from September to November
- Following Member comments the 'A Bed Every Night' item to be rearranged to be earlier in November 2019

RESOLVED/-

That with the above changes, the Work Programme be noted

M170/HPE DATES OF FUTURE MEETINGS

RESOLVED/-

Future meeting arrangements agreed as follows

| | |
|-----------------------------|---------------|
| Thursday 12th September | 18:00 – 20:00 |
| Thursday 10th October | 14:00 – 16:00 |
| Thursday 14th November | 18:00 – 20:00 |
| Thursday 5th December | 18:00 – 20:00 |
| Thursday 16th January 2020 | 10:30 – 11:30 |
| Thursday 13th February 2020 | 14:00 – 16:00 |
| Thursday 19th March 2020 | 18:00 – 20:00 |

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**ANNUAL GENERAL MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY (GMCA) ECONOMY, BUSINESS GROWTH AND
SKILLS OVERVIEW AND SCRUTINY COMMITTEE
FRIDAY 12 JULY AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE**

Present: Councillor Michael Winstanley (in the Chair)

Bury: Councillor Mary Whitby
Manchester: Councillor Greg Stanton (substitute)
Oldham: Councillor George Hulme
Rochdale: Councillor Patricia Sullivan (substitute)
Salford: Councillor Jim King
Stockport: Councillor Kerry Waters
Councillor Colin MacAlister
Trafford: Councillor Barry Brotherton
Wigan: Councillor Charles Rigby

In attendance

GMCA Councillor Richard Leese, Portfolio Lead for Economy
Councillor Sean Fielding, Portfolio Lead for Education, Skills, Work and
Apprenticeships
Simon Nokes, Executive Director Policy & Strategy
Lisa Dale-Clough, Head of Industrial Strategy
Joanne Heron, Statutory Scrutiny Officer
Jamie Fallon, Governance and Scrutiny Officer

E63/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Susan Howarth (Bolton), Musadir Dean (Bolton), June Hitchen (Manchester), Luke Raikes (Manchester), Daniel Meredith (Rochdale), Michael Holly (Rochdale), Stephen Homer (Tameside),

E64/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

Members were informed that Councillor Michael Holly was unable to attend as he was recovering from a recent operation. The Committee wished Councillor Holly all the best in his recovery.

E65/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E66/19 MINUTES OF THE MEETING HELD ON 12 JULY 2019

The minutes of the meeting held on 12 July 2019 were submitted for approval.

RESOLVED:

That the minutes of the meeting held on 12 July 2019 be approved as a correct record.

E67/19 WORK PROGRAMME

Joanne Heron, Statutory Scrutiny Officer, introduced the 2019/20 work programme, provided for Members to develop, review and agree. The Committee agreed that the outstanding 2018/19 action to consider a report on the economic impact of Manchester Airport, including a potential site visit be included in the Work Programme.

RESOLVED:

1. That the Committee consider the economic impact of Manchester Airport at a future meeting.
2. That a visit to Manchester Airport be arranged for Members.

E68/19 GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY IMPLEMENTATION

Sir Richard Leese, Portfolio Lead for Economy, provided an update on the implementation of the Greater Manchester Industrial Strategy (LIS), which had been developed in collaboration with Government and jointly launched on 13th June 2019.

The following key points were raised:

- It will be critical that districts are at the heart of the implementation and it is envisaged that the GM Growth Board (which is chaired by the Deputy Mayor for Business/Economy and its membership includes the economic development (or similar) portfolio holder member for each of the 10 GM districts) will have joint accountability for implementing the strategy, alongside the GM Local Enterprise Partnership (GM LEP). The Directors of Place Group (which is made up of the 10 Place Directors or similar from each district) acts as advisors to the Growth Board and will take a lead on ensuring that actions taken forward at a district and GM level are coordinated. This will ensure strong district input and leadership of both the development of the Implementation Plan and delivery thereafter.
- Appendix 1 sets out the main, non-business as usual, actions that were included in the GM LIS, whilst section 3 within the report sets out the priority actions for 2019/20. It was expected that the full Implementation Plan would be finalised and agreed with Government in autumn 2019, at which point a further update would be provided to the Committee. A key priority for 2019/20 would be embedding the strategy in Greater Manchester's (GM) governance framework, decision-making mechanisms, and the planning processes of delivery partners.

Members raised the following questions to Sir Richard Leese, Simon Nokes, Executive Director Policy & Strategy, and Lisa Dale-Clough, Head of Industrial Strategy, who were also in attendance:

- A Member referred to paragraph 2.5 within the report and sought clarity as to whether the GMCA would be carrying out their own evaluation as the strategy is rolled out. It was confirmed that planning was underway to develop an evaluation programme locally, noting that further information would be available in the autumn. The evaluation would include a suite of indicators which would be reported on regularly throughout the year.
- How will the LIS align with the cross-cutting activity referred to at paragraph 3.1? It was explained that the paragraph included activity that was already underway, accentuating the need to ensure that the activity is linked to the implementation plan.
- A Member highlighted the broad number of representatives on the Innovation Partnership on Healthy Ageing (referred to at paragraph 3.4) and questioned how effective it would be in its decision-making. It was acknowledged that the governance needed to be participative and inclusive. It was important that the executive arrangements, which sat under bodies, ensured that it was effective in its delivery.
- A Member referred to Annex 1 (page 9) within the report, noting that some districts had accelerated their targets to '2030' and explored how this would align to the GMCA's target of '2030.' It was confirmed that the GMCA's view was to seek to accelerate activity where possible,
- A Member requested clarification on the term a 'foundational economy'. It was explained that a foundational economy referred to the number 'low paid, low quality jobs with low productivity', which were mainly in the retail, hospitality, tourism and social care sectors as highlighted within the Independent Prosperity Review. The LIS recognised the need for action to improve jobs in those sectors such as the development of the 'Tourism Sector Deal' with government.
- A Member referred to the target of; '100 per cent full fibre coverage by 2033, and full rollout of 5G technologies by 2028' (Annex 1 priority 33) and queried who would be to blame if the targets were not met. It was confirmed that the Committee would consider an update report on full fibre roll out at a future meeting, noting that £23 million DCMS funding had been secured to maximise full fibre coverage within 1300 public sector buildings in GM, which was currently at procurement stage. In addition, private sector roll out had already commenced, with the switch on of Vodafone's 5g network.
- Could the LIS be subject to change if a new Mayor was elected in 2021? It was confirmed that the Mayor was clearly one of the signatories to the LIS, but if any changes were proposed they could only be implemented with the consent of the GMCA (two thirds majority) and Government.
- A Member requested further information on the 'cooperative intellectual property bank' (referred to in Annex 1 priority 37). It was advised that the idea was not a year one priority, and was still in embryo form, noting that funding had not yet been identified. It was envisaged that it would become a 'knowledge sharing bank', accessing intellectual property which had not been exploited by larger companies, and making it available to smaller companies or innovators to tackle problems and commercialise them.
- The Committee considered the GM LIS 2019/20 priority actions, within their remit, and agreed to consider post 16 skills, and management and leadership skills in more detail throughout the year.

RESOLVED:

1. That the joint sign off and launch of the Greater Manchester Local Industrial Strategy be noted.

2. That the governance arrangements for implementing the Greater Manchester Local Industrial Strategy in Greater Manchester be noted.
3. That the GM LIS 2019/20 priority actions; post 16 skills, and management and leadership skills be included within the 2019/20 work programme.

E69/19 SKILLS INVESTMENT

Councillor Sean Fielding, Portfolio Lead for Education, Skills, Work and apprenticeships, outlined the proposed approach to bring forward innovative skills provision, linked to employer needs and skills gaps, by building on a sector approach, (agreed by the GMCA in October 18) and supporting the Local Industrial Strategy (LIS) focus on skills, as a driver for growth, particularly at the higher technical level.

The following key points were highlighted:

- In reviewing the LGF spend (as set out in a previous paper) an opportunity had arisen to allocate £8m to developing a proposal for an investment pot for skills, that will support specific LIS sectors, and also where appropriate bring this together with loan/equity sector investment funds to truly drive growth. There was also the potential to add further value to such a pot via other sources of funding for skills in particular those targeting certain cohorts.
- GM's growth sectors were underpinned by STEM skills and was therefore important to create a talent pipeline for STEM, where opportunities to develop skills and knowledge were made available for all residents. This would be achieved by enhancing the current offer by developing higher-level technical skills provision for the benefit of current and future STEM industries, as well as key growth sectors. This would create an agile and diverse workforce, which is flexible and responsive to developing technology and STEM needs.
- It was recognised that there was no one size fits all solution to addressing the skills gaps that employers face now, and would continue to face into the future. Any solution needed to bring together the key partners in a local area, and by improving coordination between employers, who could identify the roles they need to fill, and the skills needed, along with training providers, who can help design bespoke courses and work with training candidates. The fund would be as flexible as possible placing the onus on employers, providers (and any other relevant stakeholders) to devise provision including high quality equipment/facilities that they can both commit to that will use innovative approaches to meet both their needs.
- There was an opportunity to test this type of learning through the recently announced budget funding for a Digital Skills Pilot via DCMS. This funding is scheduled to go live in late June and would pilot innovative models of skills linked to specific job roles & vacancies. Also, where appropriate it was proposed to use the skills provision outlined, alongside the sector investment approach to loan/equity funds as set out in the recently updated GMCA Investment Strategy. Finally, if successful, it was proposed that this targeted approach to tackling key skills gaps would be used to roll out to other sectors via future funding sources such as the UK Shared Prosperity Fund.

Members posed the following questions to Councillor Sean Fielding and Simon Nokes, Executive Director Strategy and Policy:

- A Member queried how we could encourage employer buy in? It was advised that GM had a unique relationship with employers, noting their representation at the Employment and Skills Advisory Panel, along with other key stakeholders including DfE and DWP. It was acknowledged that the nature of the employment market was changing, and it may be necessary for some people to retrain to do something different at different points in their careers. It was noted that the £8m provided a great opportunity to focus on new sectors. If successful, it was envisaged that the new UK Shared Prosperity Fund (previous EU funding) would enable the approach to be rolled out to wider sectors (GM had previously received £160m in EU funding for training).
- Had an analysis been undertaken which identified employers who were unable to find resource with the required skills? It was confirmed that an analysis had been conducted in order to understand the extent of skills gaps, and how to pin point solutions. In addition, a vast amount of work was underway with employers/ employer groups to understand the nature of the roles and the required skills, such as within the digital sector, where some of businesses reported that they had lost work due to a lack of available skills.
- How did employers feed into the GMCA? Employers were able to provide information via the Employment & Skills Advisory Panel, along with via sector intelligence. An annual statement of skills was also produced, along with data regarding the movement of sectors within the economy, and associated occupations in order to identify skills gaps. It was acknowledged that there were various pots of funding (mainly from Government) focused on attaining level 1 and 2 skills, however, there was limited funding for technical skills. The Independent Prosperity Review highlighted the gaps at levels 3 and 4, along with technical skills.
- A Member reported issues in accessing the Adult Education Budget (AEB) funding. It was confirmed that the AEB was used to support people who were moving towards or into employment. The ambition was to improve the quality of education so that young people were able to attain their level 2 skills first time. The budget could also be used to support the attainment of higher-level skills whilst continuing to support people into employment.
- Could organisations like 'Think Employment' who are part funded by the European Parliament, and provide various courses including; English, maths, and the European Computer Driving Licence (ECDL) apply to deliver the training? It was acknowledged that the question related to the broader AEB, which was subject to a tendering process. Companies were welcome to tender for services commissioned by the GMCA if they met the specified criteria. It was highlighted that the Digital Skills Pilot taking place over the summer period would seek to encourage employers and training providers to work collaboratively to fill specific vacancies.
- What types of barriers to employment have been identified (paragraph 4.4)? It was confirmed that the statement applied to all skills provision, noting that the GMCA is committed to supporting priority groups who experience barriers to employment such as over 50's or people with disabilities. The Working Well programme was highlighted as an example of where the GMCA was supporting those that are close to or have fallen out of the labour market, and helping them retrain or up skill. It was confirmed that an analysis had been conducted and would be shared with the Committee.
- How can we evidence that we are world leading in the digital sector if employers are reporting at 30% shortage in skills? The Independent Prosperity Review emphasised our strengths in industries such as digital and creative. It was acknowledged that GM is already home to the largest cluster outside London due to the substantial talent pool we already have.

- A Member explored whether the LIS would seek to develop skills that could be used across GM, or focus on developing skills in areas where there is a high concentration of a specific role e.g. digital at Salford Quays. It was confirmed that the strategy was region wide. Did all of the 10 districts stand to be benefit from the LIS? It was acknowledged that it could not be considered in isolation, and must be considered in the round of everything the GMCA does in GM, which provides opportunities across the conurbation. It was confirmed that in addition to the £8m detailed within the report, there was additional funding for the AEB (£92m) and EU funding (£160m).
- A Member queried whether the criteria for assessing bids had been developed and explored whether the Committee would have the opportunity to pre-scrutinise the criteria. It was agreed that the criteria would be circulated to the Committee for comments as it develops. The Committee were informed that the pilot over the summer (which the Committee had previously reviewed) would provide lessons which would be incorporated into this proposal.

RESOLVED:

1. That Members agree to the proposed programme and priorities identified for an ‘investment Pot for Skills’ to be considered by the GMCA in July 2019.
2. That the priority groups analysis be circulated to the committee for information.
3. That the application criteria be circulated to the committee for comments as appropriate.

E70/19 LOCAL GROWTH FUND ROUND 3 – CHRISTABEL PANKHURST INSTITUTE FOR RESEARCH INTO HEALTH, TECHNOLOGY AND INNOVATION (‘THE PANKHURST INSTITUTE’)

Simon Nokes, Executive Director of Strategy and Policy, provided an update on the Full Business Case which had been put forward by the University of Manchester to the Local Growth Fund (LGF) for the Pankhurst Institute. The report was submitted to the Committee for information.

It was confirmed that since the £450m funding had been received from Government it had primarily been used to fund transport schemes and skills capital programmes, in terms of investing in skills providers, and other economic development projects.

Since a number of projects, including the Pankhurst Institute were formerly approved by the GMCA in 2017, the University’s plans had evolved. They now wish to establish a new institute which would exploit the University of Manchester’s strengths in advanced materials, digital technology and precision medicine to drive health benefit, business growth, productivity-gain, and employment in Greater Manchester (GM), filling a critical gap in the GM health innovation ecosystem.

A Full Business Case had been submitted for approval by the GM LEP and GMCA, following the process set out in the Assurance Framework agreed between GM and Government.

The following question was raised:

A Member referred to paragraph 2.6 and explored how the return of investment and impact would be measured? It was agreed that further information would be circulated to the Committee.

RESOLVED:

1. That it be noted that the GM Local Enterprise Partnership was being advised to approve the Pankhurst Institute business case (Gateway 3) at its July meeting. Subject to agreement at the July GMCA Board meeting, the GMCA (as the Accountable Body) would then issue a grant agreement to the University of Manchester.
2. That the Committee receive further information on the measurement of economic outcomes

E71/19 REGISTER OF KEY DECISIONS

RESOLVED:

That the register of key decisions be noted.

E72/19 DATE AND TIME OF NEXT MEETING

Friday 13th September 2.00 – 4.00pm, GMCA Offices

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**MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
ECONOMY, BUSINESS GROWTH AND
SKILLS OVERVIEW AND SCRUTINY COMMITTEE
FRIDAY 13 SEPTEMBER AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE**

Present: Councillor Michael Holly (in the Chair)

Bolton: Councillor Susan Haworth
Bury: Councillor Mary Whitby
Manchester: Councillor June Hitchen
Councillor Greg Stanton (substitute)
Oldham: Councillor George Hulme
Rochdale: Councillor Daniel Meredith
Salford: Councillor Jim King
Trafford: Councillor Barry Brotherton
Wigan: Councillor Charles Rigby
Councillor Michael Winstanley

In attendance

GMCA Marie-Clare Daly, Principal – Cultural Policy
GMCA Nick Fairclough, Strategy & Policy Officer
GMCA Alison Gordon, Assistant Director of Business Innovation & Enterprise
Bolton Councillor David Greenhalgh, Portfolio Holder for Culture
GMCA Joanne Heron, Statutory Scrutiny Officer
GMCA John Holden, Assistant Director of Research & Strategy
Wigan Alison McKenzie-Folan, Portfolio Lead Chief Executive for Culture
GMCA Kathryn Oldham, Chief Resilience Officer
Salford Jim Taylor, Portfolio Lead Chief Executive for Economy
GMCA Lee Teasdale, Governance & Scrutiny Officer

E73/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Musadir Dean (Bolton), Luke Raikes (Manchester), Kerry Waters (Stockport) and Stephen Homer (Tameside)

E74/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Chair thanked Cllr Winstanley for having stepped in to cover the last meeting in the chair.

The Chair reminded Committee Members that some of their registered interest forms remained outstanding.

E75/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E76/19 MINUTES OF THE MEETING HELD ON 12 JULY 2019

The minutes of the meeting held on 12 July 2019 were submitted for approval.

RESOLVED:

That the minutes of the meeting held on 12 July 2019 be approved as a correct record.

E77/19 CRICKET IN GREATER MANCHESTER

Jim Taylor (Portfolio Lead Chief Executive for Economy) introduced a report to the Committee which provided them with an overview of the proposed Cricket Strategy for Greater Manchester, the action plan that sat beneath it, and the funding requirements for taking the strategy forward.

It was advised that the Combined Authority had been approached by the England and Wales Cricket Board (ECB), Lancashire Cricket Club (LCC) and other cricketing bodies to agree a long-term partnership to deliver the sport in Greater Manchester (GM) and use it as a tool for delivery of the sport's long-term ambitions in the city region. The ECB, LCC, Chance to Shine (a cricketing charity), Cheshire Cricket Board and GreaterSport had proposed a partnership and action plan that would use cricket to improve young people's lives and create stronger, healthier communities in GM. This long-term partnership would allow for the leveraging of expertise, resources and influence of each partner to deliver outcomes that would make cricket flourish within GM's communities for the next generation.

The action plan focussed on creating a network of community run cricket facilities that would provide access to cricket in urban, non-traditional settings, and also deliver a range of cricket programmes that were focussed upon providing wide ranging benefits to communities across GM.

Over the three years of the partnership, it was proposed that the Strategy would promote the following:

- The installation of 100 new non-turf pitches to reduce inequality in access to sports facilities
- The building of three urban cricket centres that would become sporting and social community hubs
- The delivery of 14 new Chance to Shine street projects to provide the opportunity for disadvantaged young people to play sport
- Growing the South Asian Female Activators programme to engage socially isolated women in volunteering
- The delivery of Chance to Shine to 200 new primary schools to teach young children physical and social skills through cricket
- Growing the Healthy Hearts schools programme to teach children the importance of healthy lifestyles
- The delivery of Chance to Shine in 20 new secondary schools to improve resilience and leadership skills in teenage girls
- The delivery of a suite of employability programmes, including 30 "Volunteer It Yourself" projects at cricket clubs, to support young NEETs through education, training and into employment

- The provision of 5,000 tickets per year as part of Our Pass to mobilise the next generation into sport
- The piloting and launching of “The Hundred” clubs and schools programme to give people the opportunity to play a new, exciting format of cricket.

In order to achieve these aims, the programme would require a £600,000 contribution (over three years) from the GMCA, with an additional financial contribution towards the three urban cricket centres from host districts. Together, this funding commitment would unlock over £3 million of investment from the cricketing organisations.

The three urban cricket centres would each repurpose an existing site into a cricket focused community centre with indoor cricket facilities alongside further spaces that could be used for sport, education, community organisations, health services and any other community service. The partners were looking to accelerate the roll out of these centres in the city region by committing to building the three centres over the next three years. More than three GM districts had expressed an interest in hosting a centre, so the ECB would shortly conduct an exercise to identify the optimum three sites across those districts.

Comments and Questions from Members

Members welcomed the proposal but expressed concern that it could prove to be a ‘vanity project’ without a long-term commitment. Therefore, what was expected to happen once the three years of initial funding had ceased?

It was advised that the action plan included notes on the ‘legacy’ of the Strategy and its sustainability going forward. Each of the urban cricket centres for example would be permanent additions, but there would be a need for each locality to decide how they would continue to sustain them in the long-term. There would of course be a need to keep the ECB’s “feet to the fire” on the legacy going forward.

Members welcomed the comments but stated that given the many constraints in place on local government finances – this may be yet another thing that the authorities find they cannot afford and eventually remove funding to manage budgets.

Nick Fairclough (Strategy & Policy Officer) advised that this had been discussed with the ECB. The intention was for the centres to work towards becoming self-sustaining during the three years by bringing in commercial businesses and looking towards private sponsorship opportunities. It was clear currently from all involved that there was a real desire being shown for a legacy through these opportunities. It was also expected through the bidding process that the bidding authorities were able to show their ability to sustain the projects going forward.

Members referenced the intention to provide Chance to Shine to teenage girls. Whilst this was very encouraging – why was the same offer not being made to younger, primary school aged girls?

It was advised that the focus on teenage girls had come through the ECB, as they had previously initiated a project with primary school aged girls, and now wanted to link that work onto secondary aged girls and not face a ‘cliff edge’ where girls stopped playing.

Members noted that whilst the proposal for new facilities was good – was there anything proposed to support some of the strong existing cricketing infrastructure in the region?

It was advised that the ECB needed to talk to each individual district about their current offer. It was possible that the urban cricket centres would form part of existing club infrastructures – again this was something that would need to be developed in conjunction with the ECB.

Members welcomed the intention to work with young people who were Not in Education, Employment or Training (NEETs) as this could reap very wide life enhancing benefits if properly implemented.

Members asked if there was a criteria in place for the bidding process for the urban cricket centres, and would these criteria in-turn have a knock-on effect in regards to the 100 non-turf pitch locations?

It was suggested that whilst the location of the 100 non-turf pitches would ultimately be the decision of the ECB, the Combined Authority should still have some input into that decision making process. With regards to the urban cricket centres – at the current initial stage there was no set criteria in place, but rather an open process, which still remained open for all ten GM boroughs (six had made submissions to date).

Members sought assurances that when the locations of the three urban cricket centres had been finalised and agreed – that the benefits arising from these would be spread throughout the entire GM region.

It was advised that when the ECB did get to the stage of setting its criteria for funding – this would include the ability to ensure that the benefits were spread much wider than the immediate locality.

The Chair then drew the item to a close with Members expressing broad support for the Strategy and wishing officers every success with taking it forward.

RESOLVED:

1. That the discussions taking place between cricketing organisations, districts and the Combined Authority be noted by the Committee.
2. That the action plan, proposing what would be achieved by the Greater Manchester wide partnership with the ECB, Lancashire Cricket Club and other partners, be noted by the Committee.
3. That the request for £600,000 of funding over three years to support the actions, to be sourced from retained business rates, subject to an agreement between three districts and the ECB to develop three urban cricket centres across Greater Manchester, be noted by the Committee.
4. That Committee Members be asked to engage their own local authorities in the development and delivery of the strategy, including the development of the urban cricket centres.

Jim Taylor (Portfolio Lead Chief Executive for Economy), together with John Holden (Assistant Director of Research & Strategy) and Kathy Oldham (Chief Resilience Officer), introduced a report that provided Committee Members with an update on the preparations underway across GM for Brexit, and considered possible mitigating actions to minimise the impact should the UK exit the EU without a deal.

A small amount of funding had been awarded to local authorities, the Local Resilience Forum and the Combined Authority to support Brexit readiness. Agencies from across GM had been meeting on a monthly basis to consider possible impacts and to ensure that appropriate preparatory actions were being taken. The meetings of the GM Brexit Preparedness Group had now been increased in frequency to fortnightly as the 'Brexit day' neared. The membership of this group included the GMCA; local authority representatives; the AGMA Resilience Unit; Greater Manchester Police; the Growth Company; Transport for Greater Manchester; the NHS; the Greater Manchester Centre for Voluntary Organisation and Manchester Airport.

In addition, a multi-agency Economic Resilience Taskforce had been established, which brought together key GM bodies to try and ensure a coherent and comprehensive package of support to businesses and individuals facing any threat of redundancy should the UK exit under a no-deal scenario, or should an economic downturn occur. To support this work, a dashboard of leading indicators was being developed, to track how the national and GM economy was performing, in order to identify and possible economic shocks as early as possible.

Further preparatory arrangements were provided regarding the following areas:

- **Borders** – Manchester Airport was liaising directly with government. Assurances had been received regarding ongoing operations. Port Salford and City Airport were not considered UK entry points.
- **Transport & Infrastructure** – Assessments were ongoing to ensure transport and infrastructure projects continued, with a register of major infrastructure projects (over £10m) across GM was being compiled to assess the risks to their delivery.
- **Health & Social Care** – Preparations for the health sector were being led nationally by NHS England and the Department for Health. There had been no requirement set for the local NHS to stockpile any medicines or medical supplies. The reliance on EU workers in the health and social care sector was a particular risk, and work was being undertaken to support them to complete the EU settlement scheme.
- **Food, Water & Energy** – Activity would be led by the Local Resilience Forum, liaising with national government as required. There was no anticipation of a food shortage, but there may be some reduction in 'choice' depending on arrangements at borders and ports.
- **Business & Economy** – Activity was ongoing to support GM businesses and raise awareness of the need to ensure preparations were underway for the changes resulting from Brexit. It had been difficult to hold events for preparedness so far as not many had been receptive. This was a risk, as in the Small to Medium Enterprise sector, around 1/3 to half were estimated to have no preparedness planning in place.
- **Engagement with Government** – Regular reporting requirements were expected to increase in volume and frequency as Brexit day neared.
- **Civil Contingencies** – Work had been undertaken to understand possible impacts on current and future risk scenarios, in both the short and medium term.

- **Higher Education Sector** – Work had been undertaken to understand the possible impacts on the numbers of EU students and lecturers.
- **Organisational Readiness & Impacts** – Public sector organisations had been considering the possible impacts on their own operations arising from Brexit, including workforce and legal implications.
- **Data** – Under a no-deal scenario, the flow and transfer of personal data could be impacted. Information had been shared with public sector agencies to ensure all were undertaking the necessary preparations and that advice was being passed onto businesses to ensure they could put in place any necessary mitigating actions.

Comments and Questions from Members

Members referred to the part release of the government ‘Yellowhammer’ document. If the government were not willing to provide all the information needed to prepare, then a true resilience package could not be put together. For example, a degree of panic around shortages was already beginning to be seen in pharmacies and health centres.

It was advised that there had been some ‘bottom up’ approaches from government, where they had asked regional leaders what their primary issues were likely to be at the local level. Liverpool was acting as the lead for the North West region and putting all views forward to government. The pharmacy concerns would be added to the local level issues.

Reference was made to how large employers were helping staff to register collectively. Could the ten GM authorities also take a lead role on this?

It was understood that all the GM authorities had been through their employee databases to establish who might need support. There had also been communications around GM to increase publicity around the need to do this.

Members raised data sharing concerns and the possibility of being cut off from the EU databases. What sort of an impact could this have on cross-border policing?

It was advised that the data scenario implications had been known for over a year now. A government led communications campaign had commenced on 1 September. 90% of the actions that would be required before Brexit took place would be companies clarifying how their data was stored and handled. Greater Manchester Police formed a key part of this conversation and were working hard on it.

Members asked if there had been any updates around the UK Shared Prosperity Fund. It was advised that unfortunately at present there was little extra information to provide on this.

Members asked if plans were in place, should there be food or fuel shortages, for the most at risk, such as those reliant on food banks, or care workers who needed fuel to be able to visit their clients.

It was advised that a number of authorities had discretionary funds in place year round for those who may have problems in meeting basic and necessary needs. Unfortunately an element of the planning around food and fuel shortages was ‘crystal ball gazing’ and could not be fully planned for. The food sector in general was used to dealing with resilience issues, such as crop failures

and disruptions in the supply chain. A close liaison would be kept with the food banks and a map of food banks and potential gaps in provision had been established.

Members stated that some of the regeneration projects taking place were due to take 10 years or longer, and the lack of clarity on future prosperity made this an issue. Had the potential impacts upon ongoing regeneration projects been considered?

It was advised that a significant project was underway to get the last of the funding required at present under contact as the government would be looking to utilise any underspend themselves if an economic shock took place. A Manchester focussed paper on prosperity fund positioning had been prepared in 2017 and this would be shared with the Committee.

Members asked if the Combined Authority had a register detailing how much each of the 10 individual boroughs may be prepared or not, in facing the consequences of a no-deal exit.

It was advised that each the individual boroughs were engaged fully in the structural, engagement and dialogue work taking place. Each borough had undertaken a 'preparedness audit' and this was considered to be good practice. As with a lot of the positioning right now, there was just not the detail available to know which areas may be worst hit.

Members felt that it was important for the city region Mayor to take a lead in the communications around preparedness. Members felt that at present, with increasing disconnect from Westminster, that the public sought reassurances at a more local level and perspective.

Members referenced road haulage firms that worked internationally. Had GM been working with the locally based ones? It was confirmed that the Growth Company had taken the lead on interactions with local road haulage firms.

RESOLVED:

1. That the update on Brexit preparatory work underway across Greater Manchester be noted by the Committee.
2. That the paper on prosperity fund positioning from 2017 be fed back to the Committee.
3. That the Mayor be asked to take a lead role in GM's communications around Brexit preparedness.

E79/19 GMCA CULTURE FUNDING 2020 ONWARDS

Councillor David Greenhalgh (Portfolio Holder for Culture), together with Alison McKenzie-Folan (Lead Chief Executive for Culture), Alison Gordon (Assistant Director for Business Innovation and Enterprise) and Marie-Claire Daly (Principal Culture and Creative Policy) – presented a report outlining the proposed Greater Manchester Culture Investment Fund process from 2020 to 2022.

The GMCA Culture and Social Impact Fund (CSIF) had been launched in 2017 and began funding from April 2018, building upon the success of AGMA's Section 48 scheme. This resulted in an investment of over £7m over two years going to 28 organisations – 11 of which had not received GM Culture Funding previously. The first year had been a particular success with an increase of

39% being seen in engagement with GMCA funded cultural organisations as a result of this new investment approach.

The current programme was due to conclude its funding in April 2020, therefore GMCA needed to explore how best to support and invest in culture from this date onwards. A series of proposed amendments had been made to the investment policy to be implemented from April 2020 onwards, these included:

- Ensuring balance across art forms and geography in GM and the overall resources available, by limiting the amount of funding any single cultural organisation could receive to no more than 15% of the Greater Manchester Cultural Fund.
- To top-slice into a separate budget, at the current percentage, non-cultural activity funding that was currently funded via the GM Cultural and Social Impact Fund.
- The ring-fencing of up to £270,000 of the GM Cultural Fund per annum to GM Culture Strategy priorities where they could not be delivered by a single organisation, but would work through the delivery of multiple cultural organisations and partners, and would increase cultural activity and resident engagement.

Comments and Questions from Committee Members

Members commented that whilst the Culture Investment Fund had been a success – two of GM’s boroughs had seen little or no money from this Fund. How was it ensured that they benefitted going forward?

It was advised that where there was not direct investment into a borough, there were often still benefits to be had through cross-border events. The start of the process saw an open call for applications, and some boroughs did not submit entries for funding. The funding process was also very competitive with 98 submissions made, but only 28 receiving funding. Parity was sought however to try and ensure fair distribution and to make sure that distribution was of sufficient quality.

Members asked if the GMCA worked directly with the local authorities throughout the bidding process. It was advised that during the last application round, officers went out to districts to speak with the local arts officers, who then in turn disseminated the information to their local contacts.

Members stated that the 39% increase in engagement was a fantastic figure – had there been any auditing or verification of these figures to ensure their validity.

Officers agreed that the figure was surprisingly high, and that this level of increase had not been expected until later years. An internal audit had taken place at the beginning of the year – the audit had been passed subject to some recommendations around monitoring, which were now being taken forward. These included writing guides to the monitoring process, and the data collection process, to ensure that both conformed to a formalised approach.

Members asked if there were any difficulties in moving towards a 15% cap on funding for single organisations.

It was agreed that the move may cause a few issues, however the wording of “we are minded” reflected this – meaning that the 15% was not an absolute.

Members asked about the measures in place to study the potential longer term benefits arising from the funding of these projects – and would future funding streams take into account past performance?

It was advised that the cultural funding had significant longer term impacts in areas such as the health and wellbeing of residents – increasing community cohesion and reducing isolation. A range of outcomes were also considered to ensure that value for money was provided going forward.

Members were pleased to see that all age groups and levels of ability were being included within the fund. Some of the projects had taken place in some of the most deprived wards in GM, and it helped to show that these residents were valued.

RESOLVED:

1. That the impact of the first twelve months of the Greater Manchester Cultural and Social Investment Fund be noted by the Committee.
2. That the support of the Committee for the proposed revised approach to the Investment in Culture from 2020 be noted.
3. That officers be asked to note the views of the Committee on the proposed 2020-2022 Investment Fund structure and process.

E80/19 GM TOWN OF CULTURE

Councillor David Greenhalgh (Portfolio Holder for Culture) and Alison McKenzie-Folan (Lead Chief Executive for Culture) introduced a report outlining the process for establishing a Greater Manchester Town of Culture from 2020 onwards.

The GM Town of Culture programme arose from a manifesto pledge made by the Mayor. It would provide an opportunity to spotlight and celebrate the distinctive culture of GM towns as well as raising local ambitions for cultural provision, a night-time economy, increasing pride in places and where relevant align with the GM Town Centre Challenge.

There was a full understanding of constrained budgets when it came to entering submissions for this, therefore local authorities would only be expected to submit a single short proposal of no more than five pages – identifying their proposed Town of Culture and the proposed programme of activity by the deadline date Friday 1 November 2019.

An independent panel made up of non-LA members nor representatives from the GM Culture and Heritage Steering Group would select the winning bid by the end of November 2019 – the panel would be co-chaired by Lisa Nandy (MP, Centre for Towns) and Fiona Gibson (GM LEP, Interim Chief Executive of Liverpool Everyman and Playhouse). Subject to GMCA agreement, the £50,000 programming budget would be granted to the relevant LA in April 2020. It was expected that this amount would be matched either in cash or kind with the support of the relevant LA.

Places would also be encouraged to approach local businesses and organisations to support the activity.

Comments and Questions from Committee Members

Members expressed confusion over the definition of a 'town' within the remit of the programme. Could this include large, almost city sized conurbations such as Bolton, alongside small 10k population towns in direct competition? Could individual areas of Manchester, such as Didsbury or Wythenshawe be included despite not being towns, but rather areas or places within a larger city?

It was advised that the term 'town' was not prescriptive, and that the size of a place would not form part of the proposal criteria. All that would be sought was an identifiable distinction of place.

Members still expressed concern that the naming of the award to include 'town' would lead to a sense of identity crisis in some cases, with areas feeling that they cannot be involved, and a possible issue of resentment if an area not considered to traditionally be a 'town' were to win the award.

Officers stated that a 'town of culture' was a well-established naming convention that people identified with. There had been a lot of talk of "left behind towns" in recent years and this would play a key part in the decision making process. The programme was about highlighting the undiscovered and raising profiles in areas that might otherwise be overlooked, redressing the balance from existing areas of culture.

Members asked about the degree of community involvement in the programme. Could a community group put a bid in themselves?

Officers stated that the key aim of the programme was to develop a front and centre celebration of local communities and it would be expected that the communities would be at the heart of any bids.

Members expressed concern about the chairing of the independent panel. If it was expected to be a de-politicised independent panel – was it wise to have an MP who directly represented one of the potential bidding towns as the co-chair?

It was advised that Lisa Nandy had been chosen based on her position as the MP for the Centre for Towns and politics would not be an issue. However, this concern would be raised with the Mayor.

RESOLVED:

1. That the report outlining the process for establishing a Greater Manchester Town of Culture from 2020 onwards be noted.
2. That the Committee ask that their views on the process and concerns around the naming be taken away for further consideration.

3. That the Committee be kept updated on the progress of the programme and be provided with an evaluation report following its conclusion.

E81/19 WORK PROGRAMME

Joanne Heron (Statutory Scrutiny Officer) advised that, as per the terms of the Committee, the Mayor would attend the November 2019 and March 2020 meetings. The Chair of the Local Enterprise Partnership would also be attending the November 2019 meeting.

Committee Members sought a site visit to Manchester Airport and arrangements were being put in place for this.

Committee members discussed potential future items for consideration, these included:

- Progress of the 'Northern Powerhouse'
- Implementation of the Local Industrial Strategy (including an outside of meeting briefing session)
- Brexit updates as and when required
- A detailed item on social and economic outcomes arising from GMCA's cultural programmes – such as social prescribing of cultural activity to combat mental health issues.

The Chair thanked Members for their input and advised that he and the Committee Vice-Chair would discuss the suggestions further outside of the meeting with the Statutory Scrutiny Officer.

RESOLVED:

1. That the updated work programme be noted.
2. That the Chair and Statutory Scrutiny Officer work together to consider how the suggested items for consideration could be added to the future work programme.

E82/19 ITEMS FOR INFORMATION

There were none.

E83/19 REGISTER OF KEY DECISIONS

Received by the Committee.

E83/19 DATE AND TIME OF NEXT MEETING

Friday 11th October 2.00 – 4.00pm, GMCA Offices

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Report to OVERVIEW AND SCRUTINY BOARD

Youth Council Motion: Knife Crime

Portfolio Holder:

Councillor Chadderton, Cabinet Member Children's Services

Officer Contact: Merlin Joseph, Interim Director, Children's Services

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

22nd October 2019

Purpose of the Report

The purpose of the report is to provide an overview of the Youth Council Motion agreed at the Council meeting held on 10th July 2019 on the topic of knife crime.

Executive Summary

- 1.1 The Council was asked to carry out an overview and scrutiny of the current youth offer across Oldham to ensure there was a broad range of high-quality activities available to all young people there were accessible, regardless of where they lived.
- 1.2 Overview and Scrutiny Board discussed the motion on 10th July 2019 and agreed to discuss the motion with the Youth Council. The Chair met with the Youth Mayor on 24th September and it was agreed that representatives attend the Overview and Scrutiny Board to discuss the motion and discuss ways forward.

Recommendations

The Overview and Scrutiny Board review the youth offer available across the Borough.

Youth Council Motion: Knife Crime**1 Background**

1.1 The following motion was presented by the Youth Council on 10 July 2019:

“In the Year up to March 2018, in a report by the Office for National Statistics’ (ONS), analysis of knife crime figures showed that the number of fatal stabbings in England and Wales was at its highest level since 1946. With just less than 5,000 young people, aged 10 to 17, cautioned or convicted of a knife related crime and an 45% increase in the number of people, aged 16 to 24, that had been a victim of knife crime, it appears to be at epidemic levels.

It must be mentioned as well that this is not a London based problem as suggested by some media. Thankfully the report showed Oldham was not in the top ten when looking at numbers of homicides per 100,000 population, however, other North West areas were in the top 10 rankings of ‘worst place for killings’.

In our 2018 Make Your Mark consultation, 2,167 young people voted to ‘Put an End to Knife Crime’ as their number one issues that needs to be tackled in Oldham. This was the top issue, coming higher than ending homelessness and equal pay for equal work. Given this was voted by our constituents we have made this a priority. As such Oldham Youth Council wanted to dig deeper into this issue so used 10-forward survey, going out into our communities to consult with young people to find out why they feel knife crime is an issue and what can be done to reduce it.

Our surveys would suggest that most of Oldham’s young people do not carry bladed weapons, but 14% of respondents did admit to having carried a knife. Half of these suggested they carried a knife for legitimate reasons, such as for Duke of Edinburgh Award or for eating their lunches, but the other half felt they needed it for protection. If this result is suggestive of the numbers of young people carrying bladed weapons it would seem to be much higher than the number of young people cautioned or convicted, which represents less than 1% of the 10 to 17-year-old population. The survey responses also showed that nearly 40% of young people knew someone who had carried a knife. While this doesn’t give an indication of levels of knife crime it may suggest that young people who do carry knives or bladed weapons are happy to share this fact to brag or intimidate, which, may lead to more fear in young people and a need for protection that they assume a knife brings.

Those who don’t carry knives were concerned that they could be arrested and that they could be injured by carrying knives. This would appear to show that current awareness and education is working for young people but probably only for those who wouldn’t pick up knives anyway. We as Oldham Youth Council have pledged to work with local schools and Oldham Council to help develop that training to keep getting the message across but also try and mitigate any fears coming from moral panics around knife crime.

We wanted to flip the questioning on its head by asking why most young people do not carry knives. The biggest response was that young people didn't need to because they felt safe. This leads us to conclude that it is a perception of places being unsafe rather than real lived experience that leads young people to carrying weapons. Therefore, we feel that work needs to be done, with young people, to challenge the misconception portrayed across the media that UK streets are dangerous. In working with young people to show that Oldham is a safe place to live, work and go to school we would hope to challenge the minority of young people that carry bladed weapons and prevent others from taking up knives. Indeed, participants indicated that they felt that safety should come from adult support. Responses asked for a higher Police presence, not just to catch criminals but to engage the community. They suggested that organisations, such as the Police and Local Authority, should work with young people outside of the classroom to divert them from any potential negative behaviours, but also engage young people to help them feel safe and prevent the perceived need to carry knives. They asked for support from organisations, to provide places to go where they can receive help, advice and information as well as alternative positive activities to dissuade them from involvement in knife crime.

We as Oldham Youth Council recognise the benefits of young people engaging with adults, especially professionals whose role it is to work with and support young people. Recently the All-Parliamentary Group for Youth Affairs reported that the loss of youth services has contributed to the rise in knife crime, plus, that youth work provides a safe environment and a qualified youth worker to build trust and de-escalate conflict. The Report highlighted that those authorities where cuts to youth services were the largest had the biggest increases in knife crime related incidents.

We want Oldham to be a safe place for all, we want Oldham to ensure that all our children and young people are given every opportunity to grow up in a town where they can thrive and where they can reach their full potential.

We recognise that young people need access to high quality youth opportunities. Opportunities that enhance life chances, provide learning and development and enable young people to become positive and active citizens.

We propose that Oldham Council recognises that Oldham is committed to providing quality support and opportunities for all its young people and we ask that Oldham Council carry out an overview and scrutiny of the current youth offer across Oldham to ensure there is a broad range of high quality activities available to all young people, that are accessible, regardless of where they live."

2 Current Position

- 2.1 The Youth Council have pledged to work with local schools and the Council to help develop training to keep getting the message across.

3 Key Issues for Overview and Scrutiny to Discuss

- 3.1 Members are asked to:

-
- discuss the current youth offer across Oldham;
 - awareness and training available for young people; and
 - support and opportunities available for young people.

4 **Key Questions for Overview and Scrutiny to Consider**

4.1 The impact on the current youth offer in Oldham.

5. **Links to Corporate Outcomes**

5.1 The links to Thriving Communities through nurturing and safeguarding strong neighbourhoods that work together to improve lives and the communities around them.

7 **Consultation**

7.1 Consultation undertaken with representatives from the Youth Council.

8 **Appendices**

8.1 None.



Report to Overview and Scrutiny

SEND Strategy

Portfolio Holder:

Cllr Shaid Mushtaq, Cabinet Member for Education and Skills

Officer Contact: Andrew Sutherland, Director of Education, Skills and Early Years

Report Author: Shirley Woods-Gallagher, Assistant Director Education (SEND)

Ext. 1365

22 October 2019

Purpose of the Report

The purpose of the report to share both the development and key highlights of Oldham's new SEND Strategy.

Recommendations/Requirement from Overview and Scrutiny

The Group is recommended to endorse both the mission and outcomes of the Strategy and to consider using the approach used to develop this Strategy to be applied to other Strategies being developed in Oldham.

SEND Strategy

1 Background

- 1.1 Following the inspection of Oldham's effectiveness in identifying and meeting the needs of children and young people who have Special Educational Needs and/or Disabilities (SEND) in October 2017, the SEND Partnership has co-produced a new SEND Strategy for Oldham.
- 1.2 As a partnership, we are driving significant improvement in the services we offer to make a real difference to the lives of Oldham's children and young people with special educational needs and disabilities.
- 1.3 Ofsted and the CQC re-visited Oldham from 23 September to 26 September 2019 to review our progress since October 2017. The final letter setting the outcome of the re-visit is expected at the end of October 2019.

2 Current Position

- 2.1 Oldham is in the final process of sense testing its new SEND Strategy with the SEND Partnership in the broadest sense.
- 2.2 The SEND Oldham Partnership has held consultation and engagement sessions with young people, parents, carers, partners and staff within and outside SEND services. There has been a series of stakeholder engagement events, highlighted [here](#), which have helped shape both the draft SEND Oldham Strategy and Development Plan (2019-22). We are at an advanced stage of shaping our Strategy and Plan which are out for final consultation during September and early October 2019. Both documents have been co-produced with the local SEND Partnership and widely consulted upon already.
- 2.3 Oldham's ambition 'to be a place where children and young people thrive'. The mission of the SEND Strategy is that 'We want all our children and young people with special educational needs and disabilities (SEND) to achieve well in their early years, at school and in further education, find employment, lead happy, healthy and fulfilled lives and have choice and control over their support'. We believe that all children and young people, including those with SEND, should be:
 - Able to be educated in the borough where they live
 - Able to access opportunities that prepare them to be successful in life, learning and work
 - Able to access appropriate high-quality support to build their emotional resilience and improve their health and wellbeing
 - Safe and happy when taking part in all experiences
 - Listened to and actively involved in decisions that affect their lives and communities
- 2.4 The key outcomes of the Strategy have shaped and directed the Development Plan which focuses on the following key priorities for improvement:

-
- Every child and young person is a confident communicator
 - Every learning setting is inclusive
 - Every young person is ready for adulthood
 - Every child and young person is a part of their community

3 Data and Intelligence

- 3.1 Quantitative data and intelligence used to inform the Strategy has derived from the new SEND JSNA available on the LA webpages and SEND dashboards governed by the SEND Partnership Board. This data analysis approach took 12 months to develop so that trend analysis could be developed.
- 3.2 Qualitative intelligence was gathered using co-production methodologies with parents and carers, children and young people, SENCOs, headteachers, SEND staff in the LA, health providers, health commissioners, adult social care, children's social care, early years and post 16 providers. This process also took 12 months to ensure that all views were considered at a pace that suited all partners to ensure the document was authentic in its co-production.

4 Links to Health and Wellbeing Outcomes

- 4.1 This will impact on the wider determinants of health and life chances for SEND cohorts both during their childhood and during their preparation for adulthood.

5 Key Issues for Overview and Scrutiny to Discuss

- 5.1 The key points of discussion include whether the priorities set out in the SEND Partnership strategy resonate with the Board and can be fully endorsed.

6 Key Questions for Overview and Scrutiny to Consider

- 6.1 O&S are asked to discuss the mission, priorities and the key targets set out in the Strategy and consider whether it can agree with them or would seek modification.

7 Next steps

- 7.1 It is proposed that once finally approved by all stakeholders, the final SEND Strategy and Development Plan take over from the written statement of action issued by Ofsted in October 2017 as the main driver of change across the local area between 2019-2022

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SEND

Oldham SEND Strategy: our approach to build a better future for children and young people with special educational needs and/or disabilities (SEND)

2019 - 2022



Our vision

Oldham's vision is to be a place where children and young people thrive.

We want all of our children and young people to:

- Be safe and supported
- Be as healthy and happy as they can
- Have opportunities and achieve their potential
- Have a voice and be part of a community
- Feel proud and be ready for life

Our mission

We want all our children and young people with special educational needs and disabilities (SEND) to achieve well in their early years, at school and in further education, find employment, lead happy, healthy and fulfilled lives and have choice and control over their support.

We believe that all children and young people, including those with SEND, should be:

- Able to be educated in the borough where they live
- Able to access opportunities that prepare them to be successful in life, learning and work
Able to access appropriate high-quality support to build their emotional resilience and improve their health and wellbeing
- Safe and happy when taking part in all experiences
- Listened to and actively involved in decisions that affect their lives and communities

What is the Oldham SEND Partnership?

The Oldham SEND Partnership brings together senior leaders from Oldham Council, Oldham Clinical Commissioning Group, all local education settings, parents/carers and children and young people with Special Educational Needs and Disabilities (SEND). All of these partners share the common ambition to build a better future for children and young people with SEND and are committed to working together to achieve this.

What are Special Educational Needs and Disabilities?

A child or young person has special educational needs and disabilities if they have a learning difficulty and/or a disability that means they need special health and education support - we shorten this to SEND.

Special Education Needs and Disabilities can affect a child or young person's ability to learn, potentially making it harder for them to benefit from the same education facilities as most children and young people of the same age.

SEND may affect a child or young person's:

- Ability to communicate and interact with others
- Ability to understand or learn at the same pace as others their age
- Reading and writing, for example because they have dyslexia
- Concentration levels, for example because they have Attention Deficit Hyperactivity Disorder
- Behaviour or ability to socialise, for example they struggle to make friends
- Sensory or physical needs

Not all children with special education needs are disabled and children and young people with a disability do not necessarily have SEN.

Co-production

We believe that working together delivers better outcomes and we need each other to achieve success. We believe our parents, carers, children and young people should continue to be valued, respected and treated as equal partners.

We are committed to making sure that our children, young people, parents and carers continue to be a part of the decision-making process, not only for their own care and support, but as part of our partnership as we continue to make significant improvements to all services in Oldham.

Oldham's Coproduction Values

Co-production is sensitive to power imbalances, respectful and valuing of all contributions; it demands successful and sustained engagement from all parties and a shared willingness to listen, understand and work towards common goals.

- Equal Partnership**
 - Treat me as an equal.
 - Engage me in all aspects of support planning and delivery.
 - Involve me fully from the start. Include me in decision making.
 - Empower me by supporting my understanding.
 - Respect my right to participate.
 - Embrace my knowledge.
 - Be flexible... My time is as valuable as yours.
 - Know my boundaries and understand of confidentiality.
 - All partners have a clear understanding of levels of engagement.
 - Everyone understands their roles and responsibilities.
- Communicate**
 - Give me the time and information I need to prepare.
 - Inform me of what support is available to enable me to contribute.
 - Choose your language carefully and avoid abbreviations and jargon.
 - Involve me in the planning, design and delivery of support and take my views seriously.
 - Implement, maintain and update support.
 - Keep me involved & informed about outcomes and next steps.
- Be Transparent**
 - No surprises and No shocks.
 - Be open and honest.
 - Keep me updated.
 - Prepare me for meetings. An agenda is always useful.
 - No conversations behind closed doors.
 - Be clear about the level of engagement we are working at.
- Be Accountable**
 - Take ownership.
 - Be clear who is responsible & accountable for actions, for actions.
 - Be clear about timeframes.
 - Be honest if something cannot be done.
 - Don't give false hopes.
 - Commit to participation and where things arise have a Plan B.
 - Ensure appropriate people relevant to the conversation are represented.
- Value My Contribution**
 - Give me opportunities to share my skills, knowledge and expertise.
 - I can learn a lot from you. You can learn a lot from me.
 - My opinion counts so allow my voice to be heard in the way that meets my needs.
 - Express my own views appropriately.
 - Create an environment which enables me to engage.

Working together delivers better outcomes. We need each other to achieve success.



You can hear more about one local parent's views and experiences [here](#).

You can find out more about Oldham's Co-production Values [here](#).

What is important to children, young people, parents and carers

We wanted to make sure the 'voice of the child' sits at the heart of this strategy so we asked children and young people, parents and carers what is important to them.

Children, young people, parents and carers told us they want:

- All children to be part of their community and develop a sense of belonging
- All children and young people to have the chance to develop friendships with one another
- All learning settings to have a positive culture of respect and acceptance with the opportunity to learn about and celebrate individual differences
- All learning settings to have high expectations of all children and develop their individual strengths and gifts
- Support for parents and carers to allow them to take a joint lead in their child's education and experiences, both in learning settings and in their community

Where we are now

National Policy

The [Children and Families Act 2014](#) made changes to the law to give greater protection to vulnerable children and support strong families. The [SEND Code of Practice 2015](#) relates to Part 3 of the Act and is statutory guidance for health and social care, education and local authorities to make sure that children and young people with SEND are properly supported.

Both the legislation and guidance give children, young people and their parents/carers more say over what support and services are offered in their local area.

Some key local facts

81,700 children and young people between ages of 0-25
(25.3% of total population aged under 18)



1 in 10 children and young people aged 0-25 has SEND
(Est. numbers in Oldham - 8,210) **5,045** on SEN Support

Oldham Local Authority are responsible for **2,099** Statements and EHC Plans (March 2019)
72% boys **28% girls**

22% of children in Oldham live in poverty (GM rate - 19.5%)

Early Years - Number of children meeting or exceeding Good Level of Development (2008)
64% (GM - 68%, national - 71.5%)

1863 Children in Need
469 Child Protection Plans
510 Children Looked After
42 Children known to be at risk of CSE (Child Sexual Exploitation)

Key stage 1 Reading, Writing and Maths (Expected Standard) (2018) - **68.9%** (national - 75%)
Key stage 2 Reading, Writing and Maths (Expected Standard) (2018) - **71.5%** (national - 75%)
Key stage 4 English and Maths (Achieving threshold: 9 - 5) (2018) - **35.7%** (national - all schools - 40.2%)

5.1% of Oldham's 16-17 year olds are **NEET** (GM - 6.3%)

Education

43,763 pupils in Oldham
(including Nursery, Primary, PRU and Special Schools)

86 Primary Schools
13 Secondary Schools
1 Community School
9 Academies
1 Free School
4 Special Schools
2 Further/Higher Education establishments

19.6% are eligible for Free School Meals (all ages - Jan 2019)
33.7% have English as an additional language (Jan 2019)

Number of children electively home educated (March 2019)
63 Primary age
98 Secondary age

School absence

Primary 5% (2018-19) (national - 4.2%)
Secondary 7.6% (2018-19) (national - 5.4%)
Special PRU 12.6% (2018 - 19)

Exclusions

all settings 01.09.18 - 01.05.19
Fixed Term - **1454** incidents, **740** pupils (average incident per pupil - 3.77)
Permanent - 46
2 primary
40 secondary
4 special

Full details of the Children and Young People's Joint Strategic Needs Assessment (including SEND) can be found [here](#).

How we work together

The Oldham Partnership includes leaders from the council, health, education, housing, police, fire service, leisure, employment, the voluntary and community sector and elected members who are all committed to working together to make Oldham a better place to live.

In our Oldham Plan we describe how we will all work together to make Oldham the best possible place for the people who live here because we believe this is what they deserve.

The Oldham Model is how we believe we can make a difference:



Thriving Communities – we want local people and communities to be healthy, happy and able to make positive choices as well as offering and accessing support when needed

Inclusive Economy – we want Oldham to be a place where everyone has a fair and real chance to improve their own lives so we're working hard to bring money and investment into the borough.

Co-operative Services - we want to have the best public services in Greater Manchester that work together to improve ways of living for our residents

The Oldham Partnership explains that model of working through:

- **#our bit** - the things we commit to doing in our role as local leaders - not as separate organisations, but working as a team
- **#your bit** - the things that people living in Oldham do to help deliver the maximum benefit from all our combined actions – because we know that communities who work together are most powerful
- **#result** – what we can achieve when we work together

The aim is to make it easier for everyone to understand how they can play their own part – big or small – in improving things in Oldham.

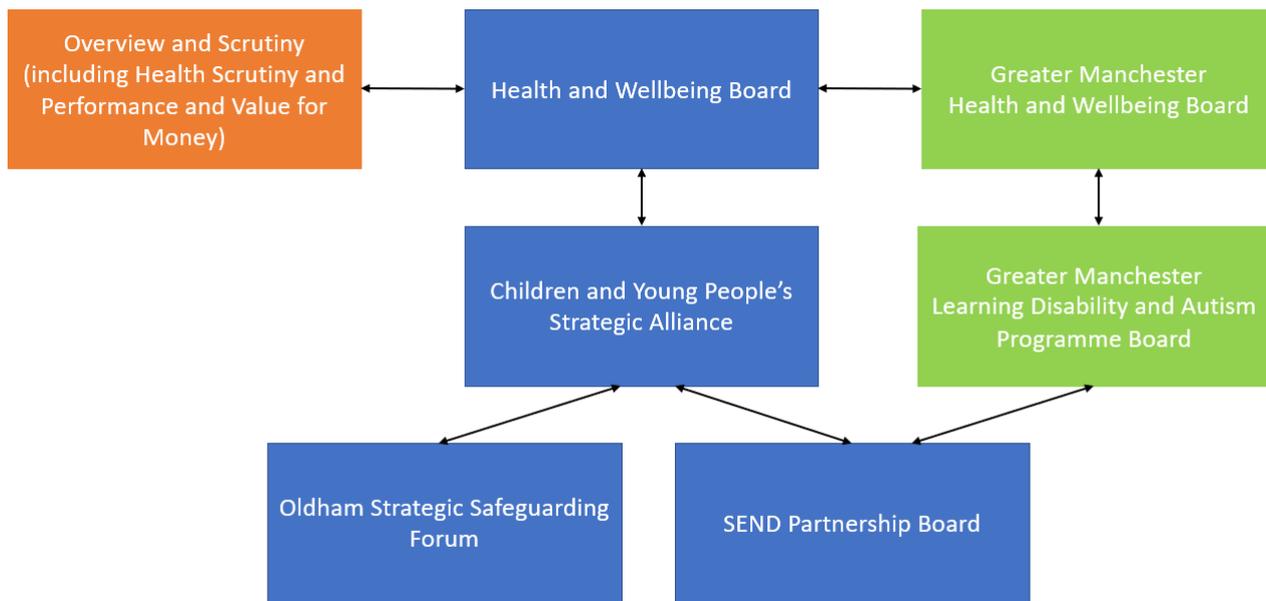
Our SEND Strategy

#ourbit – to work together to provide a clear vision for our children and young people with Special Education Needs and Disabilities (SEND); hold each other to account for the delivery of our ambition and listen to feedback that is provided by children, young people and their families.

#yourbit – keep informed about what is on offer in Oldham; make the best use of the support and provision available and provide feedback to inform decisions about what is provided for children, young people and families in Oldham.

#result - all our children and young people with Special Educational Needs and Disabilities (SEND) achieve well in their early years, at school and in further education; they find employment, lead happy, healthy and fulfilled lives and have choice and control over their support.

Our governance



We have various groups which help us to make sure we are doing what is needed to support children and young people with SEND. These are:

- **Health and Wellbeing Board** brings together representatives from health, social services and the local community to decide what the main public health needs of the local population are and agree how we can all work together to meet them. They have a statutory duty to encourage joint working between health and social care to improve the health and wellbeing of people in Oldham. Health and Wellbeing Board has oversight of the local health and care system, including all SEND provision, and is responsible for the local Health and Wellbeing Strategic Plan.
- **Children and Young People's Strategic Alliance** brings together leaders from the main organisations working with children and young people to make sure we achieve our ambition of making Oldham 'a place where children and young people thrive'. The Alliance has overall responsibility for the Children and Young People's system in Oldham and makes sure we are doing what we should to deliver our Children and Young People's Plan.
- **Oldham Strategic Safeguarding Forum** has been developed by Oldham Council, Greater Manchester Police and the Oldham Clinical Commissioning Group to ensure that all children, young people and vulnerable adults in the area get the safeguarding and protection they need. The forum provides leadership and accountability for the prevention and protection from harm and provides a coordinated response to cross-cutting safeguarding concerns. Safeguarding is everyone's business, but the Strategic Safeguarding Forum has a lead responsibility for demonstrating what this means for everybody living and working in Oldham.
- **SEND Partnership Board** oversees the work of professionals, volunteers, service providers and the parent carer forum in Oldham who are involved in SEND. This Board will make sure that we deliver what we set out to do in the SEND Development Plan.

This is supported by embedded processes for co-production with children and young people and their families and a communication and engagement plan and workforce development plan.

We are also part of the North West SEND Regional Network which enables all us to work in co-production and to support colleagues, partners and wider agencies to improve the life chances, aspirations and outcomes for children and young people with additional needs and disabilities across the North West.. More information can be found on the NW SEND network [website](#). Additionally, we are members of the GM SEND Board which enables collaboration across the region on key issues of common importance, such as transport.

Local Context

In October 2017 OFSTED carried out their inspection of the SEND Service. Following the inspection, the Local Partnership received a Written Statement of Action with five identified priority areas for improvement. Since October 2017, there has been a significant amount of work undertaken to address each of the five priority areas and the local partnership has worked collaboratively to deliver changes in practice and improve outcomes for our children and young people with SEND.

Since the inspection, we worked together as a partnership to develop the services, support and guidance available to children and young people with SEND. We improved the governance, leadership and processes around SEND and worked with parents and carers at every stage to develop and embed the changes.

Some of the improvements we made include:

- A stronger and more co-productive partnership, where the voice of the child matters
- Education, health, social care and parent carer forum (POINT) working better together to improve the quality of Education, Health and Care (EHC) Plans
- Improved processes so that children now receive high-quality EHC Plans within statutory timeframes
- Children, young people and their families receive better information and guidance through a transformed and co-produced Local Offer
- Better transport offer
- Support to schools to improve attendance and reduce exclusions
- Improved results in school for all young people, including those with SEND.

Our approach

Local Offer

The Local Offer is an online resource which details services, support and guidance available to children and young people with special educational needs and disabilities (SEND) aged 0-25 and their families.

The Local Offer has been produced by children, young people, parents, carers and practitioners working together. Families have been engaged throughout the development of the Local Offer and we are committed to parental engagement and co-production.

We have invested additional resource to make sure that our Local Offer is the best it can be, and we are committed to making sure we regularly review provision, keep the information up to date and that we are responsive to local needs and aspirations.

The Local Offer is available on the council website: [Local Offer](#)

Graduated Response

In Oldham, we operate a Graduated Response model. We recognise that an early response to any causes for concern and early identification and intervention are important to helping children to reach their potential.

Where children and young people are identified as having SEND, educational settings put effective special educational provision in place. This SEN support should take the form of a four-part cycle of 'assess, plan, do, review' - which we call a Graduated Response.

We expect reasonable adjustments to be made to ensure that most children and young people with special educational needs can access and have their needs met within a mainstream provision. This means they can enjoy the same opportunities as their peers wherever possible and be fully included within their communities.

The Graduated Response is a 'strengths-based' approach, providing different levels of support, dependent on need. This should ensure there is an understanding of the child or young person's needs; that outcomes are identified to meet these needs and that support is put in place to ensure the children and young people are making good progress towards those outcomes.

As part of the Graduated Response, it may be necessary for learning settings to refer to partners for additional assessment and advice. Learning settings and partners will consider the following and make sure that the support put in place meets the child or young person's individual needs:

- curriculum and teaching methods;
- behaviour policies and practices
- interval and lunchtime practices;
- managing key transition points from home to nursery, nursery to reception, year 6 to year 7, year 9, Year 11 and Year 13.

It is important that children and young people and their parents and carers are involved at all stages. To support this, we use a 'person centred framework'. How a child or young person (or their parent and carer if they are very young) is involved will depend on their personal circumstances, but professionals will listen to what is important **to** them and what is important **for** them and they will work together to agree a personalised care and support plan.

More information on the Graduated Response can be found on the [Local Offer](#).

Education, Health and Care (EHC) Plans

If a child or young person's needs cannot be met through the Graduated Response and SEN Support, an Education, Health and Care (EHC) Plan may be produced. EHC Plans identify educational, health and social care needs and set out the additional support to meet those needs.

More information on Education, Health and Care (EHC) Plans can be found on the [Local Offer](#).



The Whole School and College Approach to Emotional Health and Mental Wellbeing

The Oldham whole school and college approach to emotional health and mental wellbeing aims to promote positive social, emotional and mental wellbeing for all children and young people. The framework offers practical guidance to schools and colleges to develop essential knowledge and skills which support mental health and wellbeing interventions and prevent minor problems from escalating into more serious long-term issues. As part of the approach, there is also a specific graduated response to meeting children and young people's emotional health and wellbeing needs. This is designed to help staff recognise if a child or young person requires selected or targeted support to meet their emotional health and wellbeing needs in addition to the universal support already delivered by the school.

More information on the Whole School and College Approach can be found on the Oldham Council [website](#).

Oldham in Action

An example of how our Whole School and College Approach to Emotional Health and Mental Wellbeing works is the successful use of the learning programme “Zippy and Apple’s Friends” at an Oldham Primary School with the support of local mental wellbeing advisors.

The learning programme improves children’s emotional literacy, the classroom environment and coping and social skills. It allows children to come together to talk about real life experiences and things that are important to them and feedback from the children has been really positive.

You can watch a video, explaining how “Zippy and Apple’s Friends” is making a difference to children in Oldham [here](#).

Health Services

Much of the health care for children and young people will be delivered through universal and specialist services available in Oldham, which include:

- Primary Care (e.g. GPs)
- Health Visiting
- Family Nurse Partnership
- School Nursing
- Children’s Medical Services
- Children’s Therapies including
 - Occupational therapy
 - Physiotherapy
 - Speech and Language Therapy
 - Nutrition and Dieticians
- Children’s Learning Disabilities Team
- Children and Young People’s Mental Health Services

In addition, a continuing care package may be required when a child or young person has complex health and medical needs that cannot be met by existing universal or specialist services alone. The continuing care process typically comprises three phases: the assessment, the decision-making and the development of a package of care. More information in relation to continuing care for children and young people can be accessed [here](#).

The transition of young people from children’s to adult health services, where appropriate, will be managed by health care providers to ensure that the transition is as smooth as possible.

SEND Service

SEND Service is composed of a number of teams providing support to children, young people, families and educational settings on all of the above, but who also provide the following:

- **Intelligence and Commissioning for SEND**
A core team of staff who produce service trackers, performance dashboards, SEND Joint Strategic Needs Assessment, Special School Sufficiency, service level agreements, contracts, automation of processes, data analysis and commissioning
- **SEND Team**
A core team of EHC and SEN Support Officers who process EHC applications and managed Annual Reviews, changes of placements and costs. The team can be contacted at ehcinfo@oldham.gov.uk
- **Educational Psychology**
A core team of educational psychologists who provide consultation, assessment and interventions to promote best outcomes for children and young people with SEND.
- **Quality and Effectiveness Support Team (QEST)**
A team of Advisory Specialist Teachers and Teaching Assistants who work with SENCOs to support children, young people and staff in mainstream educational settings, schools and academies to improve outcomes for pupils SEND.
- **Sensory and Physical Impairment Team**
A specialist support service for children and young people with a sensory or physical impairment. The team can be contacted on sapss@oldham.gov.uk
- **Home to School Transport Team**
Travel assistance is available for pupils who, because of their special educational needs, disability or mobility difficulties, cannot reasonably be expected to walk to their nearest qualifying school. More information about travel options and how to apply for travel assistance can be found [here](#).

Short Breaks

Short breaks as a term can relate to many different services that can be accessed by children and young people with disabilities and their families. It can describe services that anyone can access or those where they can only be accessed following an assessment.

Short breaks provide families with a break from their caring responsibilities, giving parents a chance to unwind, rest or spend time with other children. They can also provide children and young people with disabilities an opportunity to spend time away from their parents, relaxing with friends and having fun.

If you are finding that universal activities (open access for all) are not able to meet the needs of a child or young person, you can contact the Early Help team on 0161 770 7777 to find out if there is additional support available.

More information about Short Breaks can be found on the [Local Offer](#).

Early Help

Early Help Services, work with families using a family-centred approach to support people to help themselves, understand their strengths and enable them to manage their own lives. It also supports people to identify any areas where they may need additional support.

More information about Early Help and how to make a referral can be found [here](#).

Funding arrangements

We are committed to making sure that we have the right provision and resources to meet children and young people's needs. We want to make the most effective use of our resources as a partnership and move towards a more consistent approach to joint commissioning.

However, [research](#) by the Local Government Association shows that councils are currently facing a SEND funding gap of almost £500 million in 2018/19. In December 2018, the Government announced much welcomed [additional funding](#), although this will only partially address the gap, which is expected to reach £800 million by 2019/20, and a potential £1.6 billion by 2020/21.

As a result of concerns about the funding allocated, The Department for Education has recently undertaken a [call for evidence](#). They have consulted with local authorities, schools and colleges and any other interested organisations and individuals regarding the funding arrangements for young people with SEND and those who need alternative provision.

We look forward to hearing the findings of the call for evidence and will consider them and any further announcements when agreeing funding for SEND in Oldham.

In addition, Oldham commissioned a deep analysis of its high needs funding block for the borough in 2018-19 from Social Finance. The findings of this commission will be developed by Schools Forum in the Autumn Term of 2019 and will include new ideas for targeted early intervention models.

The current arrangements around funding in Oldham are as follows:

Early Years

Disability Access Fund (DAF)

A lump sum is available for eligible children to aid access to early years places by, for example, supporting providers in making reasonable adjustments to their settings and/or helping with building capacity (either for the child in question or for the benefit of all the children attending the setting).

More details around eligibility and the payment process is available at [Disability Access Fund \(DAF\)](#)

Additional SEND Funding

Early years providers will use a graduated approach and provide appropriate activities and support for individual children according to their needs. Some children may have greater difficulties in learning and developing skills and may need SEN support. The provider will use effective strategies and interventions to make a positive impact for most children. However, funding is available for early years providers to support those children who need extra funding to make progress.

More information about additional SEND funding, and how to apply, can be found at [Additional SEND funding](#).

Funding for SEN in schools

Funding is agreed locally and is given to schools under three main headings:

Element 1: an amount of money for each pupil in the school

Schools get most of their funding based on the total number of pupils in the school. Every pupil in a school attracts an amount of money. The amount varies from one authority to another. There is usually more funding for each pupil in a secondary school than in a primary school.

This is the core budget for each school and it is used to make general provision for all pupils in the school, including pupils with SEN.

Element 2: the school's notional SEN budget

Every school receives an additional amount of money to help make special educational provision to meet children's special educational needs. This is called the 'notional SEN budget'.

The amount in this budget is based on a formula which is agreed between schools and the local authority. The formula usually gives more money to schools that have more children on free school meals and more children who are not doing as well as others in English and Maths. This provides a good guide to how many children with SEN a school is likely to have.

A small number of schools may find they have many more children with SEN than expected. This might happen where, for example, a school has a good reputation for teaching children with SEN. Where this does happen, the school can ask the local authority for additional funding.

The government has recommended that schools should use this notional SEN budget to pay for up to £6,000 worth of special educational provision to meet a child's SEN. Most children with SEN need special educational provision that comes to less than £6,000.

Element 3: High Needs Funding (Top-up funding)

High needs funding is provided to local authorities through the high needs block of the dedicated schools grant (DSG). Local authorities must spend that funding in line with the associated conditions of the grant, and [School and Early Years Finance \(England\) Regulations](#)

The high needs funding system supports provision for children and young people with SEND from their early years to age 25. High needs funding is also intended to support good quality Alternative Provision (AP) for pre-16 pupils who, because of exclusion, illness or other reasons, cannot receive their education in mainstream or special schools.

The high needs funding block provides local authorities with resources to fund places and to top-up funding for educational setting. It also provides funding for high needs services which are either delivered directly by the authority or under a separate funding agreement with providers.

Element 3 is provided by the local authority for an individual pupil who has a high level of needs and schools are expected to use this funding to make provision for that individual pupil. More information can be found [here](#)

Academies

Academies are funded through the Education Funding Agency, not through the local authority. Academies get the same level of funding for each pupil as local authority schools in the same area; their notional SEN budget is worked out in the same way; they can get top-up funding from the local authority in the same way. Academies do get extra funding, but this is not related to SEN: it is for services that Academies must buy for themselves, services that are provided by the local authority for local authority schools.

Tripartite Funding

Tripartite Funding may be used in the most complex cases and involves funding from Care, Health and Education settings. The element to be funded by each agency will be determined through a funding panel. However, shared funding arrangements will be considered for all children and young people who have an EHC plan, where this is indicated.

There are some good examples of effective tripartite funding arrangements already in cases where children and young people are in residential, out of borough or independent settings and the costs are shared.

If more children are able to live at home and attend school within the borough then the money that would otherwise have been spent on care or out of borough placements can be spent in different ways to benefit our children and young people.

Personal Budgets

Children or young people with a special educational need (SEN) or a disability can make a request to receive money from the council in place of services. It's called a 'personal budget'.

A personal budget is used to buy services and support that will help the child or young person live more independently.

A budget is made available if an assessment shows they have:

- social care needs: if they need individual support in their home and outside; or
- health needs: if they have a complex, long-term, or life-limiting condition; or
- educational needs: if they have a greater difficulty in learning than the majority of other children at school or college.

More information is available at: [Personal budgets: paying for services \(SEND\)](#)

What we plan to do

We are developing joint commissioning arrangements to ensure resources are used fairly and effectively to provide maximum impact on outcomes.

We will:

- Continue to use an evidence-based approach to commissioning. We will make the best use of data to ensure that we understand the needs of our children and young people and work together as a partnership to commission provision that meets those needs.
- Regularly review the special educational needs and disability (SEND) funding system in Oldham to ensure resources are appropriately aligned with agreed expectations, and to enable cost-effective preventative work to take place
- Explore opportunities for pooled resources and joint commissioning

What we want to achieve - Our priorities

We have been able to close our Written Statement of Action and are now working towards a 3 year SEND development plan (2019-22). The development plan sets out what we will do as a partnership to further improve the SEND offer in Oldham. We have worked with practitioners, parents and carers and children and young people to produce it.

We have identified 4 priority areas that we will focus on:

- 1) Every child and young person is a confident communicator
- 2) Every learning setting is inclusive
- 3) Every young person is ready for adulthood
- 4) Every child and young person is a part of their community

1) Every child and young person is a confident communicator

What do we mean by 'confident communicator'?

A child or a young person who is a confident communicator can understand and be understood. As well as being able to get their message across, listen and remember what they have been told, a confident communicator also has 'social communication' skills. These include using and/or understanding body language, gestures and facial expressions and non-verbal clues and cues such as, changing words and information depending on who they are talking to and considering other's points of views. It also includes being able to use appropriate language in varying contexts with different people for a number of different reasons. A confident communicator makes the best use of appropriate methods of communicating and assistive technology based on the situation in which they find themselves.

We recognise that parents/carers are often the voice or means of communication for their child and consequently understand the importance of empowering the parent/carer to also be a confident communicator.

Why is it a priority?

Speech, language and communication skills are vital for all children and impact on every aspect of their development. Communication is the foundation of relationships and essential for learning, play and social interaction. Without these skills, children will struggle to manage emotions and make friends, learn and enjoy life. Good communication helps children to achieve their potential at school and beyond.

1 in 41 children and young people in Oldham have speech, language and communication needs.

Children and young people with speech, language and communication needs find it hard to have conversations with others because they have difficulty listening, speaking or understanding. They are more likely to underachieve at school, be excluded, be involved in the youth justice system and have mental health difficulties.

More information on why communication is important can be found [here](#).

Oldham in Action

Kyra is a young person with visual impairment who has benefitted from the use of technology to help her to communicate with others. Oldham Visual Impairment Team and Kyra's school worked together to find the best technology that worked for Kyra. The school also spoke to other children in the school to raise awareness of Kyra's visual impairment and the reasons why she uses the technology to support her learning. Kyra can now use technology to join in lessons within her school. She has also learned that she can use technology to help her communicate and interact with her peers outside of school. It has allowed her to access learning and reading materials in her own time, and she is now able to read for pleasure.

You can find out more about Kyra's story [here](#).

Where do we want to be?

- Everyone has a clear understanding of the Oldham offer to support Speech, Language and Communication
- There is a consistent approach to meeting Speech, Language and Communication needs in Oldham

How will we get there?

- We will map the full range of services to identify and remove gaps and barriers to access and we will consider the best way to share this information with professionals and residents
- We will actively campaign across the borough to make sure everyone understands and promotes the crucial importance of good communication, speech and language development and what is available to support this
- We will promote key messages around speech, language and communication development and give practical advice and support for families in all of Oldham's communities
- We will develop a Speech, Language and Communication Strategy which sets out Oldham's approach and the pathways for children and young people
- We will develop an approach to make best use of technological advances and promote innovation in all settings by sharing information across the system.

How will we know we've made a difference?

- Children and young people are confident that they are understood and can get their message across to different people in different circumstances.
- There are clear pathways in place which are understood by professionals and families and facilitate children and young people to access the services they need, when they need them.
- Feedback from parents, carers and families confirms they understand what they can do to support their child's speech, language and communication; when it is appropriate to access services and what support is available.
- There is an increased use of Assistive Technology in all settings and a clear directory of options available to families displayed on the Local Offer
- There is an annual reduction in the number of EHC Plans with Speech, Language and Communication as a primary need
- There is improved feedback from stakeholders in relation to the support and provision for Speech, Language and Communication and the pathways in place

2) Every learning setting is inclusive

What we mean by an ‘inclusive learning setting’

“Inclusion is a journey, not a destination” (nasen Advisory Group)

We provide and promote opportunities for children and young people to develop key character traits, so that they are school ready, life ready and work ready

This is our Oldham Pledge. For more information, please visit the Oldham Pledge [website](#).

We actively seek to remove the barriers to learning and participation which can hinder or exclude individual pupils, or groups of pupils.

We make reasonable adjustments and use our best endeavours to allow all children and young people to be included in all aspects of their learning environment.

We consider the impact of our setting’s physical environment and how this may affect a child or young person’s experiences.

We are appropriately flexible in our application of behaviour and attendance policies for children and young people with SEND.

We take a Quality First Teaching approach for all our children and young people and this continues wherever a child may be on the Graduated Response

Why is it a priority?

Most of the children and young people who live in Oldham attend mainstream educational settings, and around a fifth of them will have additional needs – either throughout their education or at some point during it.

An inclusive learning and teaching approach recognises all children and young people’s rights to a learning experience that respects diversity, enables participation, removes barriers and anticipates and considers a variety of learning needs and preference.

We believe that all children and young people should have the opportunity and support to succeed in their education and be able to develop skills, knowledge and attributes to achieve what they want in life.

We also recognise that it is not just a social and ethical responsibility for us to treat all of our children and young people fairly and promote open and respectful environments, but a legal requirement (under the Equality Act 2010) that we take positive steps to promote equality across our partnership.

Oldham in Action

The Hub is a new pathway set up by St Herbert's RC Primary School to better meet the needs of the children with the most acute SEND in school. The Hub is open every morning and accessed by children from Year 1 – Year 6, but children learn in their mainstream class in the afternoons. Provision in the Hub is planned for each child based on their individual needs, social skills and academic ability.

Within the Hub, there is an emphasis on Early Literacy and Maths Skills, Speech and Language, Sensory Needs, Occupational Therapy and Life Skills. The children access weekly cooking lessons, gardening and yoga and have daily sessions in the Sensory Room to help teach and promote self-regulation and a better awareness of their own sensory needs.

Parents, school staff and the children themselves have said that all the children have become more confident and happier in school. This success is not only down to the children being taught in the Hub in mornings, but also because they have been fully integrated and included in their classes in the afternoons. Class Teachers and Hub staff work closely to share targets, expectations, achievements and plans.

Case study:

“In 2016, prior to setting up the hub, school requested advice from an Educational Psychologist (EP) for a child who was then in Year 4, who was working at approximately 22-36 months and was completely disengaged with school and learning. At that point, the EP stated that she had never come across a child who had such a poor opinion of themselves as a learner and until that changed, it would be difficult to engage him in any learning. This child is now in Year 6 and has accessed the hub for the past 16 months. His parents, staff and outside agencies have all commented on his enthusiasm and enjoyment of school. He has said that now he helps other children in the hub, he knows that he is able to learn things. Last week, he requested to sing a solo at the Christmas Carol Concert, in front of an audience of approximately 200 people! This is something that we never thought would happen! We are extremely proud, as are his parents!”
(Year 6 boy EHCP)

Where do we want to be?

- There is a whole school and college approach to SEND
- Children and young people enjoy high attainment and achievement
- Children and young people are encouraged to have high school attendance and low levels of exclusion

How will we get there?

- All education settings will develop a flexible curriculum which is strengths based, inclusive and meet the needs of Oldham children and young people.
- The local partnership will work with schools and settings to support staff to better understand SEND aiming to match the degree of knowledge appropriate to the role of the individual.
- All education settings will communicate and publish as appropriate, a provision and support offer for all children and young people, including those with additional needs
- The local partnership will regularly review the special educational needs and disability (SEND) funding system in Oldham to ensure resources are appropriately aligned with agreed expectations, and to enable cost-effective preventative work to take place

- The local partnership will work with Special Educational Needs and Disability Co-ordinators (SENCOs) to further develop networks to share good practice and learning to improve identification and assessment of need and all aspects of inclusive practice
- The local partnership will provide guidance to Governing Bodies (or equivalent) in educational settings to support them to fulfil their 'best endeavours' duty and let them know where to go for support and guidance.
- Schools and settings will implement Quality First Teaching and Learning for all children and young people, with particular attention on children and young people with SEND who require additional support via the graduated response.
- The local partnership will support schools and settings to tackle persistent absence for pupils with SEND through a digital feedback system to share and act upon live data
- The local partnership will support schools and settings to reduce the need for use of fixed term and permanent exclusions for SEND pupils

How will we know we've made a difference?

- All children and young people have positive educational experiences with full access to a curriculum tailored to meet their needs and aspirations
- Children and Young People with SEND have access to the latest assisted technology to support their learning and testing
- More children and young people complete their education in a mainstream setting (at least matching national average)
- More children achieve a Good Level of Development at the Early Years Foundation stage (matching national average)
- Improved rates of academic progress for all children and young people including those with SEND (matching national average)
- Improved school attendance levels for all children and young people and fewer children who are persistently absent from school (at least 1% faster than the national level of improvement year on year)
- Fewer fixed term and permanent exclusions (at least 1% faster than the national level of improvement year on year)
- Increased knowledge of SEND and confidence amongst the education workforce about how best to support our children and young people
- Governing Bodies are fully informed about how to meet their 'best endeavour' duty and reduced demand on SEND services.
- More schools achieving or maintaining Good or Outstanding Ofsted judgements (matching national average)

3) Every young person is ready for adulthood

What we mean by 'ready for adulthood'

'Ready for adulthood' means being prepared for higher education or paid employment, independent living, having friends and relationships, being part of your community and enjoying good health.

We want all our children and young people to be fully equipped to successfully graduate to adulthood and lead fulfilling lives. Therefore, we believe that preparation for adulthood is everyone's responsibility and should start as early as possible in the life of a young person.

Why is it a priority?

All children and young people want to make friends, have fun, learn, work and have the opportunity to be part of their community. Children and young people with SEND have the same hopes and aspirations as their peers. Their particular needs may result in experiencing barriers to learning skills for life, learning and work.

The SEN Code of Practice records that support for children and young people with SEN should have a focus on preparing them for adulthood. This support should start early and revolve around the child or young person's own aspirations, interests and needs.

We want all children and young people with SEND to experience a seamless transitions process, which builds on high expectations and aspirations.

Oldham in Action

In Oldham, we support our young people to achieve their ambitions. Amin has a goal to set up his own painting and decorating company. He also has severe hearing loss and uses both BSL (British Sign Language) and speech as his means of communication. He embarked on an Entry to Employment Programme, focussing on painting and decorating, at Oldham College. Amin achieved Level 1 and 2 diplomas and won first place in the Greater Manchester College's Construction Trades Skills award in 2017. He has since undertaken a supported internship and is now on an apprenticeship placement with the Oldham College maintenance team. He is well on his way to achieving his goal.

You can find out more about Amin's story [here](#).

Where do we want to be?

- Our families have high aspirations from an early age
- Our children and young people are prepared for life, learning and work
- Our parents are empowered to promote and support independence

How will we get there?

- We will support all parents to aspire for their children and young people, and themselves
- We will ensure that preparation for adulthood is actively planned for and included in statutory children's individual plans from early years and throughout each stage of transition
- We will work towards a personalised approach to preparing for adulthood and transition
- We will ensure integrated working between children's services and adult services

- We will listen to the aspirations of our children and their families and use this information to commission services and provision which helps them to achieve their goals
- We will ensure all children and young people with additional needs receive good quality, impartial and aspirational careers information, education and advice
- We will provide an Employment Strategy for school leavers with SEND and provide increased opportunities for work tasters, work experience, supported internships and apprenticeships for children & young people with SEND
- We will ensure that children and young people have the information, knowledge and skills they need to keep themselves safe and healthy.
- We will pay attention to children and young people's emotional well-being and confidence, and actively support them to develop the resilience and life skills needed for successful adulthood
- We will engage with parents and carers to identify what they would find helpful to support their child's preparation for adulthood and independence and will develop and provide practical strategies for parents and carers to use at home

How will we know we've made a difference?

- Children, young people and families have aspirations and clear plans for how to achieve their goals.
- Children and young people have access to services and provision that helps them to achieve their goals.
- Children and young people can see that their views and input have been recognised and used to plan and develop services.
- Children and young people who feel well supported and make informed decisions relating to their education, career and future aspirations
- Children and young people are making well informed decisions to keep themselves happy, safe and healthy
- More children and young people with additional needs moving successfully into employment (at least matching national average)
- More children and young people living independently (at least matching national average)
- Parents and carers who feel confident to support their child's preparation for adulthood and can see the benefit of promoting independence

4) Every child and young person is a part of their community

Our vision for Thriving Communities in Oldham is that people and communities have the power to be healthy, happy and able to make positive choices. We want people and communities to offer and access insightful and responsive support when required. We believe all children and young people should have the opportunity to be part of, contribute to, and benefit from a Thriving Community.

Why is it a priority?

We want children and young people to enjoy growing up in Oldham and to be confident and hopeful about their future.

We want all our children and young people, including those with additional needs, to be proud to belong to Oldham, to feel safe and happy, and to be able to build successful lives here.

The principle of co-production is fundamental to Thriving Communities with our residents enabled, encouraged and engaged to inform, design and support services for the public. This ties with our ambition to ensure that all children and young people have choice and control over their support and our commitment to listen to, and act upon, what our children and young people tell us.

Oldham in Action

Kaleem had a dream to become a football coach. Kaleem attends a unique secondary resource for hearing-impaired students in Oldham. Through his educational communicator, Gemma, Kaleem learned about Little Kickers, sessions that gives children a positive introduction to football in a friendly, pressure-free environment. After Volunteering his services for week and impressing the coaching staff with his determination, skills and overcoming adversity, he was able to secure a job as a football coach.

Find out more about Kaleem's story [here](#).

Where do we want to be?

- There is an exciting, diverse and inclusive offer for children, young people and families in Oldham
- Everybody knows what is available in the community and how they can take part or contribute
- There is improved community awareness of SEND
- There are opportunities for every children and young person to participate and contribute to their community

How will we get there?

- We will create opportunities for learning, play, culture, leisure, sport and work that are inclusive, accessible and fun for all children and young people, including those with SEND
- We will ensure that any offer to children and young people and their families is attractive and inclusive
- We will regularly review pathways and provision to ensure there is a diverse range of options available and that this is advertised widely
- We will explore opportunities to develop an inclusion audit toolkit to be used when considering planning and development proposals that affect the borough's built and green environment
- We will teach and model the core values of equity, inclusion, respect and dignity for all to all children and young people from an early age.

- We will promote and champion the aspirations of children and young people with SEND across Oldham – we will celebrate success and challenge stereotypes.
- We will ensure that children and young people with SEND feel safe from harm and can move confidently around the local area
- We will provide a range of opportunities for children and young people to contribute to their community through participation, volunteering and employment

How will we know we've made a difference?

- There is a wide choice of activities available for children, young people and families, including children and young people with SEND.
- Children and young people report that they feel respected and that they belong to a community, educational setting and enjoy the full range of services across the local partnership.
- There is a positive culture and ethos across Oldham which provides an opportunity to engage, learn about and accept individual differences
- All children and young people are afforded opportunities to develop friendships with one another.
- Children and young people with additional needs reporting that they feel safe, happy and confident to travel
- More children and young people participating and contributing to activities within their local community
- Oldham's built and green environment can be accessed, used and enjoyed by everyone together.

Enablers

In order to help us achieve all of the above, we have a number of other key things that will make it possible.

An effective **Graduated Response** is critical to all priorities to ensure that our children and young people's needs are being met in all educational settings. We appreciate that there needs to be consistency in the offer across the borough and all pupils should receive the right support to meet their needs. It is crucial that we identify needs early to enable children to thrive within the community and therefore **early identification and intervention** will also underpin all four priority areas.

We will continue to operate effective **partnership working** across the system to enable seamless processes that are coherent and fluid. The right provision and resources will be in place to meet the needs of our children and young people and we will have increased examples of **integrated commissioning** in order to make **effective use of resources**.

We will have a knowledgeable, flexible and integrated **workforce** who support children and families in a timely manner and to the highest quality.

All of the actions for our priorities and the enablers are included in the SEND development plan which is available ([insert link to Development Plan on Local Offer](#))

Our principles and values

These are the ways we will work together to ensure that we deliver our ambitions for Oldham's children and young people and their families:

- **Child-friendly** – support and learning provision for all our children and young people is appropriate to meet their individual strengths and needs and provision reflects the views, wishes and feelings of the child or young person, and the child's parents
- **Inclusive** – all our children and young people are supported to have access to the same high-quality services, activities and opportunities
- **Co-produced** – all our children, young people, families and the local community are involved in key decisions that affect their lives, and we work together to meet challenges and agree solutions.
- **Evidence based** – we use information known to us to plan our services and make the best use of the resources available to meet the needs of our children and young people.
- **Flexible** - we are innovative and creative in how we commission and provide support to meet the needs of each individual child or young person.
- **Working together** – all our services work together in a collaborative environment effectively to 'do their bit'. This means our children, young people and families receive the support they require at the point of need and only have to tell their story once
- **Place-based** – children, young people and families feel a part of their local community and, wherever possible and appropriate, access support where they live.

How will we know if we are successful?

Measuring success

We will know we have made a difference if we have made a positive impact on the lives of our children and young people.

We will use the following information to let us know how we are performing, what is working well and where we need to continue to make improvements.

- Feedback from children, young people and their families experiencing change
- Feedback from stakeholders experiencing or observing change
- Feedback from regulatory and public bodies, such as Ofsted, CQC and Department for Education.
- Performance measures – SEND Dashboard
- Qualitative measures – Multi-agency audits

Reviewing our progress

We will follow a Plan-Lead-Deliver-Evaluate cycle and all of the above information will be used to populate a Maturity Matrix which links to our SEND development plan so that we can track and review our progress.

Progress against the strategy and SEND development plan will be monitored on a termly basis via the SEND Partnership Board. Regular updates will be provided to the Children and Young People's Strategic Partnership Board which will feed back to Health and Wellbeing Board. An annual report will be published outlining the progress that has been made.

The priorities will be reviewed and the strategy will be refreshed in three years' time as we move to the next stage of our improvement journey around SEND in Oldham.

Report to OVERVIEW AND SCRUTINY BOARD

Place Based Integration

Date: 22 October 2019

Portfolio holder: Cllr Sean Fielding, Leader of the Council

Officer Contact: Rebekah Sutcliffe, Strategic Director of Reform

Report author: Vicky Sugars, Head of Reform

Summary of the issue

In summary, place-based integration is about teams of public services, working in an integrated way, out in communities to better meet the needs of people and communities.

Oldham has championed place-based integration for some time now.

- The Community Health and Adult Social Care IMDTs (Community Providers) are now operating across the borough. Working to GP cluster areas, these teams are using their combined skills to support people to stay in their house/near to where they live for as long as possible, promote self-care and connect people in to what is happening in their neighbourhood.
- We have place based sites at ward level or below in Holts and Lees, Westwood and North Chadderton and Hollinwood. These teams bring together staff from a variety of organisations/services including housing, policing, environment, early help and revenue and benefits and some community and voluntary sector partners. They work in an integrated and asset-based way with people and on community issues.
- We have other emerging place-based models such as Oldham Family Connect which aims to deliver integrated services for 0-25 years at a cluster/district level.
- We also have a long history of District working that we can build upon.

However, whilst we have place-based integration it is not joined up or to the scale that we think s required.

Our experience of integration, aligned with the newly announced approach from Greater Manchester, provides us with an opportunity to both join up and scale up place-based integration up across the whole system of public services. This will enable us to bring together the necessary staff, skills and resources across the system to better meet the needs of people and communities.

This report sets out how Oldham can move towards a model of integrated public service delivery on 5 common footprints covering populations of 30-55,000.

Recommendations

Overview and Scrutiny is asked to;

1. Note the report and support and engage in plans as they develop

1. Background

Place based, multi-agency integration is key to the transformation and reform of public services and communities both here in Oldham and across GM. Only by developing a single approach to building resilience that is informed by insight into what drives demand and shapes behaviour in communities will we shift the stubborn inequalities that exist within our borough.

The learning, both locally, within GM and nationally has shown the necessity to take a different approach to building co-operative services, thriving communities and an inclusive economy (as outlined in our Oldham Model). Previous approaches tended to focus on specific organisations, specific issues; be associated with programmes (e.g. Troubled Families); or specific funding (e.g. New Deal for Communities). These have often been too small-scale, too targeted or too reliant on additional resources.

To achieve sustainable change, we know that we must fundamentally rethink:

- the way the public sector operate, and the relationship with communities;
- how we work with individuals and families with problems;
- how we connect with the community to both develop community connectedness, and build confidence;
- how we have potentially challenging conversations that prompt a desire for change;
- how we operate as a 'system' to unblock the barriers and system conditions that prevent people being able to make good choices and to live good lives and
- how we intervene earlier, prevent failure demand and escalating levels of need leading to long term system-wide savings.

These are the objectives of Place Based Integration in Oldham. This is not a "programme" unrelated to the way mainstream services are delivered. Rather it is the way mainstream services should be delivered across the whole system and in partnership with residents. This is not a 'top down' model but one that has been developed by those involved in running place-based teams and delivering services and supporting communities. It is grounded in learning of what has worked and what still needs to change.

Place working is not new to Oldham and in the past few years we have seen new forms of multi-agency integration taking shape. This includes:

- Community Health and Adult Social Care multi-disciplinary teams on the CCG cluster footprint for adults - now being rolled out across the borough. The co-location of staff is now complete (phase 1) but transformational work is still underway to scale up and embed new models of care (phase 2).
- Focused place based teams in Holts and Lees, Westwood and North Chadderton and Limehurst and Hollinwood, who operate on a small geography and scale but across all ages and have proved their worth in showing that multi-agency place based integration really does improve lives and communities and is a good long term investment for public services.
- A long-established District working model out and within communities with strong partnership elements
- An early help service with place-based elements and outreach
- A Focussed Care model in Fitton Hill and Hollinwood that works with GPs to provide social and clinical outreach to patients in the community
- An emerging children's operating model based on the Oldham Family model that incorporates a placed based approach strengthening the coordination and integration of service delivery with schools, partnerships and community assets.

One example from the above is the evaluation work in the Holts and Lee focused team. This has shown how we can move 70-80% of cases from ‘not coping’ (and in high cost services) to coping well (in universal services). The teams have really high levels of trust which is shown in the engagement levels (97%). They work in an asset-based way to improve the community whether this be 400 kids taking part in holiday activity or hundreds of people accessing a food pantry every week. They focus on the things that matter to local people and the area and without needing to ‘refer on’. The team has a 3:1 return on investment for public services as we move people out of crisis into and into more mainstream services.

However, despite the case for place-based integration we only have pockets of truly integrated working and in a handful of areas. However, our experience of integration, aligned with the commitment locally and from GM, provides us with an opportunity to do this at scale and across the whole system.

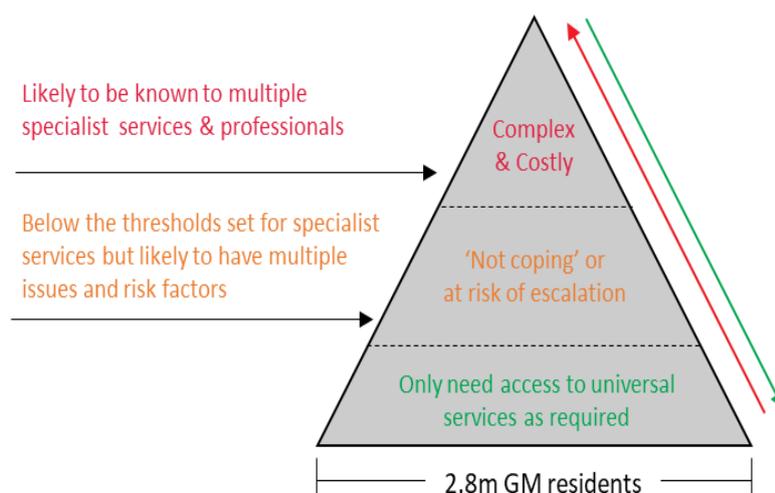
2. Who is it for?

Place based integration allows us to better understand and respond to need and demand, as well as building on strengths and assets. This relies on a twin track approach to people, place and prevention.

People

The first track is to identify and work with those individuals and families who are clearly not coping in their life but do not meet the necessary threshold for costly specialist services, this requires working in an integrated way across all public services to address current need. A large proportion of demand on services is from individual and families in the middle of the triangle (40-60%) in Oldham we estimate this to be upwards of 120,000 residents. They need more help than that provided by universal services but do not necessarily meet the thresholds set for specialist services. The learning across GM has shown how this cohort ‘bounces around the system’ always on the edge of crisis but never quite getting the help that they need.

Fig 1: The target demographic



To proactively prevent future need we must also twin track early intervention and prevention. Identifying and working with those at risk or approaching crisis and providing help early that de-escalates and prevents problems occurring. Prevention needs to be in as asset based way that gets to the root causes of people’s problems and prevents them re-entering the

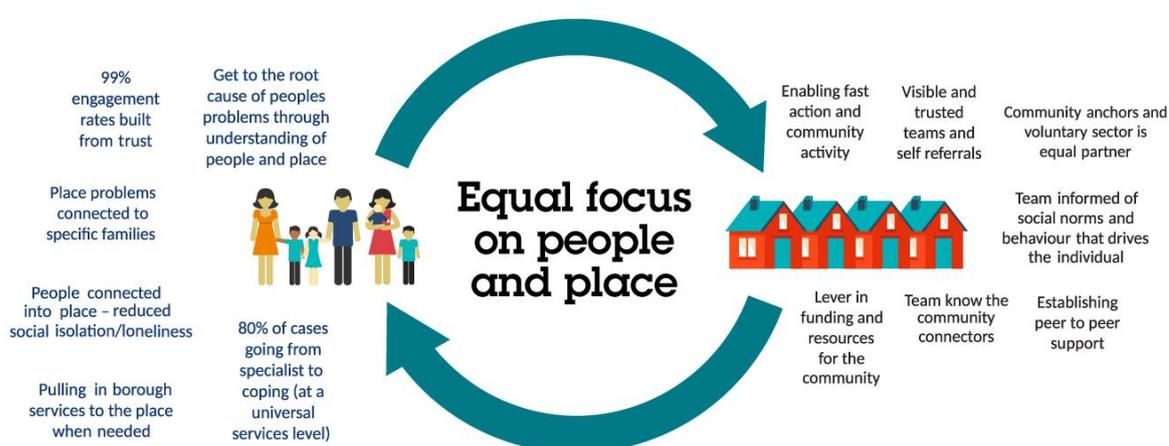


system (failure demand). As articulated in the review of early intervention and prevention – place based integration provides us with an opportunity integrate our approaches and commissions for early intervention under one place based model aligned to demand and need.

Place

People are also influenced positively and negatively by where they live. The learning from our place based sites has shown that – to develop long term solutions and stop demand re-occurring we need to also focus on ‘place’ by working with local assets – public, private, community, voluntary and faith to find solutions and by connecting people into the community they live and supporting places to thrive both socially and economically. The diagram below illustrates how an equal focus on people and place is required to improve outcomes and is based on the learning from existing place based sites.

Fig 2: Focus on people and community (place) issues



3. What is in scope for place-based integration?

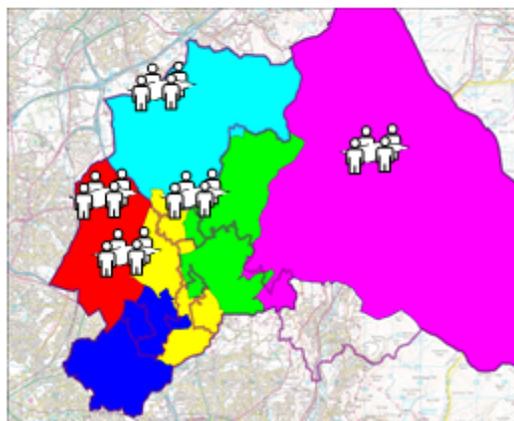
Place based integration will integrate services that are best delivered at the geography of 30-55,000 populations across the whole system of public services.

As outlined in the diagram below, we envisage this including relevant services from health and social care, children’s, housing, policing, districts, environment etc. This would not include all services but those that are best deployed at this level. These services would interact frequently and ‘wrap around’ existing assets such as GPs, schools and voluntary and community groups.

Figure 3: Developing our Oldham Operating Model for Place Based Integration and Reform



Our Oldham Delivery Model for Place Based Integration and Reform
Integrated services working in an asset based way to deliver better outcomes for people and the places where they live



5 (or 6) Universal Delivery Footprints at a 30-55,000 population
Across the whole borough that enable mainstream integration of services made up of the necessary skills, knowledge and experience required to deal effectively with demand across that area.

This model fundamentally reshapes mainstream delivery bringing a range of services and staff together in a common geographic footprint, operating to a shared purpose and working in a holistic way with people and communities. This would include the full range of Social Care, Mental Health, Community Care, Primary Care, Policing, Housing and Homelessness Support, Environmental health, Employment and Skills Support, VSCE provision, Community Safety Advisors, Substance Misuse and Early Years. They would interact frequently and consistently with GPs, Schools, the wider Community, Voluntary and Faiths sector and other Universal Providers



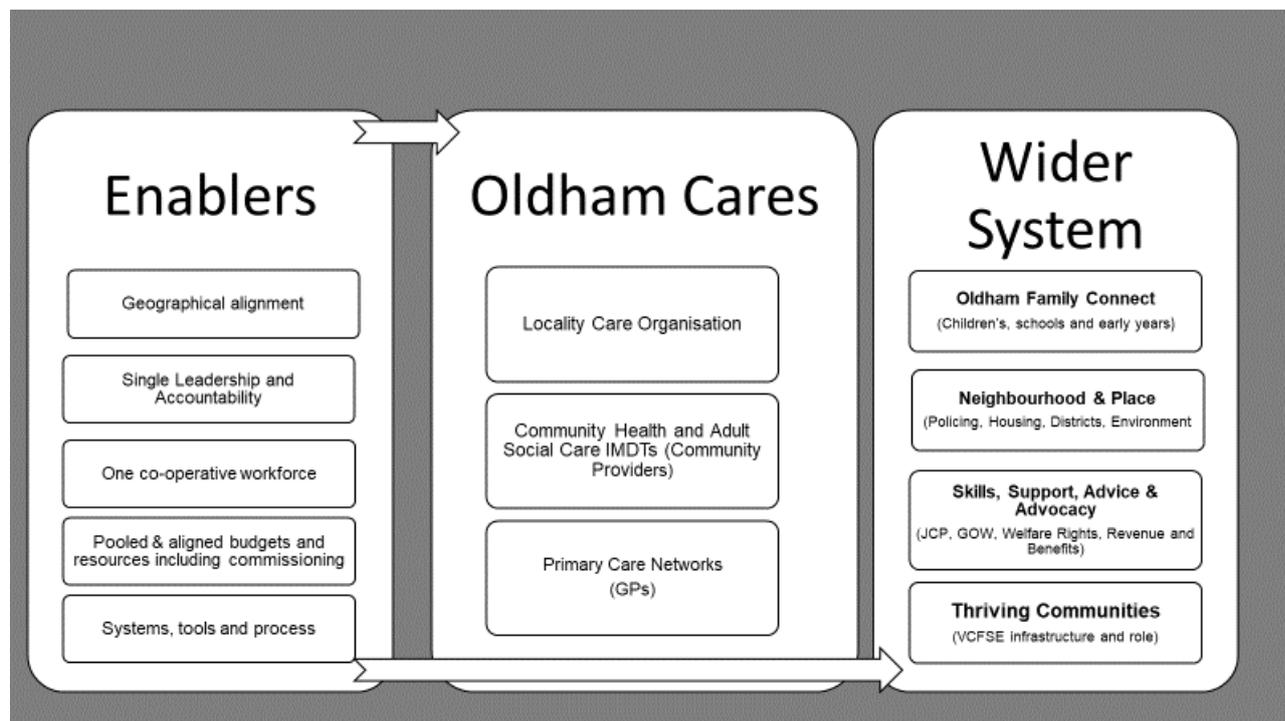
Focused integrated teams below ward level stacked within the above model

That require more intensive integrated working due to the particular challenges for people and places. This would include some of the most relevant workers listed above working in a more intensive, integrated way, out and within that community for a minimum of 1 day a week

These would NOT exist everywhere or in every universal footprint

The scope for developing a place-based model is therefore large and we will need to start with the building blocks we already have in health and social care and build in the wider system of services – as illustrated in the blocks below.

Figure 4: Scope for designing our Oldham Operating Model for ‘place’ at a geography covering 30-55,000 populations



Oldham Cares

Oldham Cares including the Locality Care Organisation (delivery arm), the health and social care IMDTs and the wider clusters and primary care system (already operating at a geography of 30-55,000 population) is the most developed and critical subset of wider whole system integration. It therefore makes sense that this acts as a starting point for building a whole system model and that we begin by making sense of what Oldham Cares means within this larger context.

The Wider System

The next block is to understand how the wider system can be integrated alongside Oldham Cares. To begin with we have further packaged these up into themes:

- a. The Oldham Family Connect Model (children's, schools and early years)
- b. Neighbourhood and Place based services (neighbourhood policing, district teams, housing, community safety, environment, fire, probation etc)
- c. Inclusive Economy including what our place based economic model is and how we bring skills, support and advice services together in a place to help people realise their economic potential (Job Centre Plus, Get Oldham Working, Welfare Rights, Housing options, revenue and benefits, advocacy and support services)
- d. Thriving Communities – how we ensure that public services wrap around the assets and needs of a 'place' and how we ensure this is supported by a thriving voluntary, community, faith and social enterprise sector.

Enablers for integration

Once we understand what the model is, we need to have the right systems, processes, culture, leadership and structures in place to enable it to work. Integration is dependent on many these enablers as follows:

- Geographical alignment
- Single Leadership and accountability
- One co-operative workforce
- Systems, tools and enablers
- Pooled, aligned and in view budgets and commissioning

4. Next steps

This is an ambitious and long-term programme of change and we do not have all the answers. However, there are some clear next steps that will be required over the next 3 months.

Geographical alignment – In Oldham, the geographical footprints upon which public services operate do not align. This means that the full workforce, capacity, leadership and resources of all our public services do not align which ultimately limits the ability for public services to work in an integrated way to improve the lives of people and communities in the borough and ultimately prevent unnecessary demand being placed on public services in the long term. Without geographical alignment we are unlikely to progress with the full integration and reform of public services across the whole system. Therefore, the first step is to try and achieve geographical alignment across the system.



Place Board – We will bring together existing governance in this area to set up an effective Place Board to co-design the place-based model. This will comprise of senior leaders across the system (health and social care, children’s, neighbourhoods etc). Initial design sessions have already been held with Executive Directors.

Evidence – We will need to bring together data and information from a wide range of existing sources to develop a system wide evidence base for each geographical area. This will include the need, demand, assets (physical and non-physical) and current resources. This will help model both the type of services required, and the level of resources required in each area so that we can target resources effectively.

End.

BRIEFING TO OVERVIEW AND SCRUTINY BOARD

Report Title: Council Motions

Report Author: Lori Hughes, Constitutional Services Officer

Date: 22nd October 2019

1. Ban on Fast Food and Energy Drinks Advertising

1.1 Background:

At the Council meeting on 11th September 2019, the following motion was referred to the Overview and Scrutiny Board:

“Council notes that:

- Fast food contains high level of fats, salt and sugar and energy drinks often contain high levels of caffeine and sugar.
- Excessive consumption of these products contributes to obesity, tooth decay, diabetes, gastro-intestinal problems, sleep deprivation and hyperactivity.
- The Royal College of Paediatrics and Child Health predicts half of all children in the UK will be overweight or obese by 2020.
- The Mayor of London banned all fast food advertising on publically-controlled advertising spaces across London’s entire transport network.
- Sustain and Foodwatch recently published a report ‘Taking Down Junk Food Adverts’ which recommends that local authorities regulate adverts on public telephone boxes and that the Advertising Standards Authority should be able to regulate advertising outside nurseries, children’s centres, parks, family attractions and leisure centres.

As a local authority with a statutory responsibility for public health, Council believes that it should do all that is possible to discourage the consumption of fast food and energy drinks.

Council therefore resolves to:

- Ask the Chief Executive to write to the Chief Executive of Transport for Greater Manchester asking TFGM to impose a ban on the advertising of fast food and energy drinks on publicly owned poster sites etc across the Greater Manchester transport network.
- Ensure that fast food or energy are not advertised on any hoarding or within any building owned by this Council including large advertisements on bus stops.

- Ensure that such products are not sold to children or young people on any of our premises.
- Ask our NHS, social housing, voluntary and private sector partners, including the Mayor of Greater Manchester, to make a similar undertaking.
- Ask the Chief Executive to write to the relevant minister requesting the recommendations of the 'Taking Down Junk Food Adverts' report be adopted as government policy as soon as possible; copying in our local members of Parliament to seek their support.

1.2 Recommendations

The Overview and Scrutiny Board is requested to determine how to proceed with the resolution.

2. Tackling Speeding

- 2.1 At the Council meeting on 20th March 2019, the following motion was debated:

“Council notes that speeding continues to be a factor in road collisions and that a pedestrian is four times more likely to die if they are hit by a vehicle travelling at forty miles per hour than they are at 30 mph. It is therefore imperative the Council working with the Police and residents seek to reduce excessive vehicular speeds in this borough, especially outside schools, on minor residential roads and in rural areas.

Council believes that we should work with our residents' groups to deter and catch offenders and that we should employ mobile technology in order to do so.

Full Council resolved that the Overview and Scrutiny Board be asked to:

- Identify, with the assistance of District Executives, local police and the Council's highways officers, locations not currently equipped with a speed camera which might benefit from one for consideration by the Drive Safe Greater Manchester Casualty Reduction Partnership.
- Explore the availability of funding to purchase and deploy mobile speed cameras to catch offenders, change driver behaviour and improve road safety.
- Investigate how the Council and the police can work with community and residents' groups to establish Community Speed Watch schemes and Community Concern speed enforcement sites in the Borough
- Explore the merits of establishing 'bus gates' at sites outside schools and look at establishing a pilot project. ('Bus gates' limit vehicular through traffic outside schools to cycles and local buses at the start and end of the school day, with a fixed penalty for transgressors.)

2.2 Progress

A workshop was convened on 24th September 2019. The resolutions of the motions were discussed. Three recommendations were agreed for further exploration:

- i) Training schemes on speed guns be investigated.
- ii) Further bus gate schemes be explored as a pilot.
- iii) Funding of signage on street lighting columns be explored.

2.3 Recommendation

The Overview and Scrutiny Board is requested to note the recommendations of the workshop.

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OVERVIEW AND SCRUTINY BOARD – 22nd October 2019

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 2019/2020 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 |
|---|--|----------------------------|---|--------------------|--|
| Targeted Youth Services – Options from April 2020 | Merlin Joseph, Interim Director of Children’s Services | Rule 16 – Private Decision | Decision Authorisation: 9 Sep 2019 | Councillor McLaren | DECISION AUTHORISED: For the recommendation in the report to be agreed. The decision had not been placed on the 28 Day Decision Notice for Cabinet for the decision to be taken in private. |

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME 2019/20 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 |
|---|---|---|--|--|--|
| <p>Tuesday, 18th June 2019 6.00 p.m.</p> <p>Deadline for reports: 6th June 2019</p> <p>Page 111</p> | <p>Children’s Services – Getting to Good</p> | <p>Update on Outcome</p> | <p>Children’s Services (Thriving Communities)</p> | <p>RESOLVED that:</p> <p>(1) the progress of Children’s Services against the issues identified in the OFSTED judgement of 4th March 2019, including the development of an Improvement Plan to address those issues, be noted;</p> <p>(2) an update report on progress of the Children’s Services Transformation Plan and the Improvement Plan be submitted to the meeting of the Board to be held on 10th September 2019.</p> | |
| | <p>Thriving Communities and Place Based Integration</p> | <p>Update on the Work Programme</p> | <p>Social Justice and Communities (Thriving Communities)</p> | <p>RESOLVED that consideration of this item be deferred to the meeting of the Board to be held on 23rd July 2019.</p> | <p>Requested by the Board in November 2018</p> |
| | <p>Northern Roots & Alexandra Park</p> | <p>Update on the report agreed at Cabinet</p> | <p>Economy & Enterprise (Thriving Communities)</p> | <p>RESOLVED that:</p> <p>(1) the objectives of the Alexander Park Eco Centre and the Northern Roots project be endorsed;</p> <p>(2) the progress to date in developing the Alexander Park Eco Centre and the Northern</p> | <p>Requested by Board in January 2019</p> |

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| | | | | <p>Roots project be noted;</p> <p>(3) a site visit to the Northern Roots project area be arranged to enable the Board to further consider the potentials for activities and development of the project;</p> <p>(4) a six-month update report be submitted to the Board on the progress of the Alexander Park Eco Centre and Northern Roots project.</p> | |
| Page 112 | Clean Air Update | Consultation on key measures | Neighbourhood Services (Thriving Communities) | <p>RESOLVED that:</p> <p>(1) the report be noted;</p> <p>(2) Members be provided with a briefing note on issues related to engine idling and implications for non-compliant buses after 2023 arising from the clean air proposals.</p> | |
| | Children's Safeguarding | Consultation | Children's Services (Thriving Communities) | <p>RESOLVED that:</p> <p>(1) the proposed revised arrangements for children's safeguarding be endorsed and recommended to the Cabinet for adoption;</p> <p>(2) an update report on implementation of the new arrangements be submitted to the Board in March 2020.</p> | |
| | Council Motion: Improving Public Safety in Oldham's Night Time Economy | Report on actions related to the Motion | Neighbourhood Services (Thriving Communities) | <p>RESOLVED that:</p> <p>(1) the work already undertaken in support of the 'Ask Angela' scheme be noted;</p> <p>(2) information in the submitted</p> | Council Motion agreed on 12 Dec 18 |

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| | | | | <p>report be included in the Council action update;</p> <p>(3) a further report be submitted to the Board addressing work being undertaken with the taxi and private hire trade in relation to improving public safety in the night time economy and in relation to the review of the fit and proper person scheme.</p> | |
| Page 113 | <p>Council Motions: Tackling Dog Fouling and Nuisance</p> <p>Tackling Speeding</p> | Report on motions referred to the Overview and Scrutiny Board | Various | <p>RESOLVED that initial investigations be made into examples of best practice and the potential contribution of the Dog Trust, and the matter be considered further at the next meeting of the Board in conjunction with the Work Programme item.</p> <p>RESOLVED that further information and evidence be sought on the issues raised in the Motion, including the potential for further work with the police and the community, and the matter be considered further at the next meeting of the Board in conjunction with the Work Programme item.</p> | Council Motions agreed on 20 March 2019 |
| | | | | | |
| <p>Tuesday, 23rd July 2019 6.00 p.m.</p> <p>Deadline for reports: 12th July 2019</p> | Get Oldham Working and Career Advancement Services (Work and Skills Strategy) | Update on the Strategy | Education and Skills (An Inclusive Economy) | RESOLVED that an update on the Oldham Work And Skills Strategy be brought back to the Overview and Scrutiny Board in 12 months' time. | Requested by the Board in July 2018 |

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| | 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) | RESOLVED that: 1. The update on the Business and Investment Review be noted. 2. An update on the Business and Investment review to be scheduled at an appropriate stage. | Requested by the Board in June 2018 |
| | Oldham Council Libraries | Updated on Collaborative Schools | Economy and Enterprise (Cooperative Services) | RESOLVED that: 1. The overview of the Heritage, Libraries and Arts' Offer to schools be noted. 2. A discussion be scheduled related to access funding. | Requested by the Board in January 2019 |
| Page 114 | Thriving Communities | Update on the Work Programme | Social Justice and Communities (Thriving Communities) | RESOLVED that: 1. The update on the Thriving Communities Programme be noted. 2. The request for support and engagement with the social prescribing roll-out across Oldham be agreed. 3. The request that elected members make community groups aware of the next tranche of Fast Grants be supported. 4. A further update be brought back to the Overview and Scrutiny Board in 12 months time. | Requested by the Board in November 2018 |
| | Overview and Scrutiny Annual Report | Review of the Overview and Scrutiny During 2018/19 | (Cooperative Services) | RESOLVED that the Overview and Scrutiny Annual Report for 2018/19 be commended to full Council. | |
| | Council Motions | Motions referred to Council by Full Council: Youth Council Motion re | Various | RESOLVED that: 1. A meeting be held with the Youth Council to discuss the motion, look at ways forward, review | |

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| | | Knife Crime Opposition Motion 1: Making a Commitment to the UN Sustainable Development Goals | | national elements with a report back to the O&S Board and then Full Council. 2. The 17 goals be provided to officers who had an understanding of the issue, with responses co-ordinated into one report to come back to the Overview and Scrutiny Board. | |
| | O&S Board Work Programme: | | | RESOLVED that the Overview and Scrutiny Board Work Programme be noted and as follows: | |
| Page 115 | Tackling Dog Fouling and Nuisance | Briefing Paper on issues raised in the motion | Neighbourhood Services (Outcome Driven Services) | 1. The update related to Tackling Dog Fouling and Nuisance be noted. 2. Councillor Curley be nominated as the representative from the Overview and Scrutiny Board to work with officers to explore the campaign material and initiatives. | Requested by the Board on 18 Jun 19 |
| | Tackling Speeding | Briefing paper on issues raised in the motion | Neighbourhood Services (Outcome Driven Services) | 3. The update related to the Tackling Speeding motion be noted and that a workshop be arranged to discuss the way forward on the matter. | Requested by the Board on 18 Jun 2019 |
| | Clean Air Update | Briefing paper for inclusion on the work programme | Neighbourhood Services (Outcome Driven Services) | 4. The update related to the Clean Air – Idling of Vehicles and Bus Fleet Implications be noted. | Requested by the Board on 18 Jun 19 |
| | Support to Community Groups re Community Assets | Request for a Task and Finish Group | Economy and Enterprise (Cooperative Services) | 5. A Task and Finish Group be established to investigate the nature and extent of support available to community groups who sought to acquire the use of | |

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| | | | | Council owned assets for the promotion of community initiatives. | |
| | | | | | |
| Tuesday, 10th September 2019, 6.00 p.m. Deadline for reports: 30th August 2019 | Integrated Commissioning Update (Oldham Cares Commissioning Arrangements Update) | Update on the service | Health and Wellbeing (Thriving Communities) | RESOLVED that: 1. the Board received a further update report at the meeting to be held in March 2020. 2. A Members' workshop be held to consider the issue of what details of services could be shared with / provided for elected members. | O&S Board October 2018 |
| Page 116 | Transport Capital Projects | Update | Neighbourhood Services (Thriving Communities) | RESOLVED that a further update on the Transport Capital Programme be submitted to the Board in March 2020. | O&S Board 5 March 2019 |
| | Selective Licensing | Outcome of the Review | Social Justice and Communities (Outcome Driven Services) | RESOLVED that: 1. The Board would support the continuation of a Selective Licensing Scheme, noting that the form of the Scheme going forward would be subject to consultation and the determination of the Cabinet; and 2. The Chair further discuss the considerations of this Board with the relevant Portfolio Holders. | |
| | SEND Services | Updated on any outcomes from Ofsted / CQC | Education and Skills (Thriving Communities) | RESOLVED that: 1. The progress made against the expectations set out in the Written Statement of Action, the improvement and development of Special Educational Needs and Disability Services, and the forthcoming Ofsted and Care Quality Commission revisit be | Requested by Board in January 2019 |

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| | | | | noted. 2. A further detailed report be submitted to the Board in December 2019 following the Ofsted and Care Quality Commission revisit. | |
| | Improvement of Public Safety in Oldham's Night Time Economy | Update on the work as statement in the motion referred to O&S | Social Justice and Communities (Cooperative Services) | RESOLVED that the work being undertaken across Greater Manchester in relation to improving public safety in the night time economy linked to the private hire and taxi trade and the ongoing work to promote the 'Ask Angela' and 'Street Angels' schemes be noted. | Requested by the Board on 18 Jun 19 |
| Page 117 | Children's Services – Getting to Good | Update report on the progress of the Children's Transformation Plan and the Improvement Plan | Children's Services (Thriving Communities) | RESOLVED that the Board receive an update in March 2020, with any statistical items or other responses to issues raised at the meeting to be included as briefings within the work programme report. | Requested by the Board on 18 Jun 19 |
| | | | | | |
| Tuesday, 22nd October 2019 6.00 p.m. Deadline for Reports: 11th October 2019 | Place Based Integration | Update on the Work Programme | Social Justice and Communities (Thriving Communities) | | Requested by the Board in November 2018 |
| | Youth Council | Review of Knife Crime Motion Resolution | Childrens Services (Cooperatives Services) | | Council Motion |
| | SEND Strategy | Update on the Policy | Education and Skills (Cooperative Services) | | Policy |
| | Local Government | Update | Finance & Corporate | | Annual Review |

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| | Ombudsman Annual Letter | | Servies (Cooperative Services) | | |
| Tuesday, 26th November 2019 6.00 p.m. | Safeguarding Boards Annual Reports (LSCB/LSAB) | Annual Reports | Health and Wellbeing and Children's Services (Thriving Communities) | | Policy Framework |
| Deadline for Reports: 15th November 2019 | | | | | |
| | Advertising A-Boards and Sign Policy Review | Review of scheme approved in 2018 | Neighbourhood Services (Outcome Driven Services) | | Requested by Board in October 2018 |
| Page 118 | Youth Justice Plan | Annual Report | Social Justice and Communities (Thriving Communities) | | Policy Framework |
| | Care Leavers Housing Commitment | Information on the Policy | Planning (Cooperative Services) | | Policy Framework |
| | Climate Change | Information on the Strategy | Finance and Corporate Services (Thriving Communities) | | Policy |
| | GM Clean Air Plan | Update on Final Business Case | Neighbourhood Services (Thriving Communities) | | O&S Board 5 March 2019 |
| Tuesday, 21st January 2020 6.00 p.m. | Libraries | Update on the provision of the service including in-depth collaborative schools offer and extension of home services to community centres and similar venues | Education and Skills (Cooperative Services) | | Update requested by the Board in January 2019 |
| Deadline for Reports: 10th January 2020 | | | | | |
| | Generation Oldham | Update to include | Finance and | | Update requested |

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| | | information on how the programme was offered across Greater Manchester | Corporate Services (Outcome Driven Services) | | by the Board in January 2019 |
| | SEND Services | Update on the services and progress against the Written Statement of Action (WSOA) | Education and Skills (Thriving Communities) | | Requested by Board in January 2019 and September 2019 |
| | 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 |
| | Alexandra Park Eco-Centre and Northern Roots | Update on the progress of the project | Economy and Enterprise (Thriving Communities) | | Update requested by the Board on 18 June 2019 |
| | | | | | |
| Deadline for Reports: 21st February 2020 | GM2040 Delivery Plan and Transport Capital Programme | Annual Update and Update on Programme | Neighbourhoods Services (An Inclusive Economy) | | Updated requested by the Board in March 2019 and in September 2019 |
| | Virtual School | Annual Report and Term Update | Education and Skills (An ambitious and socially mobile borough) | | Update requested by the Board in March 2019 |
| | Oldham Education Disadvantage and Social Mobility | Update on Educational Impact | Education and Skills (An ambitious and socially mobile borough) | | Update requested by the Board in March 2019 |
| | Resident First | Delivering Digital by Design | Finance & Corporate | | O&S Board 5 March |

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| | Programme (Briefing Note) | Update | Resources (Cooperative Services) | | 2019 |
| | Children's Safeguarding (Briefing Note) | Updating report on the implementation of the new safeguarding arrangements | Children's Services (Cooperative Services) | | |
| | Corporate Parenting Panel Annual Report | | Children's Services (Cooperative Services) | | O&S Steering Group, 11 July 2019 |
| | Children's Services – Getting to Good | Updated report on the improvement journey | Children's Services (Cooperative Services) | | Requested by the O&S Board in September 2019 |
| | Oldham Cares Commissioning Arrangements Update | Further update – simplifying the message | Health and Wellbeing (Thriving Communities) | | Requested by the O&S Board in September 2019 |

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PART B – ONE OFF MEETINGS AND WORKSHOPS

| Date | Title | Summary of issue | Cabinet Portfolio | Timescales | Notes | Outcome |
|-------------|---|--|---|-------------|---|---------|
| TBC | Greater Manchester Spatial Framework | Update on the Development | Housing (Thriving Communities) | | | |
| TBC | Oldham Education Disadvantage and Social Mobility | Progress and Strategies | Education & Culture (Thriving Communities) | Autumn 2019 | | |
| TBC | Heritage, Libraries and Arts Offer to Schools | Discussion to be scheduled related to access funding | Economy and Enterprise (Cooperative Services) | | Meeting to be scheduled between the Chair of Overview and Scrutiny Board and the Head of Heritage, Libraries and Art (from 23 Jul 19) | |
| 24 Sep 2019 | Tackling Speeding | Workshop to be held to discuss the way | Neighbourhoods Services | | Workshop agreed 23 July 2019. Workshop scheduled to take place on 24 | |

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|--------------------------------|-----------------------------------|---|---|--|---|--|
| | | forward | (Cooperative Services) | | September 2019. Workshop took place on 24 Sep 2019. Proposals to come forward to Board and be reported to Council. | |
| TBC | Community Assets | Task and Finish Group to be established to investigate the nature and extent of support available to community groups seeking to acquire use of Council owned assets for promotion of community initiatives | Economy & Enterprise (Cooperative Services) | | Task and Finish Group agreed 23 July 2019 | |
| 22 Oct 2019 Page 121 | Youth Council Motion: Knife Crime | Meeting to be held to discuss the motion, look at ways forward, review national elements and report back to the Board and then Full Council | Children's Services (Thriving Communities) | | Meeting held with the Chair and Youth Council representatives on 24 Sep 2019. Youth Council attending the O&S Board meeting on 22 October 2019. | |

PART C – OUTSTANDING ISSUES – DATES TO BE DETERMINED

| When Discussed | Title | Summary of issue | Cabinet Portfolio | Timescales | Notes | Outcome |
|----------------|--|---------------------|---|--------------------|-------|---------|
| | Local Government Ombudsman | Update | Finance & Corporate Services (Cooperative Services) | Scheduled Oct 2019 | | |
| | Adult Safeguarding – Deprivation of Liberty Safeguards | Update to the Board | Health and Social Care (Thriving Communities) | | | |
| March 2019 | Virtual School | Ofsted | Education & | | | |

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| | | Recommendations and Action Plan | Culture (Thriving Communities) | | | |
| | Environmental Health Trading Standards | Update on the service | Neighbourhood Services (Cooperative Services) | | | |
| | Early Help / Prevention Review | Update | Policing and Community Safety (Thriving Communities) | | | |
| | Multi-Agency Safeguarding Hub (MASH) | Update on the service | Policing and Community Safety (Thriving Communities) | | | |
| Page 12 19 | Adult Social Care Integration | Update | Health and Social Care (Thriving Communities) | | | |
| | January Council Motion: Keeping our Villages and Rural Areas HGV Free | Update | Neighbourhood Services (Cooperative Services) | | Board endorsed the outcome of the workshop. Update on further work with groups. | |

PART D – ACTIONS FROM PREVIOUS MEETINGS

| Date of Meeting | Title of Report | Directorate | Action(s) | Date Completed and Outcome |
|-----------------|--|----------------|---|--|
| 18 Jun 19 | Council Motion: Improving Public Safety in Oldham's Night Time Economy | People & Place | Update probe provided to the Board addressing work being undertaken with the taxi and private hire trade in relation to improving public safety in the night time economy and in relation to the review of the fit and proper person scheme | Update received 10 September 2019 |
| 18 Jun 19 | Council Motion: Tackling Dog Fouling and Nuisance | People & Place | Initial investigations be made into examples of best practice and the | This was further considered at the O&S Board meeting held on |

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| | | | potential contribution of the Dogs Trust and the matter be considered further at the next meeting of the Board (23 Jul 19) in conjunction with the work programme. | 23 July 2019. Councillor Curley was nominated to work with officers to explore campaign materials and initiatives. |
| 18 Jun 19 | Council Motion: Tackling Speeding | People & Place | Further information and evidence be sought on the issues raised in the Motion including the potential for further work with the police and the community and the matter be considered further at the next meeting (23 Jul 19) in conjunction with the work programme. | The briefing note was received on 23 July 2019. The Overview and Scrutiny Board agreed that a workshop be arranged. Workshop arranged 24 Sep 2019 |
| 18 Jun 19 | Clean Air Update | People & Place | Members be provided with a briefing note on issues related to engine idling and implications for non-compliant buses after 2023 arising from clean air proposals. | The Board received an update on idling of vehicles and bus fleet implications on 23 July 2019. Next scheduled on 26 November 2019. |
| 18 Jun 19 | Children's Safeguarding | Children's Services | Update report on the implementation of the new arrangements be submitted to the Board in March 2020. | Safeguarding scheduled on 26 November 2019 |
| 18 Jun 19 | Children's Services – Getting to Good | Children's Services | Update report on the progress of the Children Services Transformation Plan and the Improvement Plan be submitted to the Board on 10 September 2019. | Report submitted on 10 September 2019 |
| 18 Jun 19 | Alexandra Park Eco-Centre and Northern Roots | Strategic Reform | 1. A site visit to the Northern Roots Project area be arranged. | The site visit took place on 15 June 2019. |

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| | | | 2. A six-month update report be provided to the Board on the progress of the project. | |
| 23 Jul 19 | Council Motion: Making a Commitment to the UN Sustainable Development Goals | Various | Report to be brought back to O&S on the 17 goals | |
| 10 Sep 19 | Oldham Cares Commissioning Arrangements | Health and Wellbeing | Members' workshop be held to consider the issue of what details of services should be shared with/provided for elected members | |
| 10 Sep 19 | Children's Services – Getting to Good | Children's Services | Further information related to performance regarding early intervention and children in need and detail related to Out of Borough replacements and vacancy and turnover figures. | |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

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

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|---|--|---------------------|---------------|---|
| RCR-10-14 | Western Gateway Town Centre Land and Property Acquisitions | Director of Economy | November 2019 | 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-08-06 | Oldham Property Partnerships - Final Reconciliation | Director of Economy | November 2019 | 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. | | | | |
| ECEN-12-17 | Oldham Heritage and Arts Centre Enabling Works | Director of Economy | October 2019 | Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding) |
| 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. | | | | |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|---|---------------------|----------------------|---|
| ECEN-07-18 | Hollinwood Junction Development Site - Disposal of land at Albert Street | Director of Economy | October 2019 | 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-21-18 | Meridian Development Company: Land at Meridian Centre and Crossbank Street, Primrose Bank [Werneth] | Director of Economy | December 2019 | Cabinet |
| Description: Document(s) to be considered in public or private: Report will be considered in private due to commercial sensitivity. | | | | |
| ECEN-02-19 | Tommyfield Market Options | Director of Economy | December 2019 | Cabinet |
| Description: To approve recommendations relating to the future of Tommyfield Market. Document(s) to be considered in public or private: Report is to be considered in private due to commercial sensitivity and detail of financial/business affairs. | | | | |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|--|---|---------------|---|
| ECEN-10-19 | Final land transactions in respect to Saddleworth School | Deputy Chief Executive – Helen Lockwood | October 2019 | Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding) |
| Description: Document(s) to be considered in public or private: | | | | |
| ECEN-11-19 | Saddleworth School Update | Director of Economy | October 2019 | Cabinet |
| Description: Document(s) to be considered in public or private: Closed - Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because of commercial sensitivity. | | | | |
| ECEN-12-19 New! | Broadway Green | Deputy Chief Executive – Helen Lockwood | October 2019 | Cabinet |
| Description: Construction of new link road. Document(s) to be considered in public or private: Private due to commercial confidentiality. | | | | |

Education and Skills Cabinet Portfolio

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|-----------------------------------|---|---------------|----------------|
| ES-01-19 | Oldham Traineeship Project Update | Deputy Chief Executive – Helen Lockwood | October 2019 | Cabinet |
| Description: The Get Oldham Working Traineeship Programme funding will conclude by March 2019. The request is to extend the programme as per the recommendation Document(s) to be considered in public or private: None | | | | |
| EDS-07-19 New! | Education Provision Strategy | Deputy Chief Executive – Helen Lockwood | October 2019 | Cabinet |
| Description: Strategy for provision of school places 2020 to 2024 Document(s) to be considered in public or private: | | | | |

Children's Services Cabinet Portfolio - None

Health and Social Care Cabinet Portfolio

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|-----------|--|---|---------------|---------|
| HSC-04-19 | Approval to proceed to market for the procurement of a health improvement service with view to awarding a contract | Strategic Director Communities and Reform – Rebekah Sutcliffe | November 2019 | Cabinet |
|-----------|--|---|---------------|---------|

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|---------------------------|--------|---------------|----------------|
| <p>Description: Having a high functioning health improvement service is an essential component of the range of services required to achieve better population health and reduce demand on health and social care services.</p> <p>The current stop smoking support and community NHS Health Check provision has been within the low intensity Early Help contract provided by Positive Steps Oldham since 1st April 2015 along with a number of other service elements. The contractual extension period to this contract is due to complete 31st March 2020.</p> <p>The proposal to proceed to market for the procurement of a new health improvement service for commencement 1st April 2020.</p> <p>Document(s) to be considered in public or private: Private due to commercially sensitive information.</p> | | | | |

Page 12 of 12

Housing Cabinet Portfolio

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|-----------|--|---------------------|---------------|--|
| HSG-04-19 | Local Plan: Oldham's Monitoring Report 2018/19 | Director of Economy | December 2019 | Cabinet Member - Housing (Cllr Hannah Roberts) |
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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|---------------------------|--------|---------------|----------------|
| <p>Description: Under Regulation 34 and 35 of The Town and Country (Local Planning) (England) Regulations 2012 local planning authorities must make monitoring information available for inspection as soon as possible after the information becomes available. The Monitoring Report covers the previous financial year that is 1 April 2018 to 31 March 2019.</p> <p>In line with the Regulations the Monitoring Report provides details on whether the council is meeting the milestones set out in the Local Development Scheme (LDS) for preparing the various Local Plan documents. Performance is monitored against the LDS that was in place at the start of the monitoring period. The Monitoring Report also monitors a range of planning indicators, such as housing, employment and biodiversity, which seek to assess the effectiveness of the council’s land-use planning policies, and whether they are achieving their objectives and delivering sustainable development. This is our fifteenth Monitoring Report.</p> <p>Document(s) to be considered in public or private: Oldham's Monitoring Report 2018/19</p> | | | | |

Neighbourhood Services Cabinet Portfolio

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|-----------|--|---|------------|---|
| NEI-03-19 | Highways Improvement Programme 2019/20 - 2021/22 | Deputy Chief Executive – Helen Lockwood | March 2020 | Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman) |
|-----------|--|---|------------|---|

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|--|--|----------------------|--|
| <p>Description: Cabinet approved the £12m Highways Improvement Programme for delivery over the financial years 2019/20 to 2021/22 in March 2019.</p> <p>As part of the Programme there will be several schemes/groups of schemes with values exceeding £250,000 hence the need for an item on the key decision document. This item relates to any decisions made on tenders exceeding £250,000 in the 2019/20 financial year to ensure prompt delivery of the programme.</p> <p>Document(s) to be considered in public or private: N/A</p> | | | | |
| <p>NEI-05-19</p> <p>Page 131</p> | <p>King Street Bridge - Parapet Works and Painting</p> | <p>Deputy Chief Executive – Helen Lockwood</p> | <p>October 2019</p> | <p>Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)</p> |
| <p>Description: Award of a tender to a contractor for parapet works at King Street Bridge</p> <p>Document(s) to be considered in public or private: Private - contains financially sensitive information from contractors.</p> | | | | |
| <p>NEI-08-19</p> | <p>Growth Deal 3 Accessible Oldham Conditional Business Case</p> | <p>Deputy Chief Executive – Helen Lockwood</p> | <p>November 2019</p> | <p>Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)</p> |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|---|---|---------------|---|
| <p>Description: Oldham Council has been awarded a £6 million Local Growth Deal 3 grant by the Greater Manchester Combined Authority (GMCA) for the Accessible Oldham scheme. The scheme has already been granted Programme Entry status in the Greater Manchester Transport Capital Programme. The Combined Authority’s governance process requires the Council to prepare and submit Conditional and Final business cases to Transport for Greater Manchester (TfGM) in order for us to access the grant. Approval will be sought to submit the Conditional Business Case to TfGM for review by TfGM and subsequent approval by GMCA. Final business cases will be prepared for packages of work once the scheme has gained Conditional approval status.</p> <p>Document(s) to be considered in public or private: Proposed report: Growth Deal 3 Accessible Oldham Conditional Business Case. Conditional Business Case and accompanying appendices.</p> <p>Documents will be considered in private as they will contain commercially sensitive information.</p> | | | | |
| NEI-09-19 | GM Clean Air Plan - Approval to commence statutory consultation on key measures | Director of Economy | October 2019 | Cabinet |
| <p>Description: Approval to commence statutory consultation on key measures</p> <p>Document(s) to be considered in public or private: Public report</p> | | | | |
| NEI-14-19 | Tender award for A670 Safer Roads Fund | Deputy Chief Executive – Helen Lockwood | November 2019 | Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman) |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|---------------------------|--------|---------------|----------------|
| <p>Description: Works include improvements to the following junctions along the A670 route; Farrars Arms Junction Oaklands Road Junction (resurfacing) Greenfield Bends Chapel Road Junction Dobcross New Road Junction Document(s) to be considered in public or private: Private, contains commercially sensitive financial information.</p> | | | | |

Social Justice and Communities Cabinet Portfolio - None

Finance and Corporate Services Cabinet Portfolio

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|---|---|----------------------------------|--------------|---------|
| FCS-06-19 | Report of the Director of Finance - Update on the 2019/20 Revenue Budget and revisions to the Medium Term Financial Strategy 2020/21 to 2023/24 | Director of Finance – Anne Ryans | October 2019 | Cabinet |
| <p>Description: To consider updates to the current financial forecasts and to revise the presentation of the Medium Term Financial Strategy for the Council (2020/21 to 2023/24) incorporating the latest Government and local information and projections. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Update on the 2019/20 Revenue Budget and revisions to the Medium Term Financial Strategy 2020/21 to 2023/24</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in public</p> | | | | |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|--|----------------------------------|---------------|----------------|
| FCS-07-19 | Report of the Director of Finance - Treasury Management Strategy Mid-Year Review 2019/20 | Director of Finance – Anne Ryans | November 2019 | Cabinet |
| <p>Description: Review of the performance for the first half of the financial year in relation to the Treasury Management Strategy for 2019/20. Document(s) to be considered in public or private: Report of the Director of Finance - Treasury Management Strategy Mid-Year Review 2019/20</p> <p>Background Documents - Various Appendices</p> <p>Report to be considered in public</p> | | | | |
| FCS-08-19 | Report of the Director of Finance - Budget 2020/21 - Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes | Director of Finance – Anne Ryans | December 2019 | Cabinet |
| <p>Description: The determination of the tax bases for Council Tax setting and for Business Rates income for use in 2020/21 budget deliberations. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Budget 2020/21 - Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in public.</p> | | | | |
| FCS-09-19 | Report of the Director of Finance - Capital Programme & Capital Strategy for 2020/21 to 2024/25 | Director of Finance – Anne Ryans | February 2020 | Cabinet |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---------------|----------------|
| <p>Description: To consider the Council's Capital Programme and Capital Strategy. Document(s) to be considered in public or private: Proposed report title: Report of the Director of Finance - Capital Programme & Capital Strategy for 2020/21 to 2024/25</p> <p>Background documents: Various appendices</p> <p>Report to be considered in public.</p> | | | | |
| FCS-10-19 | Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2020/21 Budget Setting Process | Director of Finance – Anne Ryans | February 2020 | Cabinet |
| <p>Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2020/21 budget setting process.</p> <p>Document(s) to be considered in public or private: Proposed report title: Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2020/21 Budget Setting Process</p> <p>Background documents: Various appendices</p> | | | | |
| FCS-11-19 | Joint Report of the Deputy Chief Executive People and Place and Director of Finance - Housing Revenue Account Estimates for 2020/21 to 2024/25 and Proposed Outturn for 2019/20 | Deputy Chief Executive – Helen Lockwood, Director of Finance – Anne Ryans | February 2020 | Cabinet |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
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| <p>Description: The Housing Revenue Account (HRA) outturn estimates for 2019/20, the detailed budget for 2020/21 and the strategic HRA estimates for the four years 2021/22 to 2024/25.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Joint Report of the Deputy Chief Executive People and Place and Director of Finance - Housing Revenue Account Estimates for 2020/21 to 2024/25 and Proposed Outturn for 2019/20</p> <p>Background documents: Various appendices</p> <p>Report to be considered in public</p> | | | | |
| <p>Page 1 of 55</p> <p>FCS-12-19</p> | <p>Report of the Director of Finance - Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 to 2024/25</p> | <p>Director of Finance – Anne Ryans</p> | <p>February 2020</p> | <p>Cabinet</p> |
| <p>Description: To consider the Administration's detailed revenue budget including budget reduction proposals and the presentation of the Medium Term Financial Strategy for the Council (2020/21 to 2024/25) incorporating the current policy landscape and Local Government Finance Settlement.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 to 2024/25.</p> <p>Background documents: Various appendices.</p> <p>Report to be considered in public.</p> | | | | |
| <p>FCS-13-19</p> | <p>Report of the Director of Finance - Treasury Management Strategy Statement 2020/21</p> | <p>Director of Finance – Anne Ryans</p> | <p>February 2020</p> | <p>Cabinet</p> |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|--|----------------------------------|---------------|----------------|
| <p>Description: To consider the Council's Treasury Management Strategy for 2020/21 - including the Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Treasury Management Strategy Statement 2020/21</p> <p>Background documents - Various appendices</p> <p>Report to be considered in public</p> | | | | |
| FCS-15-19 | Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2019/20 Quarter 2 | Director of Finance – Anne Ryans | December 2019 | Cabinet |
| <p>Description:</p> <p>The report provides an update on the Council's 2019/20 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 September 2019 (Quarter 2)</p> <p>Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2019/20 Quarter 2</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p> | | | | |
| FCS-16-19 | Revenue Monitor and Capital Investment Programme 2019/20 Month 8 | Director of Finance – Anne Ryans | February 2020 | Cabinet |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|--|---|----------------------------------|---------------|----------------|
| Page 38 Report to be considered in Public | Description: The report provides an update on the Council’s 2019/20 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 November 2019 (Month 8) Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2019/20 Month 8 Background Documents: Appendices – Various | | | |
| | FCS-17-19 Revenue Monitor and Capital Investment Programme 2019/20 Quarter 3 | Director of Finance – Anne Ryans | March 2020 | Cabinet |
| | Description: Description: The report provides an update on the Council’s 2019/20 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2019 (Quarter 3) Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2019/20 Quarter 3 Background Documents: Appendices – Various Report to be considered in Public | | | |

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|--|----------------------------------|----------------------|-----------------------|
| FCS-18-19 New! | Report of the Director of Finance - Council Tax Reduction Scheme 2020/21 | Director of Finance – Anne Ryans | February 2020 | Cabinet |
| <p>Description: To determine the Council Tax Reduction Scheme for 2020/21. Document(s) to be considered in public or private: Proposed report title: Report of the Director of Finance - Council Tax Reduction Scheme 2020/21</p> <p>Background documents: Appendices - Various</p> <p>Report to be considered in public</p> | | | | |

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Commissioning Partnership Board

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|---|----------------------|--|--------------|---------------------------------|
| CPB-12-19 | Section 75 Agreement | Chief Executive/Accountable Officer NHS Oldham CCG | October 2019 | Commissioning Partnership Board |
| <p>Description: To provide notification of decisions to be taken by the Commissioning Partnership Board. Document(s) to be considered in public or private: Reports to be considered in private due to commercial sensitivity and details related to financial and business affairs.</p> | | | | |

Key:

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 OCTOBER 2019

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|------------------------|---------------------------|--------|---------------|----------------|
|------------------------|---------------------------|--------|---------------|----------------|

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 MBE, Paul Jacques, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Ateeque Ur-Rehman, and Hannah Roberts.
 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>