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

| | |
|---|---|
| Date | Tuesday 26 November 2019 |
| Time | 6.00 pm |
| Venue | Lees Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL |
| Notes | 1. DECLARATIONS OF INTEREST- If a Member requires 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 Mark Hardman at least 24 hours in advance of the meeting. |

2. CONTACT OFFICER for this agenda is Mark Hardman Tel. 0161 770 5151 or email mark.hardman@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, 21 November 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 meeting of the Overview and Scrutiny Board held on 22nd October 2019 are attached for approval.

6 Minutes of the Performance and Value For Money Select Committee (Pages 11 - 18)

The minutes of the Performance and Value for Money Select Committee meeting held on 3rd October 2019 are attached for noting.

7 Advertising A-Boards and Sign Policy Review (Pages 19 - 20)

8 Youth Justice Strategic Plan - Annual Report (Pages 21 - 86)

9 Care Leavers Housing Commitment (Pages 87 - 92)

10 Climate Change - Strategy (Pages 93 - 98)

11 Council Motions (Pages 99 - 100)

12 Key Decision Document (Pages 101 - 120)

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

13 Overview and Scrutiny Board Work Programme (Pages 121 - 136)

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

14 Date and Time of Next Meeting

The date and time of the next Overview and Scrutiny Board will be Tuesday, 21st January 2020 at 6.00 p.m.

**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.

10 **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.

Other issues considered by the Board were –

- 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.

14 **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 From 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.

15 **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.

16 **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.

17 **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.

18 **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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**OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**
**03/10/2019 at 6.00 pm**

Oldham Council

**Present:** Councillor Ahmad (Chair)
Councillors Phythian, Stretton, Williamson, Haque and Hulme

Also in Attendance:

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| Mark Stenson | Head of Corporate Governance |
| Andy Cooper | Senior Finance Manager |
| Glenn Dale | Head of Environmental Services |
| Merlin Joseph | Interim Director of Childrens Services |
| Lori Hughes | Constitutional Services |

1 **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Byrne.

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 PREVIOUS MEETING**

**RESOLVED** that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committee held on 22nd August 2019 be approved as a correct record.

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

**RESOLVED** that the minutes of the GMCA Economy, Business Growth and Skills Scrutiny meeting held on 12th July 2019 be noted.

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

**RESOLVED** that the minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee meeting held on 16th July 2019 be noted.

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

**RESOLVED** that the minutes of the GMCA Housing, Planning and Environment Overview and Scrutiny Committee meeting held on 11th July 2019 be noted.

9 **CHILDREN'S SERVICES - OFSTED: REVIEW OF PERFORMANCE RELATED INFORMATION**

The Select Committee gave consideration to a report which provided an overview of the operational and financial performance of Children's Social Care following Ofsted's Inspection of Local Authority Children's Services (ILACS) early in 2019. The findings judged that the authority 'Required Improvement to be Good' across the board in each of the four main assessment criteria. The report focused on the financial investment in Children's Social Care, the current financial position, targeted management actions which supported the implementation of the Children's Social Care Improvement Plan and performance update.

The report recognised that Oldham had an accurate evaluation of social work practice and had well developed plans to transform services secured through a structural investment plan and the pending implementation of a new operating model.

The ILACS mandated the Local Authority created an improvement plan which addressed the key areas highlighted as requiring improvement which culminated in August with Ofsted approval of the Children's Social Care Improvement Plan 2019-2021. The plan, identified individual task and finish activities across the following themes which were tracked within clearly defined governance arrangements:

- Workforce
- Quality of Practice
- Partnerships
- Delivery
- Commissioning
- Assurance

The plan had been backed with significant financial investment in Children's Social Care to address demand and the rising cost of the provision of the full range of services together with additional investment to create an infrastructure that would support the recommendations within the plan.

There had been a dramatic increase in the cost base of Children's Social Care over the last three financial years. The majority of the use of reserves in 2018/19 had supported two short term investments initiatives to facilitate the implementation of the Children's Services Operating Model and Structural Resources Plan in 2019/20. The report detailed the allocation and use of resources to support spending pressures. Areas of overspend and underspend were detailed in the report as well as targeted management actions. Progress towards the implementation of the Improvement Plan, together with financial updates and progress against key indicators, were managed by the Children's Change Board.

A Financial Recovery Group had been established with an associated action plan developed to track any overspending activity across Children's Services. The report highlighted:

- Proactive management activity
- Effort to reduce Out of Borough placements

- Review of spending in the Children with Disabilities and Placement Teams
- Review of Semi-Independence Units
- Review of Costs of the Regional Adoption Agency
- Use of in-house legal provision; and
- Review of operational working arrangements.

Performance related information was highlighted in the report. The report noted that there had been a decrease in demand experienced across a range of key performance areas. Members were informed that where children had been in long-term foster care the carers were being encourage to undertake special guardianship. The number of caseloads per social worker had reduced .

Members referred to the continued overspend in previous years and were informed of measuring being take to address the issue.

The report outlined the current financial position, pressures, underspend and investment along with management actions in place. Members were informed about the work of the Financial Recovery Group, new operating model, recruitment being undertaken. The majority of team managers were now permanent staff and by the end of March 2020 it was anticipated that the workforce would be in a good place. Morale was high. The use of agency staff has reduced, there had been investment in learning and development as well as new accommodation at Met Place. The number of out-of-borough placements was being reduced. Member were informed about the challenge around the Regional Adoption Agency.

Members sought clarification on the Regional Adoption Agency overspend as it had been put into place to save money. It was clarified that there was not an overspend but as the local authority did not manage the budget the income of 'selling' adopters that previously came to the local authority went to the RAA. For the first two years it has been agreed that the Agency would retain any income generated to develop support for the authorities. The RAA had been unable place some children and the local authority had been asked to fund the placement. Going forward surplus would be split across the local authorities.

Members sought clarification if the number of referrals going down was sustainable. Members were informed that this was being taken with caution. The Early Help offer was being developed and likely to reduce demand. The police were implementing a new system which could cause an upsurge in referrals but this was being monitored.

Members asked about the spike in referrals at the beginning of the calendar year and were informed that this could be related to Ofsted and also schools returning after the school holidays with new issues and contacts being made to the local authority.

Members referred to out-of-borough placements and were informed that officers reviewed requests for placements whether they be in-house or out of borough and bear in mind so as not to cause disruption. Work was ongoing on the development of an in-house fostering service and the residential estate being redesigned to have wrap-around services. A number of out-of-borough placements were therapeutic placements. Members were also informed of work with the Virtual School and education provision within a home setting.

Members asked what the service required to become good and then outstanding. Members were informed that to become 'Good' was not just linked to finance but also investment in developing a fit-for-purpose structure.

The following was highlighted to members:

- A new operating model was in place;
- A learning suite developed with a focus on quality;
- A unit undertaking audit activity which included casework and management of caseloads;
- Ensuring procedures were up to date;
- Emerging issues and risks in terms of performance data addressed;
- Work with Stockport Council, who were assessed as Good, and were partners in practice. Best practice was reviewed at other councils.
- The authority did well in educational attainment in Children Looked After.

Capacity and support to social workers was important; team managers were in place, the pan of control had been reduced, a stable skilled workforce would achieve a good outcome. The improvement plan had been signed off within any amendment to be made and would be tested in further inspections. There would be a full inspection in three years but there would be focussed visits in-between.

Members asked that the financial position be kept under review and that a further report be brought back in six months.

**RESOLVED that:**

1. The report on the operation and financial information related to the Children's Ofsted inspection be noted.
2. The financial position be kept under review and a further report be brought back to the Select Committee in six months.

**NOTE:** Councillor Phythian left the meeting during this item.

10 **STREET CLEANSING SERVICE - CLEAN STREET INITIATIVE**

The Select Committee gave consideration to a report which detailed progress on the addition investment to the Street Cleansing Services Clean Street Initiative had made.

Oldham's long-term strategy to tackle fly-tipping and littering recognised that people's behaviour was strongly influenced by a range of factors in their immediate environment and unconscious thought. The approach was designed around clear messaging and information followed by intervention and enforcement. To support this approach, whilst tackling known flytipping hotspots, a proposal had been developed and resources identified to:

- Increase the number of dandy cart operators by 19 to taken on the responsibility in high-density areas and give a high level of visibility to the local community;
- The proposed dandy cart resource would be supported by an additional mobile team to ensure that any collected would be removed in a timely and efficient manner; and
- Enhance the enforcement resource by increasing the number of enforcement officers by three.

Recruitment had taken place and the majority of staff employed were taken from within Oldham Borough through a close working relationship with Get Oldham Working. The roles of the staff included the emptying of public litter bins, fly-tipping removal, routed street cleansing and dedicated area-based teams. The additional staff had complemented the existing workforce and enabled the service to have a more flexible and proactive approach covering 7 days a week. The staff were allocated to areas so they were known in their areas. This had received positive feedback which included submissions to the Council's TOP Awards by members of the public. Members were informed of changes to working whereby enforcement officers, where able, when collecting evidence removed the flytipping. Members were also informed of work with community groups and funding allocated through the Green Dividend.

An independent audit undertaken by Tidy Britain on behalf of the Department for Environment, Food & Rural Affairs had credited Oldham with a 'Passing Grade'. The result showed that the investment made had taken the Borough to a standard that was national recognised. The Government had requested details on the approach as they examined examples of good practice.

There had been an increase of 211 formal legal enforcement actions since the introduction of additional enforcement staff when compared with the same period in the previous year. Increased enforcement activity brought in additional income and also sent a strong message that the Council was serious about litter, issue fixed penalty notices and ultimately prosecutions.

Cabinet agreed in September 2019 to the introduction of a Fixed Penalty Notice for the specific offence of fly tipping and one for a 'duty of care' offence. These penalty notices were fixed at £400, which was the maximum allowed by legislation.

Members asked about encouraging residents to recycle, information and bins for rented properties. Members were informed that this area did not fall under the Street Cleansing but that work did take place with newcomers including regular literature. There was a transient population in some areas of the borough so the messages would need to be repeated as well as engagement with residents and education with children.

Members asked about unadopted alleyways and were informed that these were effectively the responsibility of residents. There were large areas in town with back to back terraces.

Members commended the service for the work with Get Oldham Working and asked about an apprenticeship approach. Members were informed that this approach had been in place since 1995. There was also a training programme in place to gain the various levels and proceed to full-time positions.

Members asked how people could be educated not to litter. Members were informed of work about recycling in schools through assemblies and smaller groups.

**RESOLVED** that the report and the improvements made with the additional street clean investment be noted.

11 **REVIEW OF FINANCIAL PERFORMANCE - QUARTER 1: REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2019/20**

The Select Committee were provided with an update on the Council's 2019/20 forecast revenue position and the financial position of the capital programme as at 30 June 2019 (Quarter 1) together with the revised capital programme 2019/24 as outlined in the report.

The current forecast revenue position for 2019/20 was a projected deficit variance of £3.805m after allowing for approved and pending transfers to and from reserves. The most significant areas of concern were People and Place, Children's Services and Community Services & Adult Social Care. Action was being taken and would continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report. The overall position was to a limited extent being managed by offsetting favourable variances. Projects were detailed at Annex 1 to the report.

As the financial monitoring report reflected the financial position at Quarter 1, it could be regarded as an early warning of the potential year end position if no corrective action was taken. However, management action had been initiated across all service areas to review and challenge planned expenditure and maximise income. It was anticipated that by the year end, the outturn would be closed to a balanced position and this should be demonstrated in Quarter 2 which would be presented to Cabinet in December and to the Select Committee early in 2020.

Information on the Quarter 1 position for the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund was outlined in the report. There were currently no significant issues of concern in relation to the HRA, however, the Collection Fund was forecasting an in-year deficit of £480k. The DSG continued to be an area which was faced a financial challenge with a projected deficit increase in 2019/20. Action was being taken with the aim of reducing the cumulative deficit and the DSG brought towards a balanced position.

The report also outlined the most up-to-date capital spending positions for 2019/24 for approved schemes. It was noted that the revised capital programme budget was £77.143m at the close of Quarter 1, a net decrease of £10.346m from the original budget of £84.332m. Actual expenditure to 30 June 2019 was £6.297m (8.16% of the forecast outturn). It was probable that the forecast position would continue to change before the year end with additional re-profiling into future years.

An overview of variances in four key services areas was outlined in the report which included wage related pressures, corporate landlord pressures, traded services and community care. There were additional pressures highlighted related to the Dedicated Schools Grant (DSG). Due to the severity of the deficit, a recovery plan had been submitted to the Department for Education. It was unclear what the amounts in the settlement mean at a local level at this point. Management actions and monitoring were in place.

Members commented on the deficit this early in the year. Areas of concern could be reviewed by the Select Committee to address concerns with the relevant members and officers. Education and Adult Services were highlighted.

Members commented that it needed to be recognised that half of the Council's budget had been removed over recent years. The local authority had to set the budget not based on what ought to be spent but based on the amount available to spend. In many cases members and officers were being put into a difficult position to set a budget on the funding available and not what was needed.

Members asked about the pressure from Brexit on adult social care providers. Members were informed that Oldham had a lot of small local providers and contingencies were in place. The settlement did contained funding for adult social care which included the Better Care Fund. Monday had been ringfenced for 2020/21 and there was flexibility in the budget. The authority had the added benefit with MioCare. The continued and additional funding for the Joint Social Care Grant was available to both adults and children.

Members were also advised on the position of the capital grant.

**RESOLVED that:**

1. The Revenue Budget Monitoring Report 2019/20 Quarter 1 – June 2019 and associated appendices be noted.
2. The Capital Investment Programme Report 2019/20 Quarter 1 – June 2019 and associated appendices be noted.

12 **CORPORATE PERFORMANCE REPORT - JUNE 2019**

The Select Committee gave consideration to the Corporate Performance Report for Quarter 1 2019/20.

**RESOLVED** that the Corporate Performance Report be noted.

13 **PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE WORK PROGRAMME**

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

It was suggested that upon receipt of the SEND Inspection outcomes that a report be brought to the Select Committee on improvements. Members also suggested a report reviewing the Regional Adoption Agency be brought to a future meeting. Members noted that a report on the Value For Money on Health Transformation was due to a future meeting and there would be no Administration Budget Proposals presented to the next meeting.

**RESOLVED** that:
1. The Overview and Scrutiny Performance and Value for Money Select Committee Work Programme for 2019/20 be noted.
2. A report be scheduled on the SEND Inspection be provided to a future meeting.
3. A report on the Regional Adoption Agency be provided to a future meeting.

14 **KEY DECISION DOCUMENT**

The Select Committee gave consideration to the Key Decision Document which had been published on 20th September 2019.

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

15 **DATE AND TIME OF NEXT MEETING**

**RESOLVED** that the date and time of the next meeting of the Select Committee to be held on Thursday, 7th November 2019 at 6.00 p.m. be noted.

The meeting started at 6.00 pm and ended at 7.28 pm

Oldham Council

**Report to OVERVIEW AND SCRUTINY BOARD**

# Advertising A-Boards and Signage Policy Review of the scheme approved in 2018

**Portfolio Holder:**
Cabinet Member for Neighbourhoods Services

**Officer Contact:** Helen Lockwood – Deputy Chief Executive

**Report Author:** Neil Crabtree
**Ext.** 4141

**26 November 2019**

**Purpose of the Report**

The purpose of the report is to provide an update to O&S after 12 months following the implementation of the Advertising A-Boards and Sign Policy Review.

**Recommendations**

O&S are asked to note the contents of the report and agree that no further reports required on this issue.

# Advertising A-Boards and Signage Policy - review of the scheme approved in 2018

## 1 Background

1.1 The advertising 'A' board and signage policy was approved by the Council on the 12th December 2018 after consideration and development through the Overview and Scrutiny board. A further updated has been requested and the action taken is given below. However, it must be acknowledged that this is a relatively low level issue reported to the Council on relatively few occasions.

## 2 Current Position

2.1 Since December 2018, when the policy was approved by the Council, the Environmental Health team have dealt with 5 service requests relating to the positioning of 'A' boards on either the public footway, pavement or street. On each occasion the business owner has been contacted and the sign has subsequently been removed.

2.2 In each case the officer has been able to discuss the positioning with the business owner and resolve the situation without the need for formal action.

Oldham Council

**Report to OVERVIEW AND SCRUTINY BOARD**

# Youth Justice Strategic Plan – Annual Report

**Portfolio Holder:**
Cllr Amanda Chadderton - Cabinet Member, Children's Services

**Officer Contact:** Merlin Joseph – Interim Director of Children's Services

**Report Author:** Paul Axon: Director of Young People's Services (Head of Youth Justice), Positive Steps
**Ext.** 0161 6219674

**26/11/2019**

**Purpose of the Report**

The report gives an overview of the Youth Justice Plan, requiring approval from the council. The plan has already been subject to scrutiny from the Youth Justice Board and Director of Children's Services prior to this.

It is a statutory duty of the Local Authority to produce an annual plan. The Youth Justice Strategic Plan (Appendix A) sets out the strategy for Oldham Youth Justice Service (YJS) in 2019/20 with an outline action plan setting out how it will achieve its primary functions and key objectives.

**Recommendations**

For the Board to review and comment on the Youth Justice Strategic Plan 2019/20

**Youth Justice Strategic Plan 2019/20**

## 1 Background

1.1 The youth justice plan is subject to annual review through the local authority. Following last year's approval, the 19/20 plan has been developed in line with feedback and recommendations from 18/19. The plan sets out the strategic objectives of the Youth Justice Service (YJS) in Oldham and focusses on key elements of delivery, recognizing the local demand and context. Within this year's plan we have placed specific focus on the developing agenda relating to serious youth violence as a key priority alongside the reduction of first-time entrants, protection of the public, safeguarding and preventing youth crime.

1.2 Oldham is one of nine Youth Offending Teams (YOT) in Greater Manchester within the North West region. To the best of our knowledge, Oldham YJS is the only statutory YJS in England & Wales which is sub-contracted by the Local Authority and directly delivered by an independent charitable trust - Positive Steps (PS). PS also provides an integrated range of Young People's services, including: Information, Advice & Guidance services; an 'Early Help' offer aimed at preventing young people from entering the youth justice system; a young people's substance misuse service; sexual health services, missing from home return interviews and the young carers' support service. We also deliver a range of family-based services.

1.3 The Centre, through which all these services are delivered, also hosts a range of partner services including: Healthy Young Minds; a generalist nurse and assistant practitioner team; counselling services; housing advocacy and mediation services and the after-care duty team from the Council's Children's Social Care. Oldham is a medium-sized YJS, employing 29 staff and currently has 15 volunteers. The staff team is a diverse reflection of the community we service with six staff from BAMER backgrounds.

1.4 In addition to our directly employed staff the YJS benefits from a seconded police officer. Health services provide a team of staff who assess all YJS clients and provides direct medical support or referral where needed. The Probation service seconds one full time officer. We employ a Volunteer Coordinator within Positive Steps and within the YJS have a strong volunteer workforce which contributes, in the main, to the work the service undertakes with young people subject to Reparation and Referral Orders. Additionally, we are supported by an education team based within Positive Steps; this ensures full compliance with the Crime and disorder Act provisions.

## 2 Current Position

2.1 This plan seeks to inform the strategic direction of Oldham Youth Justice Service (YJS) in 2019/20 and outline how it will achieve its primary functions and the identified key objectives and developments.

2.2 The strategic priorities of the service are:

- Preventing youth crime (including youth violence)
- Reducing Reoffending (including the use of custody)
- Safeguarding
- Protecting the Public

2.3 These are underpinned by a commitment to:

- Quality Assurance
- Learning and Development
- Partnership
- Governance

2.4 The plan has been subject to scrutiny from the local Youth Justice Management Board (Chaired by Merlin Joseph) and at a national level from the Youth Justice Board and identified as an example of national best practice.

2.5 Performance within the reporting periods has been strong within youth justice across all indicators, succeeding when compared to family, regional and national comparators. This is a significant achievement within the context of Oldham's challenges. Oldham is also leading the way in developing innovative practice relating to complex safeguarding and youth violence through its contextual safeguarding pilot.

2.6 Oldham is working hard to ensure that young people at risk of or involved in offending are given the best opportunities to engage in positive activities and move away from decisions that put themselves and communities at risk. This was clear within 2018's HMIP inspection which found many areas of outstanding practice and noted 'children and young people are at the heart of everything this service does'. We want to build on these strong foundations, ensuring that that the community is safe, and that victims of youth crime and disorder are given a strong voice within the system that can be a central part of diversion and rehabilitation. Through an increased focus on partnership working and an ambitious agenda for change we believe we can build on good performance and continue to improve to deliver these outcomes.

2.7 Oldham are setting the agenda for 'child first' approaches to youth justice and recent projects and practice in trauma and contextual safeguarding to support diversion and rehabilitation are strong evidence of this work. We will continue to support this best practice and have secured funding to deliver specific contextual safeguarding projects in two schools with the partnership support of the local authority, community safety and Greater Manchester Police with external scrutiny and research from the University of Bedfordshire. It is this kind of partnership approach, at the cutting edge of practice, that will allow us to develop improved outcomes for young people and families for 2019-2020.

2.8 Youth violence has become a key factor in shaping service delivery in Oldham. Across the community and partnership, the impact of serious violence has been felt over recent years with serious and multi-agency case reviews highlighting the damage caused and sometimes reactive nature of partnership responses. We have subsequently set up a serious youth violence strategic group and redesigned our services to meet acute needs. We recognise that those involved in youth violence are often not those that are familiar to the justice system and therefore need an improved partnership approach to intelligence sharing and identification of need. Oldham's 'youth panel' is a significant step in attempting to resolve this issue. The development of this approach and associated improvements in directing and targeting resources will be key to an overall strategy for success in incidents of youth violence and general diversion and prevention of offending.

## 3 Key Issues for Overview and Scrutiny to Discuss

3.1 Consideration of youth justice plan content and any related recommendations.

## 4 Key Questions for Overview and Scrutiny to Consider

4.1 To review the plan and make recommendations from the overview and scrutiny board.

## 5 Links to Corporate Outcomes

5.1 The plan supports the development of stronger, safer and striving communities.

## 6 Additional Supporting Information

6.1 Response from Youth Justice Board to the Plan:

*'Thank you for your Youth Justice Plan submitted on July 31st, 2019.*

*I can confirm that this complies with sections 40(1) & (2),40(3) and 40(4) of the Crime and Disorder Act 1998.*[i]

6.2 The plan has been quality assured, and the following elements are of note:

- *the quality of this plan is outstanding and is being used as an exemplar to others*
- *the approach to priorities, setting out what will be achieved and when with success measures clear is innovative in its clarity and commitment*
- *the analysis of performance this year against local targets which were exceeded for ETE and reduction in offending by LAC*
- *there is strong analysis and overrepresentation of BAME children in the criminal justice system and commitment in the coming years to tackle this with partners*
- *an emerging approach, with community safety partners, to introduce a contextual safeguarding delivery model*

6.3 This submission complies with conditions of grant and a notification of acceptance of the plan is with YJB finance

*Congratulations on such a high-quality strategic plan'.*

## 7 Consultation

7.1 Consultation has taken place with key partners, the Youth Justice Management Board and the Youth Justice Board. The Youth Justice Board has endorsed the priorities and spend outlined within the plan.

## 8 Appendices

8.1 Youth Justice Plan 2019/20

8.2 Youth Justice Board Acceptance Letter (13/08/2019)

# YOUTH JUSTICE STRATEGIC PLAN

2019/20

POSITIVE STEPS

SUPPORT | CHALLENGE | CHANGE

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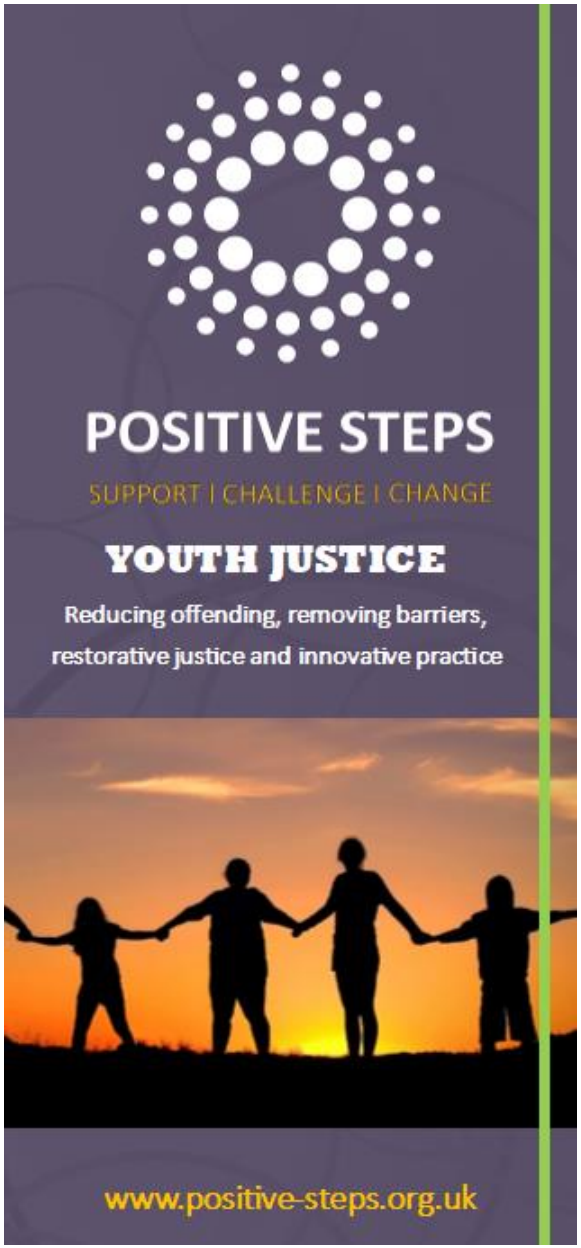


# 1. PURPOSE OF THE PLAN

This plan seeks to inform the strategic direction of Oldham Youth Justice Service (YJS) in 2019/20 and outline how it will achieve its primary functions and the identified key objectives and developments.

The strategic priorities of the service are:

- Preventing youth crime (including youth violence)
- Reducing Reoffending (including the use of custody)
- Safeguarding
- Protecting the Public

These are underpinned by a commitment to

- Quality Assurance
- Learning and Development
- Partnership
- Governance

## 2. INTRODUCTION (INCLUDING PARTNERSHIP ARRANGEMENTS)

Oldham is a complex, challenging place to deliver Youth Justice. With a population of 232,724 the borough is considered an area with 'pockets of prosperity' characterised by a burgeoning youth population with 22.5% of residents under 16. There is a high representation of Asian British heritage amongst its diversity, with 10.1% Pakistani and 7.3% Bangladeshi. Levels of deprivation are ranked amongst the highest in the country and average household numbers also higher than national averages. In 2015 Oldham ranked 51 out of 327 local authorities (low being poor) for 'crime score'.

2018/19 was one of considerable success for the service; an inspection in November found the service to be 'good' with post court work outstanding across the measures. It is particularly pleasing to see that areas of challenge in the previous inspection were found to have been strengthened significantly. There remains hard work to be done and we aspire to be seen as an outstanding service overall at the next inspection.

The attached action plan outlines our response to the findings, but the plans are also evident within the strategic plans outlined. The performance summaries are also very encouraging- Oldham focusses on the underlying causes of offending, neither than the nature of offences and this seems to be having a positive impact on outcomes for children and families. Our work to embed trauma informed practice and contextual safeguarding approaches are key to this and we look forward to continuing to embed and evaluate these programmes of work.

Oldham is one of nine YOTs in Greater Manchester within the North West region. To the best of our knowledge, Oldham YJS is the only statutory YJS in England & Wales which is sub-contracted by the Local Authority and directly delivered by an independent charitable trust - Positive Steps (PS). PS also provides an integrated range of Young People's services, including: Information, Advice & Guidance services; an 'Early Help' offer aimed at preventing young people from entering the youth justice system; a young people's substance misuse service; sexual health services, missing from home return interviews and the young carers' support service. We also deliver a range of family-based services.

The Centre, through which all these services are delivered, also hosts a range of partner services including: Healthy Young Minds; a generalist nurse and assistant practitioner team; counselling services; housing advocacy and mediation services and the after-care duty team from the Council's Children's Social Care. Oldham is a medium-sized YJS, employing 29 staff and currently has 15 volunteers. The staff team is a diverse reflection of the community we service with six staff from BAMER backgrounds.

In addition to our directly-employed staff the YJS benefits from a seconded police officer. Health services provide a team of staff who assess all YJS clients and provides direct medical support or referral where needed. The Probation service seconds one full time officer. We employ a Volunteer Coordinator within Positive Steps and within the YJS have a strong volunteer workforce which contributes, in the main, to the work the service undertakes with young people subject to Reparation and Referral Orders. Additionally, we are supported by an education team based within Positive Steps; this ensures full compliance with the Crime and disorder Act provisions.

The YJS has a strong tradition of working effectively with partners at a range of forums including:

- Children and Young People's Alliance
- Health and Wellbeing Board
- Greater Manchester Senior Leadership Group (GMSL)
- Community Safety and Cohesion Partnership (CSCP)
- Local Safeguarding Children Board
- Drug and alcohol strategic forum
- Teenage Pregnancy and Sexual Health Board
- Greater Manchester Youth Justice University Partnership (GMYJUP)
- Children's Social Care Resource Panel
- Children and Young People's Emotional Wellbeing and Mental Health Partnership
- Corporate Parenting Panel
- Integrated Offender Management Steering Group
- Greater Manchester Youth Justice Strategic Managers
- North West Resettlement Consortium

## 3. POSITIVE STEPS (PS)

As an independent charitable trust, Positive Steps Oldham (PS) is unique in England in the way it provides an integrated range of support services for young people. Its charitable objectives are:

1. to advance the education and training of young people in order to prepare them for working and adult life;
2. the relief of unemployment for the public benefit in such ways as may be thought fits, including providing assistance to find employment;
3. the provision of recreational facilities for young people in the interests of social welfare;
4. the promotion of public safety;
5. the prevention of crime and the rehabilitation of young offenders;
6. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
7. the relief of sickness and the preservation of health among people residing permanently or temporarily in such locations as the Company is commissioned to deliver services;
8. the provision of support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals;
9. to assist in the treatment and care of persons suffering mental or physical illness arising from substance abuse or in need of rehabilitation as a result of such illness.

# 4. STRUCTURE AND GOVERNANCE

Positive Steps is governed through a board of Trustees comprised of elected members and community representatives. The YJS is overseen by a Youth Justice Management Board which reports to both the Children's Trust and the Community Safety and Cohesion Partnership. Quarterly meetings are held to hold the service to account and performance monitoring is well embedded within these meetings. Performance monitoring includes ensuring that terms and conditions set out in the YJB grant are maintained. The board is active and represents statutory partners but also the wider partnership essential to overcome barriers to multi agency working.

Youth justice governance principally comes from the statutory functions of the Youth Justice Management Board, recently subject to a change of Chair (Director of Children's Services). Strategic influence and governance is strong; the Director of Children's Services is the lead for youth justice across GM and the Head of Service leads within GM on resettlement, youth violence and evidence-based practice. We are also working alongside Salford to pilot problem solving courts. 2018/19 has seen continued developments in wider policy and governance. Greater Manchester has seen emerging change through the GM Children's Service Review. This work is a reflection of the devolution of power to Greater Manchester in key policy areas, including criminal justice. Oldham continues to work with all key GM decision makers and stakeholders to ensure the quality of local provision is maintained and improved.

Positive Steps Oldham – Board of Trustees

Partner Representatives

Mrs Julie Edmondson
Chair
(Community Representative)

Ms J Joanne Taylor
Vice Chair
(Community Representative)

Ms Vicki Devonport
(Groundwork)

Ms Hannah Roberts
(Community Representative)

Mr Muzahid Khan
(Community Representative)

Shahed Alam
(Community Representative)

Oldham MBC

Cllr Fazlul Haque

Cllr Garth Harkness

Cllr Abdul Malik

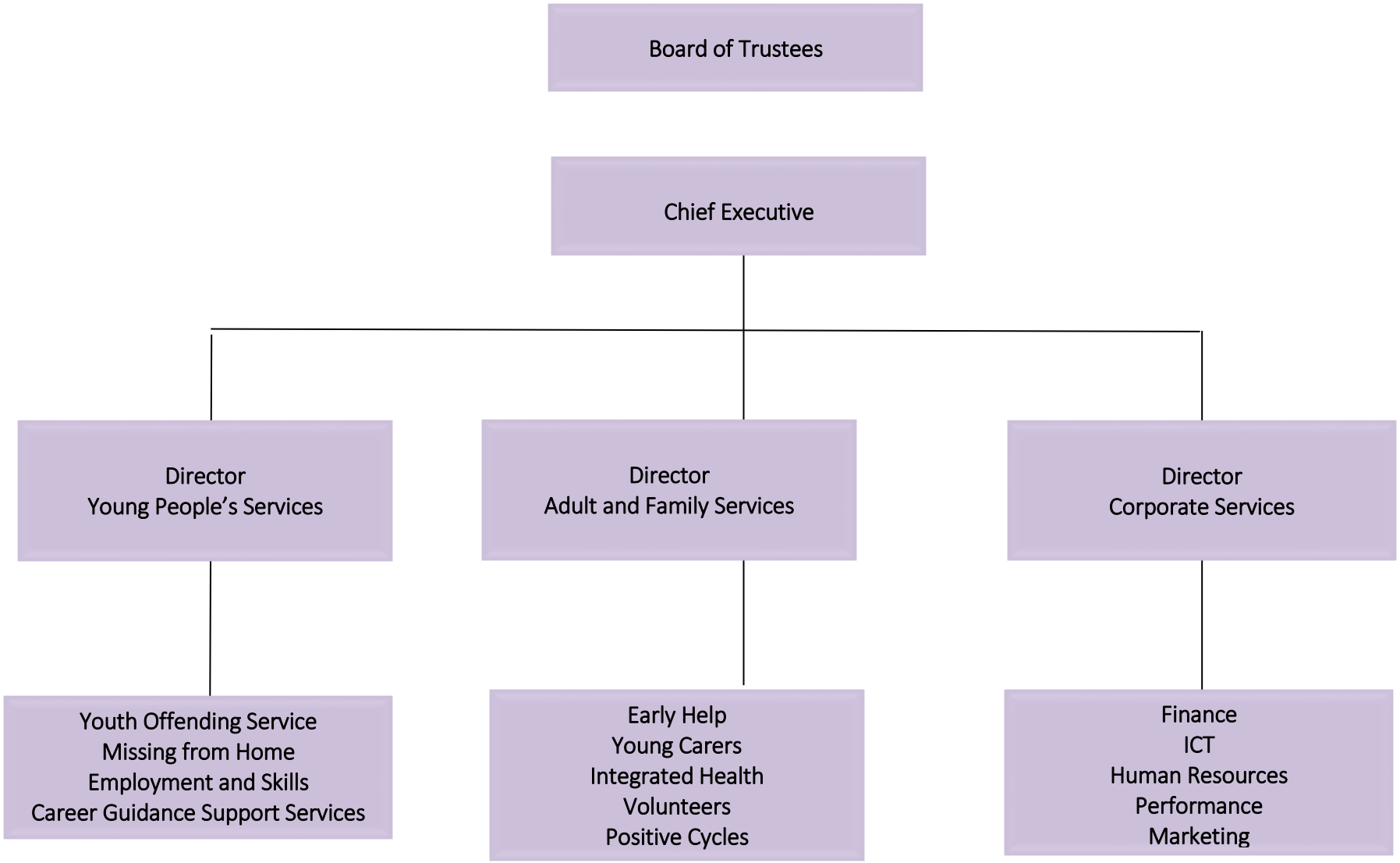
Cllr Graham Shuttleworth

IN ATTENDANCE

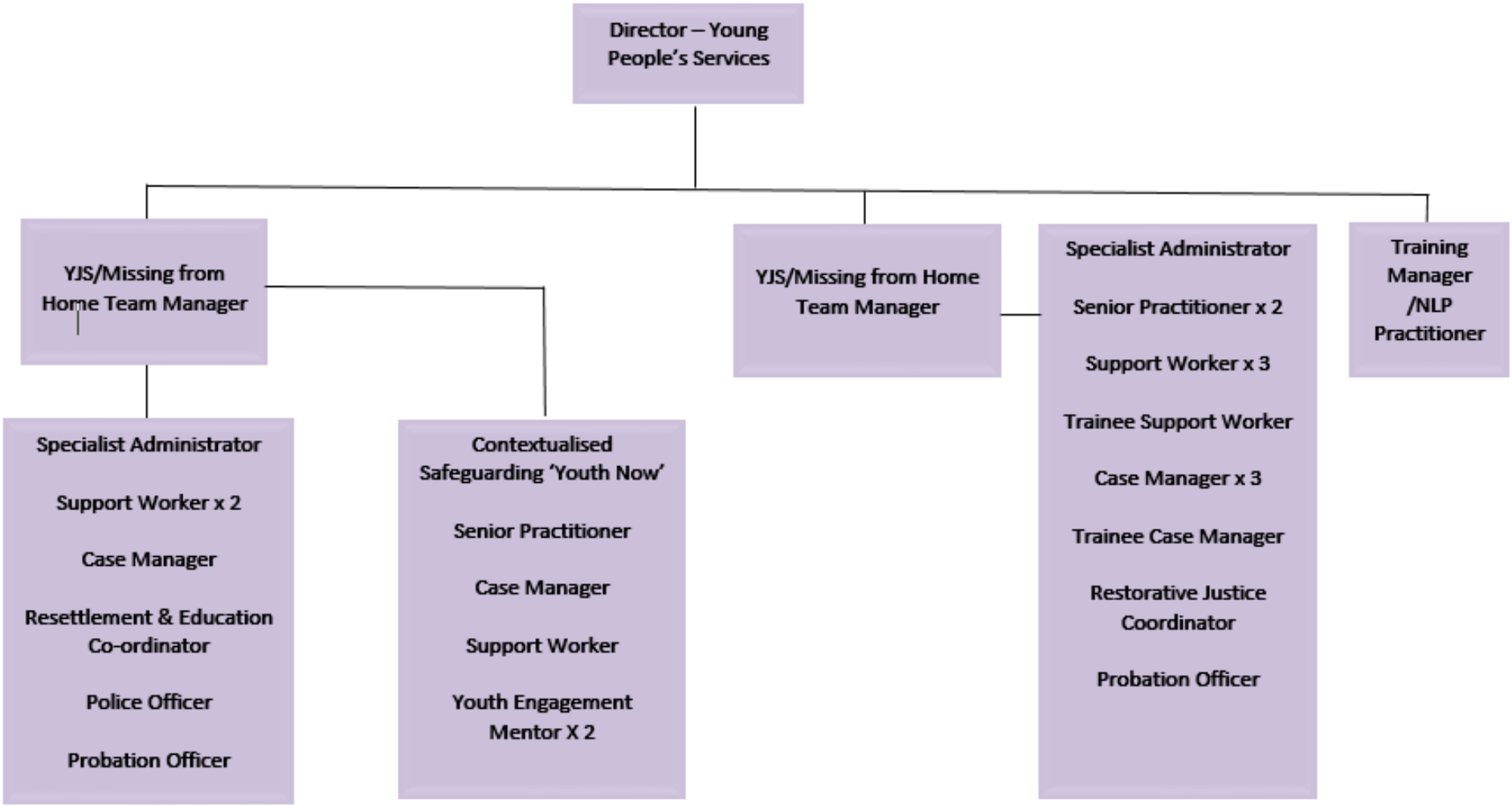
Ms Steph Bolshaw
Chief Executive
Positive Steps

Mr Cliff Shields
Company Secretary
Positive Steps

## 5. POSITIVE STEPS OVERALL STRUCTURE



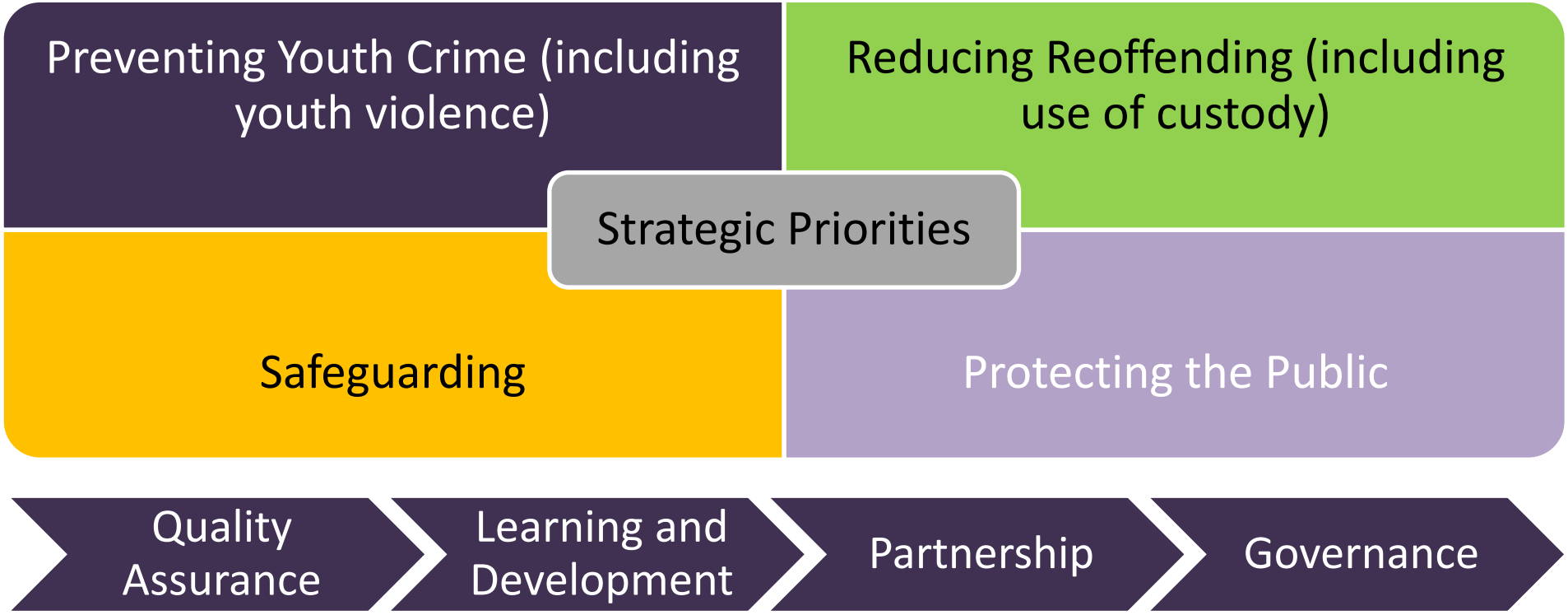
## 6. YOUTH JUSTICE SERVICE



## 7. MEMBERSHIP OF THE YOUTH JUSTICE MANAGEMENT BOARD

| Name | Job title | Organisation |
|---|---|---|
| Merlin Joseph (Chair) | Interim Director of Children's Services | Council |
| Steph Bolshaw | Chief Executive | Positive Steps |
| Paul Axon | Director of Young People's Services (Head of YJS) | Positive Steps |
| Moira Fields | Senior Housing Needs Officer | Council |
| Nisha Bakshi | Assistant Chief Officer | National Probation Service |
| Jennie Davies | Head Teacher for the Virtual School | Oldham Council |
| Jonathan Martin | Inspector | Greater Manchester Police |
| John Cotton | Head Legal Advisor | South Cluster Magistrates Court |
| Siobhan Ebdhen | Head of Children's Services | Community Health Services |
| Angela Welsh | Senior Commissioning Business Partner | NHS Clinical Commissioning Group |
| Kay Thomas | District Manager | Bridgewater Community Healthcare |
| Meghan Ward | Senior Commissioning Officer for Children | Clinical Commissioning Group |
| Lorraine Kenny | Community Safety Manager | Oldham Council |
| Patsy Burrows | Head of Service for Looked After Children and Children with Additional Needs | Children's Social Care |
| Laura Windsor-Welsh | Partnerships Service Manager | Action Together |

## 8. STRATEGIC PRIORITIES AND PLANS (INCLUDING RISKS TO SERVICE DELIVERY)



## 9. OUR AMBITION FOR 2019-2020

Oldham is working hard to ensure that young people at risk of or involved in offending are given the best opportunities to engage in positive activities and move away from decisions that put themselves and communities at risk. This was clear within 2018's HMIP inspection which found many areas of outstanding practice and noted 'children and young people are at the heart of everything this service does'. We want to build on these strong foundations, ensuring that that the community is safe, and that victims of youth crime and disorder are given a strong voice within the system that can be a central part of diversion and rehabilitation. Through an increased focus on partnership working and an ambitious agenda for change we believe we can build on good performance and continue to improve to deliver these outcomes.

We have set the agenda for 'child first' approaches to youth justice and recent projects and practice in trauma and contextual safeguarding to support diversion and rehabilitation are strong evidence of this work. We will continue to support this best practice and have recently secured funding to deliver specific contextual safeguarding projects in two schools with the partnership support of the local authority, community safety and Greater Manchester Police with external scrutiny and research from the University of Bedfordshire. It is this kind of partnership approach, at the cutting edge of practice, that will allow us to develop improved outcomes for young people and families for 2019-2020.

Youth violence has become a key factor in shaping service delivery in Oldham. Across the community and partnership, the impact of serious violence has been felt over recent years with serious and multi-agency case reviews highlighting the damage caused and sometimes reactive nature of partnership responses. We have subsequently set up a serious youth violence strategic group and redesigned our services to meet acute needs. In particular, we recognise that those involved in youth violence are often not those that are familiar to the justice system and therefore need an improved partnership approach to intelligence sharing and identification of need. Oldham's 'youth panel' is a significant step in attempting to resolve this issue. The development of this approach and associated improvements in directing and targeting resources will be key to an overall strategy for success in incidents of youth violence and general diversion and prevention of offending.

The following plans, based on our key priorities, outline our ambition our commitment to achieving improved performance and outcomes for children and young people.

*Preventing Youth Crime (including Youth Violence)*

*Crime & Disorder Act s.37. (1) It shall be the principal aim of the youth justice system to prevent offending by children & young persons.*

Early intervention in behaviours and actions that indicate potential risk of further offending can support young people to improve life chances and contribute positively to the community. Effective diversion and intervention also protect the community from further risk of harm from offending behaviour.

## What will we achieve?

Reduce levels of first-time entrants to the criminal justice system through a collaborative, partnership approach to prevention.

Improve strategic oversight and influence to improve outcomes for young people

Improve understanding of effectiveness of current interventions on this cohort through new management information approaches

Increased access to supportive & diversionary services for young people, building on more effective community engagement

Improved access and meaningful engagement in education

Support improved knowledge of restorative justice across the partnership

Improved quality of practice within prevention and diversion services

## How will we achieve it?

Through the development of new partnership approach to youth prevention and diversion. This will include new partnership 'youth panel' arrangements and a refreshed prevention pathway.

Training package developed for partners on prevention and diversion

Board membership to be reviewed, ensuring engagement and representation support effective oversight and influence

Introduction of new management information reporting to scrutinise impact of prevention offer on outcomes for young people

Support workers to be trained in community engagement through the 'community connect' model

Test new approaches to delivery, linking with the council's strategy for placed based, integrated working.

Schools to be included in planning for all young people and stronger links with school context developed. Briefing developed and delivered for the school network meeting.

Implementation of 'youth now' programme to support diversion from serious youth violence. The programme will take a contextualised safeguarding approach to diversion within two schools.

Training to be delivered to key strategic partners on Restorative Justice

Quality assurance processes will be in place to audit this area of work and reported into the management board

Embed 2018 HMIP inspection plan, particularly relating to Out of Court assessment processes

A peer review will be requested in 2020 to gain an assessment of practice, focusing on out of court disposals and prevention

| How will success be measured? |
| --- |
| First time entrant rates continue to reduce, and the youth panel is well embedded and supported by the partnership<br><br>The youth panel will be well embedded and demonstrate an increased impact to divert young people away from offending. This will be reflected in the first-time entrant rate<br><br>Board membership and attendance is at strategic level and engagement is effectively scrutinising and influencing performance and practice<br><br>Management information reporting at board is effective in scrutinising prevention cohorts within youth justice<br><br>Services will be delivered from localities and the benefits of this tested and reported, this will include a focus on school engagement<br><br>The service will have an improved health offer, including the provision of mental and physical health assessments and services<br><br>The 'Youth Now' contextualised safeguarding model will prove effective in diverting young people at risk of youth violence away from further offending, the programme will report outcomes into the Youth Justice Management Board<br><br>Partnership understanding of restorative justice is increased, this is evidenced by partnership attendance at training and evident in practice<br><br>Management systems will be able to effectively track the prevention cohort and demonstrate the impact of the services work. This will allow us to more systematically and accurately improve practice and outcomes for young people<br><br>The peer review highlights good practice in out of courts disposals, in line with HMIP recommendations |

*Reducing Reoffending (including use of custody)*

*The Youth Justice Board outline the reduction of reoffending as a key priority and national indicator for success. Young people involved in repeat offending behaviour cause damage to the communities they live in and reduce their own opportunities for success. Effective interventions and partnership work to prevent reoffending with young people and families can improve life chances, community cohesion and public safety.*

## What will we achieve?

To reduce reoffending by children and young people, particularly those who cause the most harm either through the prolific nature of offending or the gravity of offences committed.

Improve engagement and impact at locality level, integrating further with the partnership offer

To continue to develop approaches on a 'child first' basis, recognising that approaches that are systemic and contextual in nature have the greatest opportunities for success.

To develop and expand our restorative justice offer, with a particular focus on partner engagement and training

To ensure that the quality of court work is of a high standard and that sentencing is guided by a high-quality range of reports and input to the courts to support effective rehabilitation

To ensure that those entering custody are receiving high quality resettlement services from across the partnership from the point of sentence including the secure estate

To improve engagement with BAMER groups to reduce disproportionate amounts of young people from these backgrounds entering custody

How will we achieve it?

Ensure that promising practice areas in trauma informed interventions and assessments and contextual safeguarding are further embedded and learnt from to improve impact

Test new ways of working at locality level, building on the experience of 'youth now'

Continued use of the trauma informed practice and contextualised safeguarding models to support rehabilitation

To begin a package of restorative justice training across the partnership to support all agencies in effectively reducing reoffending

Quality assurance processes will be in place to audit court work and reported into the management board

Continued joint working with National Probation Service/Community Resolution Company to develop and improve transition services for young people moving into adulthood

Following the partnership publication of the BAMER research any recommendations will be reviewed and implemented as appropriate

| How will success be measured? |
| --- |
| Reoffending is reduced, particularly for those committing serious youth violence and prolific offences |
| The range of activities available to reduce reoffending will be enhanced by the locality offer. This will support reductions in reoffending |
| Reductions of reoffending are supported by contextualised safeguarding and trauma informed practice |
| Audit activity demonstrates effective practice that increases the impact of interventions and gives the best opportunity for rehabilitation |
| Restorative justice training is delivered to key partner agencies including health and children's social care |
| Disproportionality is reduced for BAMER communities within the criminal justice system overall, supported by effective practice in youth justice |

*Safeguarding*

*The Children's Act 1989/2004 and Working Together 2013 outline the statutory duty for all Youth Justice Services to safeguarding practice. Safeguarding young people and communities from harm also supports the effective rehabilitation, desistance from crime and improved life chances of young people*

## What will we achieve?

Young people in the criminal justice system are recognised across the partnership as at increased risk of heightened vulnerability and exploitation

That strategies to support young people at risk of, or victims of, sexual and criminal exploitation are clear and effective

Develop positive activities and approaches that provide effective safeguards and rewards for young people, in place of offending

Ensure that young people entering custody are effectively supported, given the heightened safeguarding risks inherent within that system

To continue development of contextual safeguarding models and implement effective strategies and learning

Continue to embed learning and practice from the 'trauma consultation model'

| How will we achieve it? |
| --- |
| Develop stronger links with Children's Social Care and the MASH to support identification of safeguarding risks for young people. This will include reciprocal arrangements to access relevant databases in services.<br><br>The youth panel will act to strengthen identification of young people who may be at safeguarding risk in partnership with the Multi Agency Safeguarding Hub<br><br>The youth justice service will work alongside partner colleagues to develop complex safeguarding approaches that work to identify and effectively support young people at risk of exploitation<br><br>Mentoring activity will be developed within service and funding sourced to strengthen interventions and activities available for young people<br><br>Staff will receive training on effective resettlement, alongside colleagues from the secure estate and in line with beyond youth custody's 'supporting the shift' research<br><br>Working in partnership as a member of the 'youth violence strategic group' we will provide expert support and leadership to embed improved strategic direction to the development of effective practice<br><br>'Youth Now' our contextual safeguarding programme will be under continual review for insights and learning to improve practice<br><br>Staff will be confident in the use of the trauma consultation model and reducing safeguarding risks through improved ways of working and effective advocacy and referrals |

| How will success be measured? |
| --- |
| Improved partnership understanding of the interlinking issues of safeguarding and offending behaviour, particularly linked to exploitation and youth violence<br>Access is open for staff to use the Children's Social Care database to support improved partnership practice that reduces safeguarding risks<br><br>Young people will receive earlier service intervention when safeguarding concerns are raised, resulting in less young people in the criminal justice system as a consequence of vulnerabilities<br><br>Resettlement practice is improved and young people leaving custody are less likely to reoffend<br><br>An audit will take place in 2019 to check that implementation of the trauma consultation model is effective |

*Protecting the Public*

*It is the priority of criminal justice agencies to protect communities from harm.*

*Effective risk assessment and practice to reduce harm to communities is essential to effective youth justice practice. Oldham has been subject to significant instances of serious youth violence, with subsequent harm to victims. A partnership approach to support reductions of these incidents is a key and urgent priority area of service development.*



| What will we achieve? |
| --- |
| Young people who are assessed as high risk to communities will receive effective interventions to reduce risks<br><br>'Youth Now' will be embedded and test contextualised safeguarding approaches at a locality level to reduce potential harm for those at risk of youth violence<br><br>We will work alongside key partners in a collaborative way to reduce risks for young people, accessing the full range of partner support and interventions to meet these needs<br><br>High risk cases will receive robust management oversight to ensure that case managers are acting in accordance with all national standards and MAPPA arrangements<br><br>The youth panel will improve partnership approaches to working with high risk young people, reducing capacity to harm communities and individuals |

## How will we achieve it?

We will build on effective strategies to reduce risk through a range of holistic, therapeutic and locality base working including trauma informed practice and contextualised safeguarding

Delivery of youth now will be in place and subject to reporting and monitoring through the Youth Justice Management Board

The youth panel will enable us to better intervene at an earlier point, with partnership support, to reduce risk of harm

Learning will be embedded from serious and multi-agency case reviews

MAPPA training and practice will be reviewed to ensure that all staff are competent and confident in using MAPPA processes to support potential harm

Risk management processes will support effective partnership arrangement and management oversight

## How will success be measured?

The number of young people subject to serious and multi-agency case review, associated with young people open to youth justice services and relating to youth violence, reduces

The youth now project will deliver positive outcomes that support effective risk management and reduction

A reduction in custody rates relating to serious harm

Partner engagement at risk management meetings will improve, supporting effective reduction of risks

## 10. PERFORMANCE REPORT

Performance reports based on the key objectives are provided quarterly to the YJMB and then on to the Children's and Young People's Alliance and Community Safety and Cohesion Partnership. Reports are also made to the Local Safeguarding Children Board (LSCB). These reports are used within the YJS Management Team and are shared across staff teams.

The three main indicators are:

- Number of First Time Entrants
- Re-offending rates
- Custody rates

In addition to the National data set a number of measures are also collected locally for monitoring purposes, included in this plan are the ETE, LAC and ethnicity data which are only monitored locally.

We also produce local 'caseload management' and 'data checking' reports to help Managers and staff to ensure that data accuracy and client contact standards are maintained.

## 11. HEADLINE PERFORMANCE

Custody rate 0.40

Five less young people went to custody last year (10, compared to 15 in 17/18)

All young people leaving custody were given suitable accommodation for their resettlement

Reoffending Rates: Binary Rate 38.2%
Frequency per reoffender 3.73

Less offences were committed by young people reoffending than the year before

Less of the overall cohort also went on to offend again once they worked with us

84% of YP were engaged in suitable Education training and employment.

That is in line with last year's performance but much better than other services

FTE Rate 254

Less young people entered the criminal justice system last year (from 87 to 64)

Less *Children Looked After* were convicted of an offence in 18/19 than 17/18 reducing from 40 to 29

However overall *Children Looked After* were still twelve times more likely to be in the youth justice service than the general population.

## 12. FIRST TIME ENTRANTS

First Time Entrants (FTEs) are classified as young people, resident in England and Wales, who received their first youth caution, youth conditional caution or court conviction, based on data recorded by the Police National Computer (PNC). Nationally the Youth Justice Board utilises Police National Computer (PNC) data linked to the offenders' postcodes to report retrospectively on each YOTs performance on a rolling 12-month basis. The indicator measures the rate of first-time entrants to the criminal justice system per 100,000 of 10 to 17-year olds.

| FTE PNC Rates 2015 to 2018 | | | | | |
|---|---|---|---|---|---|
| FTE PNC rate per 100,000 of 10-17 population - Good performance is typified by a negative percentage | Oldham | North West | Greater Manchester | YOT family (New)* | England |
| Jan 18 - Dec 18 | 254 | 243 | 266 | 272 | 238 |
| Jan 17 to Dec 17 | 349 | 260 | 263 | 322 | 296 |
| percent change from selected baseline | -27.1% | -6.3% | 1.2% | -15.5% | -19.6% |
| | | | | | |
| Jan 17 - Dec 17 | 345 | 257 | 261 | 320 | 292 |
| Jan 16 - Dec 16 | 346 | 295 | 338 | 337 | 331 |
| percent change from selected baseline | -0.2% | -13.0% | -22.7% | -4.9% | -11.6% |
| | | | | | |
| Jan 16 - Dec 16 | 346 | 294 | 337 | 261 | 327 |
| Jan 15 - Dec 15 | 376 | 340 | 388 | 347 | 373 |
| percent change from selected baseline | -8.1% | -13.6% | -13.0% | -24.9% | -12.2% |
| | | | | | |

Oldham have reduced the number of young people significantly within the last twelve months. The rate is now below comparators, having previously been at a higher level. Continued work within the partnership, and particularly with Greater Manchester Police have helped to support this reduction. We anticipate further improvements through the use of the youth panel arrangements and the developing new out of court framework that GMP are currently implementing. This is particularly encouraging as it is also matched by reductions in reoffending once young people enter the criminal justice system.

## 13. REOFFENDING

Nationally the rate of reoffending amongst young people is measured using data from the Police National Computer (PNC).

The rate of reoffending is presented in three ways:

1. A **frequency** measure of offending - the average number of re-offences per offender
2. A **re-offence** measure of offending - the average number of offences per young person who went on to re-offend
3. A **binary** measure of reoffending – the percentage of young people who re-offended

We are pleased to see that all indicators of reoffending highlight progress for the service. Young people are less likely to reoffend and those that do reoffend do so less often. We have focussed within the last twelve months on working to reduce reoffending by focussing on causal and contextual factors, rather than the offence committed. This is challenging work and involved a significant amount more focus on family work and partnership approaches as well as using our developed knowledge through contextual safeguarding and trauma informed practice to support rehabilitation. We are encouraged to see that this approach is making the difference and will be working to further embed this within the next year.

| Annual Reoffending Rates (Aggregated quarterly cohorts) | | | | | |
|---|---|---|---|---|---|
| Reoffending - binary rate | Oldham | North West | Greater Manchester | YOT family | England |
| Binary rate Jul 16 - Jun 17 cohort (Aggregated quarterly cohort) | 38.2% | 41.4% | 38.2% | 40.2% | 39.8% |
| Binary rate Jul 15 - Jun 16 cohort (Aggregated quarterly cohort) | 43.0% | 44.2% | 42.5% | 42.4% | 41.6% |
| Binary rate Jul 14 - Jun 15 cohort (Annual Cohort) | 32.4% | 40.0% | 38.6% | 40.8% | 37.7% |
| Reoffending - frequency rate per offender | Oldham | North West | Greater Manchester | YOT family | England |
| Reoffences per offender Jul 16 - Jun 17 cohort (Aggregated quarterly cohorts) | 1.37 | 1.76 | 1.72 | 1.75 | 1.58 |
| Reoffences per offender Jul 15 - Jun 16 cohort (Aggregated quarterly cohorts) | 2.90 | 1.85 | 1.95 | 1.59 | 1.59 |
| Reoffences per offender - Jul 14 - Jun 15 cohort (Annual cohort) | 1.54 | 1.46 | 1.41 | 1.51 | 1.26 |
| Reoffending - frequency rate per reoffender | Oldham | North West | Greater Manchester | YOT family | England |
| Reoffences per reoffender Jul 16 - Jun 17 cohort (Aggregated quarterly cohorts) | 3.73 | 4.12 | 4.51 | 4.35 | 3.96 |
| Reoffences per reoffender Jul 15 - Jun 16 cohort (Aggregated quarterly cohorts) | 6.30 | 4.26 | 4.59 | 3.77 | 3.82 |
| Reoffences per reoffender Jul 14 - Jun 15 cohort (Annual cohort) | 4.75 | 3.65 | 3.66 | 3.71 | 3.34 |

| Aggregated quarterly cohort figures Jul 16 - Jun 17 | | | | | | |
|---|---|---|---|---|---|---|
| YOT | Number in the cohort | Number of reoffenders | Number of reoffences | Reoffences per reoffender | Reoffences per offender | % Reoffending |
| Oldham | 157 | 60 | 224 | 3.73 | 1.43 | 38.2% |
| | | | | | | |
| Bury and Rochdale | 191 | 77 | 336 | 4.36 | 1.76 | 40.3% |
| Bradford | 438 | 190 | 932 | 4.91 | 2.13 | 43.4% |
| Walsall | 136 | 44 | 128 | 2.91 | 0.94 | 32.4% |
| Tameside | 134 | 54 | 237 | 4.39 | 1.77 | 40.3% |
| Bolton | 163 | 64 | 364 | 5.69 | 2.23 | 39.3% |
| Kirklees | 241 | 95 | 394 | 4.15 | 1.63 | 39.4% |
| Blackburn with Darwen | 64 | 27 | 125 | 4.63 | 1.95 | 42.2% |
| Derby | 218 | 96 | 459 | 4.78 | 2.11 | 44.0% |
| Dudley | 187 | 59 | 147 | 2.49 | 0.79 | 31.6% |
| Newport | 169 | 75 | 276 | 3.68 | 1.63 | 44.4% |
| Family Average | 194 | 78 | 340 | 4.35 | 1.75 | 40.2% |

## 14. CUSTODY

The custody indicator measures the number of young people given a custodial sentence in a rolling 12-month period and is presented as a rate per 1,000 of the general 10–17-year-old population. Nationally the data is collated through the Youth Justice Management Information System (YJMIS) with comparative data available from across all English YOTS.

Oldham's custody level is roughly in line with comparators, although GM and our family comparison group is significantly above the England average. Serious youth violence is a significant contributory factor to the levels of custody within Oldham. There is a significant amount of focussed work on a partnership basis, through the youth violence strategy, to improve our response to these issues.

Immediate steps have been taken in Oldham to identify potential serious youth violence at an earlier stage and develop a more robust approach. This includes developing improved ways of working through the 'youth panel' to support improvements. Through our contextual safeguarding pilot, we are also looking to develop key learning and improve practice to prevent young people committing serious offences and violence against communities.

| Use of custody rate per 1,000 of 10 -17 population -Good performance is typified by a low rate | Oldham | North West | Greater Manchester | YOT family | England |
|---|---|---|---|---|---|
| Apr 18 to Mar 19 | 0.40 | 0.37 | 0.59 | 0.44 | 0.30 |
| Apr 17 to Mar 18 | 0.60 | 0.41 | 0.57 | 0.47 | 0.38 |
| change from selected baseline | -0.20 | -0.03 | 0.02 | -0.03 | -0.07 |
| | | | | | |
| Apr 17 - Mar 18 | 0.60 | 0.41 | 0.58 | 0.48 | 0.38 |
| Apr 16 - Mar 17 | 0.84 | 0.57 | 0.67 | 0.69 | 0.44 |
| change from selected baseline | -0.24 | -0.16 | -0.09 | -0.21 | -0.06 |
| | | | | | |
| Apr 16 - Mar 17 | 0.73 | 0.48 | 0.59 | 0.39 | 0.37 |
| Apr 15- Mar 16 | 0.65 | 0.61 | 0.69 | 0.58 | 0.41 |
| change from selected baseline | 0.08 | -0.13 | -0.10 | -0.19 | -0.05 |

## 15. EDUCATION, TRAINING AND EMPLOYMENT

The YJS has a statutory obligation to record whether young people completing community and custodial orders are actively engaged in suitable employment, education or training when their order comes to an end. Oldham YJS use this information to inform a local measure of young offender's engagement in ETE. Results are extracted using the local case management system (IYSS). Although ETE case data is also submitted centrally to the Youth Justice Management Information System (YJMIS), the Youth Justice Board does not yet offer comparative ETE data at a national level.

This is an important indicator in measuring the impact of the YJS and partner interventions when young people reach the end of their court order. The ETE outcomes for young people involved in the criminal justice system are a positive reflection of the integrated offer across Positive Steps with excellent links to the Careers Guidance and Support Services which underpin this success.

| Percentage of YP engaged with the Young Justice Service who are in suitable education, employment or training | Local target | Outcome | Improvement on target |
|---|---|---|---|
| Qtr. 1 2018/19 | 77% | 85% | 8% |
| Qtr. 2 2018/19 | 77% | 86% | 9% |
| Qtr. 3 2018/19 | 77% | 86% | 9% |
| Qtr. 4 2018/19 | 77% | 84% | 7% |

## 16. CHILDREN LOOKED AFTER

Local authorities measure the number of young people who have been continuously looked after for a 12-month period and during this time have committed an offence resulting in a court outcome or caution. The results are measured using a rolling 12-month total and presented quarterly. The outcomes are encouraging in that we are below the baseline in terms of children looked after receiving a caution however the broader picture, locally and nationally, is troubling. In Oldham you are over ten times more likely to enter the criminal justice system than the general population. We are particularly focused on improving the partnership understanding and impact of restorative justice to support improvements in this area, reducing instances of criminal charge from incidents in the care home.

Our systemic approach to both diversion and reoffending should also embed approaches that support more effective outcomes for children looked after, particularly the focus on trauma informed practice and contextualised safeguarding. These are areas that are well supported by evidence of disproportionate impact for these children and young people. We will continue to monitor and review this area through the youth justice management board.



| Percentage of looked after children aged 10+ convicted or subject to a caution during a 12-month period | 2010/11 Baseline measure | Number of 10-17 yr. olds continuously looked after in 12-month period | Number of 10-17 yr. olds convicted or subject to a Youth Caution | Outcome |
|---|---|---|---|---|
| Qtr. 1 2018/19 | 6.80% | 242 | 8 | 3.30% |
| Qtr. 2 2018/19 | 6.80% | 248 | 6 | 2.53% |
| Qtr. 3 2018/19 | 6.80% | 243 | 7 | 2.88% |
| Qtr. 4 2018/19 | 6.80% | 207 | 8 | 3.87% |

| Likelihood of looked after children aged 10-17 yrs. old being involved with YJS compared with non-LAC 10-17 population | |
|---|---|
| Jul 17 to Jun 18 | 10.04 |
| Oct 17 to Sep 18 | 10.02 |
| Jan 18 to Dec 18 | 8.43 |
| Apr 17 to Mar 18 | 12.5 |

## 17. ETHNICITY

Several key themes emerge when reviewing diversity and disproportionality in youth justice over the last twelve months.

- White British children are consistently over represented in the 'pre court' setting
- Asian British young people are significantly over represented in custody
- Mixed parentage children are over represented throughout the system
- Black children are over represented in the post court setting (although with very small numbers)

Work is under way, through a partnership evaluation, to gain a better understanding of why BAMER communities are not engaging in the voluntary offer across the partnership. We are looking forward to receiving this report and implementing an improvement plan based on recommendations. We will continue to track the cohort and evaluate the impact of disproportionality on an ongoing basis.

| Ethnicity | Post court | Pre court | Custody | Total YJS caseload | | 10-17 Population (2019 OMBC Business Intel) |
|---|---|---|---|---|---|---|
| Young people worked with during April 18 to March 19. (A distinct count type is used to measure ethnicity of YP in each intervention category) | Number/percentage | Number/percentage | Number/percentage | Number | Percentage | Percentage |
| White | 74 (60%) | 146 (66%) | 5 (33%) | 200 | 63% | 60% |
| Asian or Asian British | 29 (23%) | 49 (22%) | 8 (53%) | 76 | 24% | 35% |
| Mixed Parentage | 14 (11%) | 19 (9%) | 2 (13%) | 30 | 9% | 4% |
| Black or Black British | 6 (5%) | 7 (3%) | 0 | 12 | 4% | 2% |
| Chinese or other ethnic group | 1 (1%) | 0 (0%) | 0 | 1 | 0% | 0.5% |
| Total | 124 (100%) | 221 (100%) | 15 | 319 | 100% | **100%** |

Red - over represented by 2% or more
Green -less than 2% variation

Amber - under represented by 2% or more

## 18. YOUTH JUSTICE SERVICE BUDGET 2019/20

| Agency | Staffing costs (£) | Payments in kind – revenue (£) | Other delegated funds (£) | Total (£) |
|---|---|---|---|---|
| Local authority* | | | *635,657* | *635,657* |
| Police Service | | | | |
| National Probation Service | | | *5,000* | *5,000* |
| Health Service | | | | |
| Police and crime commissioner** | | | *90,000* | *90,000* |
| Welsh Government | | | | |
| YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant) | | | *467,033* | *467,033* |
| Other*** | | | *28,864* | *28,864* |
| Total | | | *1,226,554* | *1,226,554* |

## 19. RESOURCING AND VALUE FOR MONEY (ALSO SEE APPENDIX 1)

The complexities of YJS funding streams, which identify resources for specific groups of clients, have both enabled us to target resources towards clients with the greatest need, but also allowed us some flexibility with individual specialisms to enable a wider group of young people to benefit from enhanced provision. Oldham YJS, being part of an integrated services delivery model, benefits from increased value for money from many of the co-located service areas. We also benefit from our charitable status and this year have benefitted from additional funding relating to youth violence, mentoring and support for young women which without this status would not have been available to us.

Oldham's Junior Attendance Centre grant supports a social enterprise project 'Positive Cycles'. The programme works to recycle bikes for those that are unemployed as well as completing repairs and hiring bikes to the local community. The centre is also a local community hub and hosts many health and wellbeing activities across the generations, making it an ideal place for young people to learn skills and broaden horizons.

All organisations face the continuing challenge of maximising resources and demonstrating value for money to funders and commissioners – Positive Steps is no different. The complexities of the funding streams have both enabled us to target resources towards clients with the greatest needs whilst still allowing flexibility to ensure wider groups of clients benefit from enhanced provision. Value for money is a significant benefit of the integrated service delivery model with a wide range of co-located services enabling practitioners to provide a high quality multi-faceted service to clients. We benefit from having an internal Business Support Team providing a cost effective, timely and high-quality support service across the organisation.

The successful Positive Steps Volunteer Strategy demonstrates value for money and offers opportunities for increased integration and mutual benefits across services. For example, the Volunteers Team provided development volunteering opportunities for clients on Family Support programme and have had 17 clients referred to the volunteering team from Positive Steps. We have had a number of clients who have gained employment who have said the volunteering experience has helped them to achieve this.

The organisation provides a unique service delivery model, based on the integration of statutory and voluntary support services for young people. The delivery model allows young people to seamlessly access a range of services through a one stop shop approach and creates considerable efficiencies as a result. The most recent area for development is the newly commissioned integrated substance misuse/sexual health services. Significant efficiencies have been found by integrating these inter dependant services and the model of developing integration should have potential further cost benefits.

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## 20. SERVICE PRIORITIES FOR 2019/20

a) Further reduction in first time entrants

b) Implementation of findings from HMIP report 2018

c) Development of locality-based working, supporting the wider strategy of Oldham Council

d) Reduction in re-offending

e) Development of problem-solving courts

f) Development of contextual safeguarding approach, in line with public health led youth violence strategy

g) Continuing development of the missing from home provision and ensuring YJS cohorts benefit from this offer linking to early help offer

h) Developing effective approaches to support improvements in disproportionality

i) Resettlement and Positive Progression;

j) Volunteers;

k) Continued focus on children looked after cohort – ensuring Restorative Justice is embedded within a partnership approach

# 21. PLAN AGREEMENT AND SIGNATORIES

| Name | Role | Date | Signature |
|---|---|---|---|
| Merlin Joseph | Director of Children's Services | 31/07/2019 | |
| Steph Bolshaw | Chief Executive Positive Steps | 31/07/2019 | |
| Paul Axon | Director of Young People's Services (Head of Youth Justice) | 31/07/2019 | |

**Appendix 1**

Oldham Youth Justice Service – Developing Good Practice Grant Costed Plan - 2019/20

| Activity | Outcome Supported | Developing Good Practice | Costs |
|---|---|---|---|
| **Strategic Development** | Reduction in FTE<br>Reduction in Re-Offending<br>Reduction in Custody<br>Effective Public Protection<br>Effective Safeguarding | Greater Manchester Combined Authority/Justice devolution<br>Greater Manchester Youth Justice Service Managers<br>Manchester Metropolitan University Strategic Partnership<br>Unpaid Work<br>Development of Youth Violence Strategy<br>Quality Assurance outcomes from:<br>LSCB Peer on peer violence audit<br>HMIP 'training' audit<br>GM peer review<br>Local Safeguarding Children Board and sub-groups<br>Community Safety and Cohesion Partnership<br>GM Resettlement Lead<br>GM Youth Violence lead<br>Volunteer Coordination Strategy<br>Development of Restorative Justice approach<br>YJB Service Managers Conference<br>Attendance at other relevant conferences | £74,605 |
| **Management time** | As above | Supervision and support<br>Annual Appraisal<br>Representation at relevant GM forums: resettlement, court, operational managers, AIM, Asset plus development<br>Panel development, training and support<br>Oversight of GMYJUP<br>Volunteer coordination and supervision | £65,311 |

| Activity | Outcome Supported | Developing Good Practice | Costs |
|---|---|---|---|
| | | Development and delivery of internal training programme<br>Service response to GM developments<br>Recruitment and training staff and volunteers<br>Induction development and delivery<br>Management support to students<br>Supporting development of contextual safeguarding approach<br>Development of problem-solving courts | |
| **Practitioner time** | As above | Audit and peer review implementation<br>Restorative justice development and delivery<br>Trauma checklist delivery<br>Continued development of wrap-around court services<br>Development of problem-solving courts<br>Implementing court changes<br>Continuous development of resettlement support | £305,715 |
| **Information Officer** | As above | Monitoring system performance and providing reports<br>Working with YJS Managers to understand the MI to improve practice<br>Submission of statutory returns<br>Guidance on data protection issues<br>FOI requests | £14,153 |
| **Training** | As above | All staff 3 days training per year<br>Restorative Justice Training<br>Management training<br>Training for communicate programme<br>Training around contextual safeguarding | £2,500 |

| Activity | Outcome Supported | Developing Good Practice | Costs |
|---|---|---|---|
| | | Trauma training<br>Continued attendance at relevant LSCB training<br>On-going Safeguarding training<br>Resettlement training | |
| **Resources** | As above | HR Support<br>Subscriptions and publications | £351 |
| **Total** | | | £462,635 |

**Appendix 2**

# OLDHAM YOUTH JUSTICE SERVICE: HMIP Action Plan 2018

POSITIVE STEPS
Support | Challenge | Change

INSPECTION REPORT ACTION PLAN

## INTRODUCTION

Following inspection in December 2018 Oldham Youth Justice Service received a 'good' overall rating. However, the following areas were identified as requiring additional actions to support improvements:

Oldham Youth Justice Service manager should:

- make sure that tools used for assessment, planning and decision-making in out-of-court cases enable full consideration of safety and wellbeing and risk of harm to others
- make sure that plans to set up a joint decision-making panel for out-of-court cases are carried out and that all decisions are supported by clear proposals and appropriate plans. It is important that a clear rationale for the final decision is recorded, thereby enabling effective scrutiny and oversight of this work
- consider the needs and wishes of victims in all cases, as well as any risks to their safety.

The Chair of the Oldham Youth Justice Management Board should:

- make sure that statutory Board members attend regularly and that the Board holds the YJS to account effectively for its performance.

The Oldham Youth Justice Management Board should:

- make sure that joint working arrangements between the YJS and local authority children's services are effective including access to relevant records for YJS staff.

| Action required | Action Planned | Who leading | Completed by | Impact Measure | | notes |
|---|---|---|---|---|---|---|
| | **Oldham Youth Justice Service manager should:** | | | | | |
| Make sure that tools used for assessment, planning and decision-making in out-of-court cases enable full consideration of safety and wellbeing and risk of harm to others | Review the existing OOCD plan with the Greater Manchester Senior Leadership management team and services against the guidance issued by HMIP. This includes sections on safety and wellbeing/risk of harm to others.<br><br>Consult with staff teams relating to the OOCD plan to ensure it is meeting practice requirements | PA<br><br>CT/ST/HG | complete<br><br>complete | Quality Assurance process to take place July 2019 and report to board | | |

| | | | | | |
|---|---|---|---|---|---|
| Make sure that plans to set up a joint decision-making panel for out-of-court cases are carried out and that all decisions are supported by clear proposals and appropriate plans. It is important that a clear rationale for the final decision is recorded, thereby enabling effective scrutiny and oversight of this work | Youth Diversion Panel is now established, and terms of reference are to be agreed in next meeting. Following that referrals will begin.<br><br>Referral pathways and recording document has been reviewed and will launch alongside panel. | PA<br><br>ST<br><br>ST/HG/CT | 16/04/2019<br><br>16/04/2019<br><br>16/04/2019 | Review of new arrangements to take place October 2019 and report to Board | e |

| | | | | | |
|---|---|---|---|---|---|
| | Staff briefings to take place to outline the referral document, pathway and panel arrangements | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Consider the needs and wishes of victims in all cases, as well as any risks to their safety. | Short review of victim contacts and arrangements to be conducted in line with national standards, GMP practice and victim code.<br><br>Victim QA to take place from dip sample following review and implementation of findings | CT/DBB<br><br>CT/ST/HG<br><br>ST | 03/05/2018<br><br>17/05/2019<br><br>Complete | Thematic QA of victim arrangements to take place and report to board | Inspection highlighted this as a particular issue on out of court work. Due to victim code of conduct and national standards a review needs to take place to ascertain actions. |
| | Victim wishes to be added to the revised OOCD tool | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | Youth Justice Management Board Chair Should: | | | | |
| make sure that statutory Board members attend regularly and that the Board holds the YJS to account effectively for its performance. | A review of attendance to take place, following new chair arrangements. Terms of reference reviewed to reflect arrangements | MJ | Complete | | |
| | The Oldham Youth Justice Management Board should: | | | | |
| make sure that joint working arrangements between the YJS and local authority children's services are effective including access to relevant records for YJS staff | An information sharing protocol will be introduced to enable access of both YOIS and MOSAIC systems for youth justice and Children's social care colleagues | PA/CT/PC/ES | 28/06/2019 | Review of both CSC and YJS relevant care plans to take place jointly between CSC and YJS to ensure impact of new arrangements | This is now in process- a DPIA has been Issued by IG at Oldham LA and is awaiting final approval and amendments. |

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Positive Steps is a trading name of Positive Steps Oldham.
A company limited by guarantee and registered in England with company number 2563094.
Registered office address: Medtia Place, 80 Union Street, Oldham, Lancashire, UK, OL1 1DJ. Registered Charity Number: 1017247

POSITIVE STEPS

Medtia Place, 80 Union Street, Oldham OL1 1DJ

**0161 621 9400**

www.positive-steps.org.uk

# Briefing Note: Youth Now 'A contextual approach to youth violence'

**Officer contact:**
Bruce Penhale, Assistant Director, Communities and Early Intervention
**Report Authors:**
Paul Axon and Helen Greenough, Positive Steps
Lorraine Kenny, Community Safety Manager

## 27th March 2019

## 1 Purpose

1.1 To provide an update on the serious youth violence project funded by the Community Safety Cohesion Partnership Board and the proposed contextual safeguarding delivery model.

## 2 Theoretical Basis

2.1 Youth Now is informed by theory to maximise its effectiveness for a complex, vulnerable and challenging cohort of young people and families.

## 3 Contextual Approach

3.1 In Oldham and nationally, there is recognition of the number of children who are harmed by their peers. The 2013 Crime Survey in England and Wales estimated that children aged 10 to 15 years of age experienced 465,000 incidents of violent crime, 79% of which was perpetrated by someone aged 10 to 15. 33% of young women have reported experiencing sexual violence from a partner before they turn 18 years of age (Barter et al., 2009), and 66% of adult survivors of child sexual abuse have said that they were abused by another young person and not an adult (Radford et al., 2011).

3.2 Schools have been identified as environments in which young people can experience and/or be safeguarded from abuse and violence. Contextual safeguarding is an approach that supports practitioners to recognise and respond to the harm that young people experience outside of the home.

The work of the contextual safeguarding network has informed developments to date within Oldham, in response to youth violence and has been identified as an asset from which to develop more effective practice. Further information can be found at https://www.contextualsafeguarding.org.uk/

3.3 Working contextually within the setting will afford practitioners the opportunities to embed a 'whole system' approach ensuring that schools themselves remain integral to the assessment process and intervention planning. The school is the context from which the work will be developed but it is not the only context that the interventions will be addressing. All domains of a child's experience, and the factors that associate with risk of youth violence will be central to practice. These include the domains in Figure 1. The team will draw on a range of interventions, pathways and approaches outlined in Figure 3.

# 4 Theory of Change

4.1 A theory of change is a strategic tool to describe an intervention programme's pathway to addressing its goals. Our theory of change identifies the need for the intervention, Youth Now, which is designed to work with children and families at risk of engaging in youth violence. It identifies the characteristics of the groups of children who will most benefit from engagement, and the target goals and outcomes to be achieved for those individuals and, by extension, for wider society.

# 5 Profile of Target Group

5.1 Our intervention aims to respond to the needs of young people and their families where concerns have been identified and there are clear indicators to suggest a higher risk of becoming involved in violence, both as a victim and/or perpetrator. A key strength in the approach is to promote desistance from offending by identifying and building on current protective factors. Young people will be identified in two schools in Oldham, where the risk of youth violence is identified as problematic.

5.2 The following definitions will be used to identify those most at risk.
Risk and Protective Factors:

- Risk factors: are those which can usefully predict an increased likelihood of violence. For example, communities with high levels of unemployment may be at higher risk of experiencing increased levels of violence.

- Protective factors: are factors that reduce the likelihood of violence. For example, communities with low levels of unemployment may be at less risk of experiencing high levels of violence.

## 6 Desistance Theory and Good Lives Model:

6.1 "Desistance is the process of abstaining from crime amongst those who previously had engaged in a sustained pattern of offending" Maruna, Making Good, 2002

6.2 Part of the focus for the Youth Now initiative will be to promote desistance from offending. The team within the schools already have a wealth of experience as they have been seconded from within the Youth Justice Service based at Positive Steps in Oldham. The Good Lives Model (GLM) focuses on promoting individual's important personal goals, whilst reducing and managing any identified risk factors. It is a strengths-based approach focusing on the individual's personal preferences and values and draws upon these to motivate individuals to live better lives. A significant feature of this approach is the development of a 'trusted relationship' between practitioner and the young person/families.

"The most effective way to reduce risk is to give individuals the necessary conditions to lead better lives ('good lives') than to simply teach them how to minimise their chances of being incarcerated."

# 7 Public Health Approaches

7.1 Public Health approaches to youth violence are well evidenced as effective methods of harm reduction. Recent rising levels of youth violence in England and Wales have resulted in additional focus on public health methodology. Public Health advocates an approach that recognises:

- Addressing violence is not a single agency issue, as it is the culmination of many different issues. It is only by pursuing a strategic, coordinated approach involving a range of agencies, including partnerships between statutory and voluntary organisations, that violent crime can be effectively addressed.

- As local leaders, councils play a key role in reducing violence, bringing together partners through their strategic and operational role spanning enforcement, early intervention and prevention in relation to violent crime, and provision of support to victims of violence.

# 8 Serious Violence - Local and National Policy Context

8.1 While overall crime continues to fall, homicide, knife crime and gun crime have risen since 2014 across virtually all police force areas in England and Wales. Robbery has also risen sharply since 2016.

8.2 These increases have been accompanied by a shift towards younger victims and perpetrators. For homicide, the rise is being driven by male-on-male cases rather than violence against women and girls.

8.3 The long-term serious violence trend in England and Wales has been similar to that in other developed nations, many of which are also seeing a new increase. This suggests the possibility of a global component to the trend.

8.4 About half the rise in robbery and knife/gun crime is due to improvements in police recording. For the remainder, drug-related cases seem to be an important driver. Between 2014/15 and 2016/17, homicides where either the victim or suspect were known to be involved in using or dealing illicit drugs increased from 50% to 57%.

8.5 Crack cocaine markets have strong links to serious violence and evidence suggests crack use is rising in England and Wales. This is probably driven by supply and demand factors. For supply, cocaine production and purity have soared.

For demand, there was a 14% increase in the number of people presenting to treatment services with crack cocaine problems between 2015/16 and 2016/17. Drug-related cases also seem to be one of the driving factors in the homicide increase in the US.

8.6 Drug-market violence may also be facilitated and spread to some extent by social media. A small minority are using social media to glamorise the gang or drug-selling life, taunt rivals and normalise carrying of weapons.

8.7 There is no evidence that falls in stop and search are driving this trend. Research evidence suggests the police should focus on increasing the likelihood that offenders are caught, and improved targeting of known offenders and hot-spot locations.

8.8 There is evidence of considerable overlap between victims and offenders of serious violence. The rise may also therefore be related to increases in certain vulnerable groups like the homeless and excluded children. This is not to say that homelessness or being excluded necessarily causes violence, but that these are markers for being at higher risk of becoming a victim or offender.

8.9 National Policy is outlined in the serious violence strategy and outlines the key factors in effective intervention for youth violence.
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/698009/serious-violence-strategy.pdf

# 9 Oldham's Response

9.1 The key relevant points for Oldham's response are:

- Targeted preventative interventions, focussing on individuals who are at risk of violence (either as perpetrator or victim) show the best value for money and evidence of success
- School and home environments are identified as the most effective contexts from which to develop responses, it is not however clear which is the most effective
- A multi modal approach that addresses the full complexity of a young person's experience is clearly identified as the most effective response
- Intensity of the programme should be adjusted according to the risk levels. Highly intensive programmes show good evidence of effectiveness with high risk young people but are less effective when used with medium or low risk cases.

a. Youth Now will support the development of a targeted intervention programme that works with schools identified as at particular risk of youth violence to target young people within them that are categorised as 'high risk'. Although the offer will be working with these schools, the school will not be the only context interventions are working with (see Figure 1) and a multi model response will be central to Youth Now practice.

## 10 Intelligence Led Delivery

10.1 Effective targeting of delivery is a key factor in testing the concept of this model and achieving the objectives of desistance and keeping young people safe.

10.2 In order to identify the most appropriate locations to work within, data has been reviewed from schools themselves (through the council's Business Intelligence Service), alongside data from the Youth Justice Service, the MASH (CSC and Early Help contacts) and Greater Manchester Police. The data was analysed through a multiagency lens, and cross referenced with intelligence and information about the locality/neighbourhoods which the schools are located in.

10.3 There are 6 secondary schools which are consistently highlighted within the data as having problematic issues with youth violence.

- Oldham Academy North
- Royton and Crompton
- Newman College
- Failsworth Co-op Academy
- Waterhead Academy
- Oasis Academy

10.4 Each of these schools would benefit from the Youth Now model, however based upon wider information and intelligence, both current and historic, it has been determined that the Youth Now model should initially be piloted in Failsworth Co-op Academy and Royton and Crompton School.

10.5 The number of youth people being referred to services who are engaged in, or at significant risk of serious youth violence, who have previously attended Failsworth Coop Academy and who live in the locality, is consistent year on year. The tracking of young people who have been the subject of managed moves or permanent exclusions for violence related behaviours frequently shows the Academy as the original educational establishment attended by the young people. It is therefore anticipated that if the model is successful, in addition to reducing incidences of serious youth violence, there will be a reduction in the numbers of young people who are subject to managed moves and/or exclusions.

10.6 Royton and Crompton School is slightly different as many of the students, who the project will be targeted towards do not live within the locality of the school. It is recognised that many young people transition to this secondary school from primary schools in the Derker and Littlemoor areas. Examination of the primary school data from these areas shows a higher level of violence being perpetrated in these schools than in others in the borough. The Youth Now offer within the community would therefore need to be differentiated to allow for wider work within those communities.

10.7 Royton and Crompton School has also been selected by Greater Manchester Police to have a full time Campus Police Officer due to the behaviours occurring with the students from the school.

10.8 Additional Police Officers have been allocated to work with other schools across the borough. Whilst not allocated to specific schools they will work in partnership and there will be intrinsic links between the MASH, the existing prevention offer from Positive Steps and the Detached Youth Service. This will ensure that the four secondary schools not part of the initial Youth Now roll out will still receive a robust offer. Any early learning identified from the Youth Now project will also be cascaded to work within the wider borough.

# 11 Monitoring Outcomes and Evaluation: Evidence of Impact

11.1 The outcomes of Youth Now will be monitored in several ways. Intelligence and data sets will be gathered across the partnership to include Police, Criminal Justice, Education and Health. In addition to this will be the soft qualitative data analysis which will be gathered from those directly involved in the assessments and subsequent interventions and will focus on the change in thinking, attitudes and values over the course of programme engagement.

11.2 Internal evaluation reports will be produced and shared with the partnership on a quarterly basis, in addition to an annual report which will track progress and evidence the impact of the approach against the overall aims. We are currently in discussions with The University of Bedfordshire to develop an external evaluation framework, led by Dr Carlene Firmin. Dr Firmin is an expert in contextual safeguarding and has previously been commissioned by the Oldham LSCB to chair a multi-agency case review. Working with Dr Firmin on this project will enable a continuum of the previous work within the partnership to embed and support her recommendations for the development of contextualised safeguarding models.

**Appendices:**

Figure 1: Risk Factors
Figure 2: Aims and Outcomes
Figure 3: Actors and Interventions

Figure 1: Risk Factors

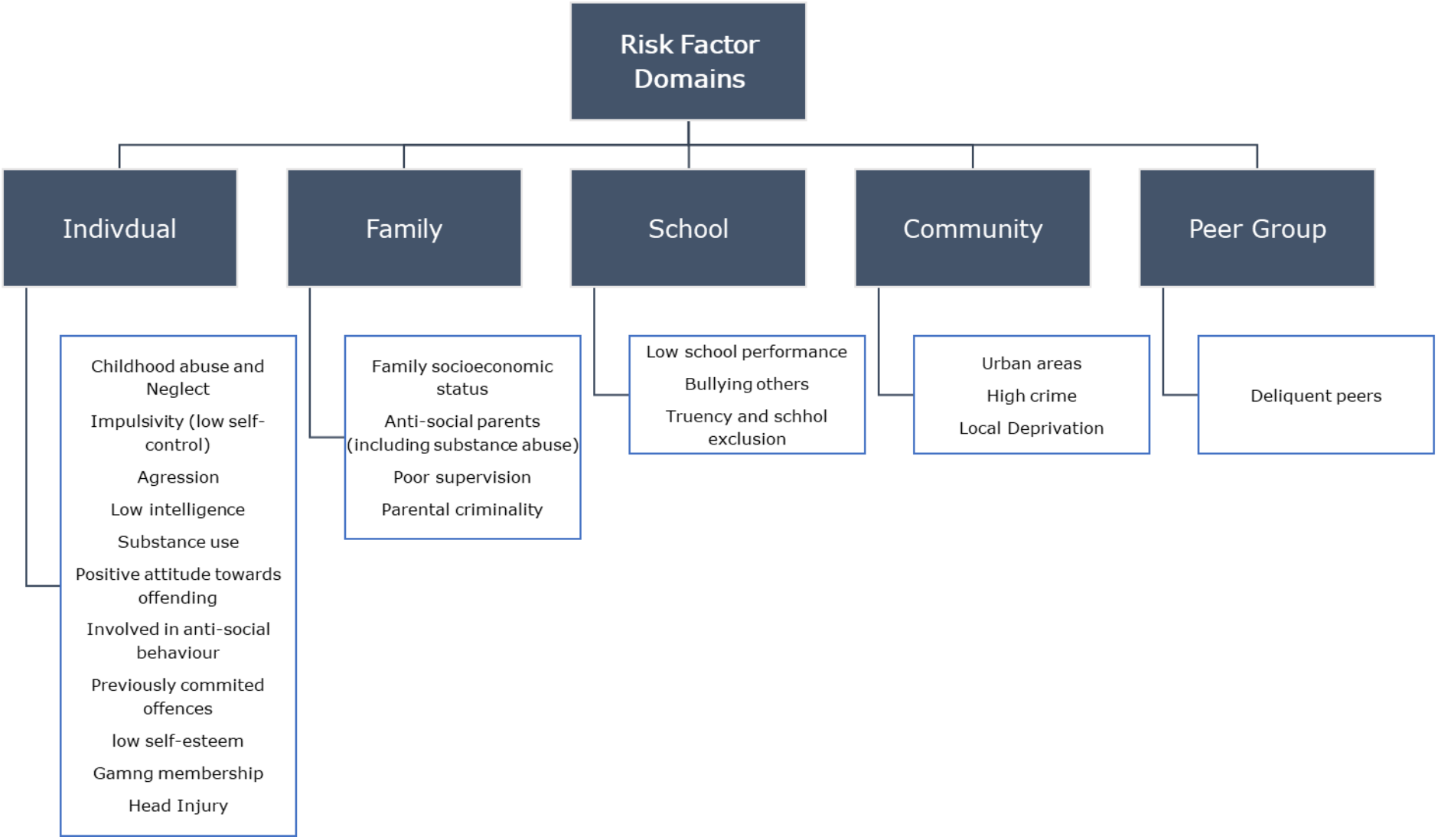


Figure 2: Aims and Outcomes

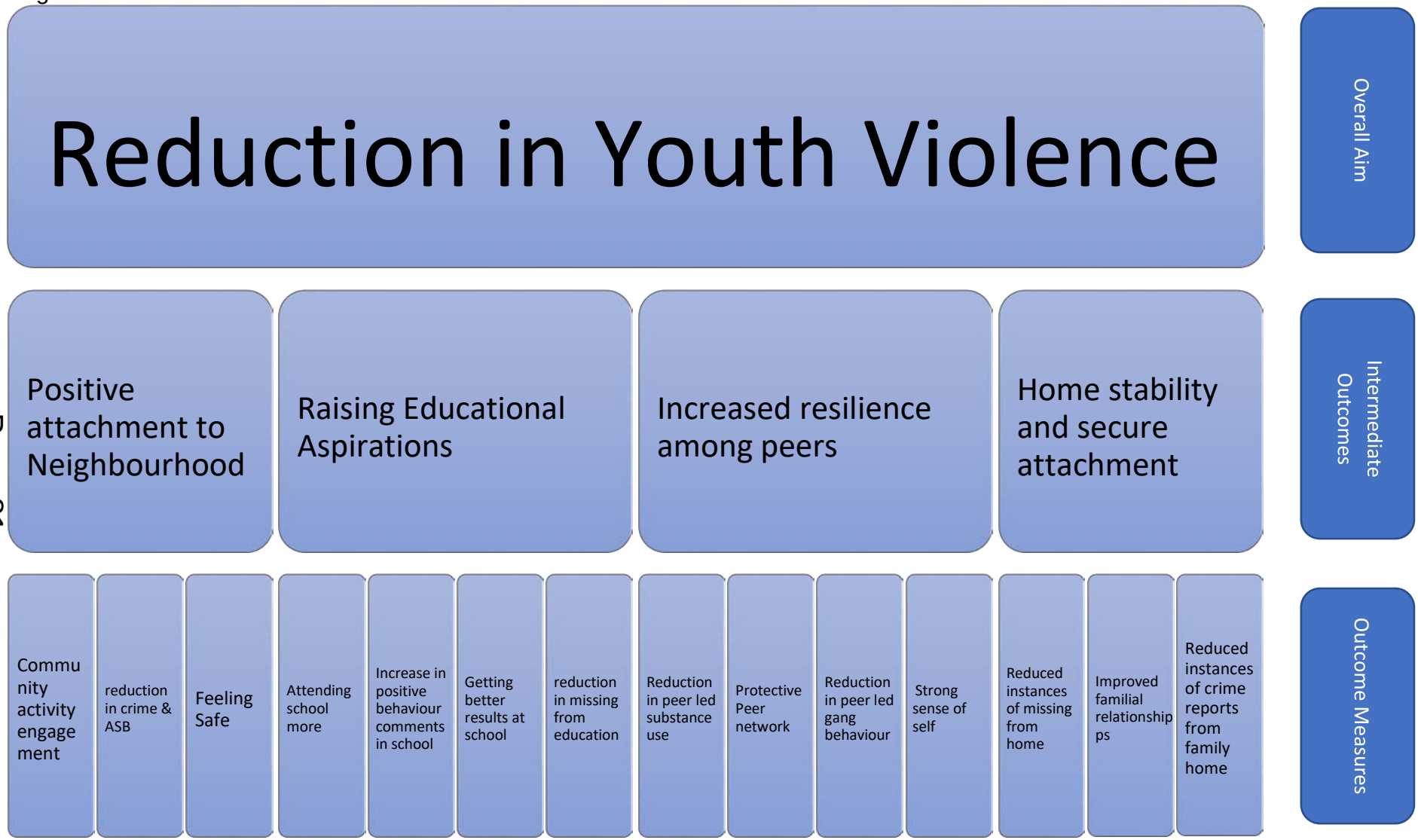
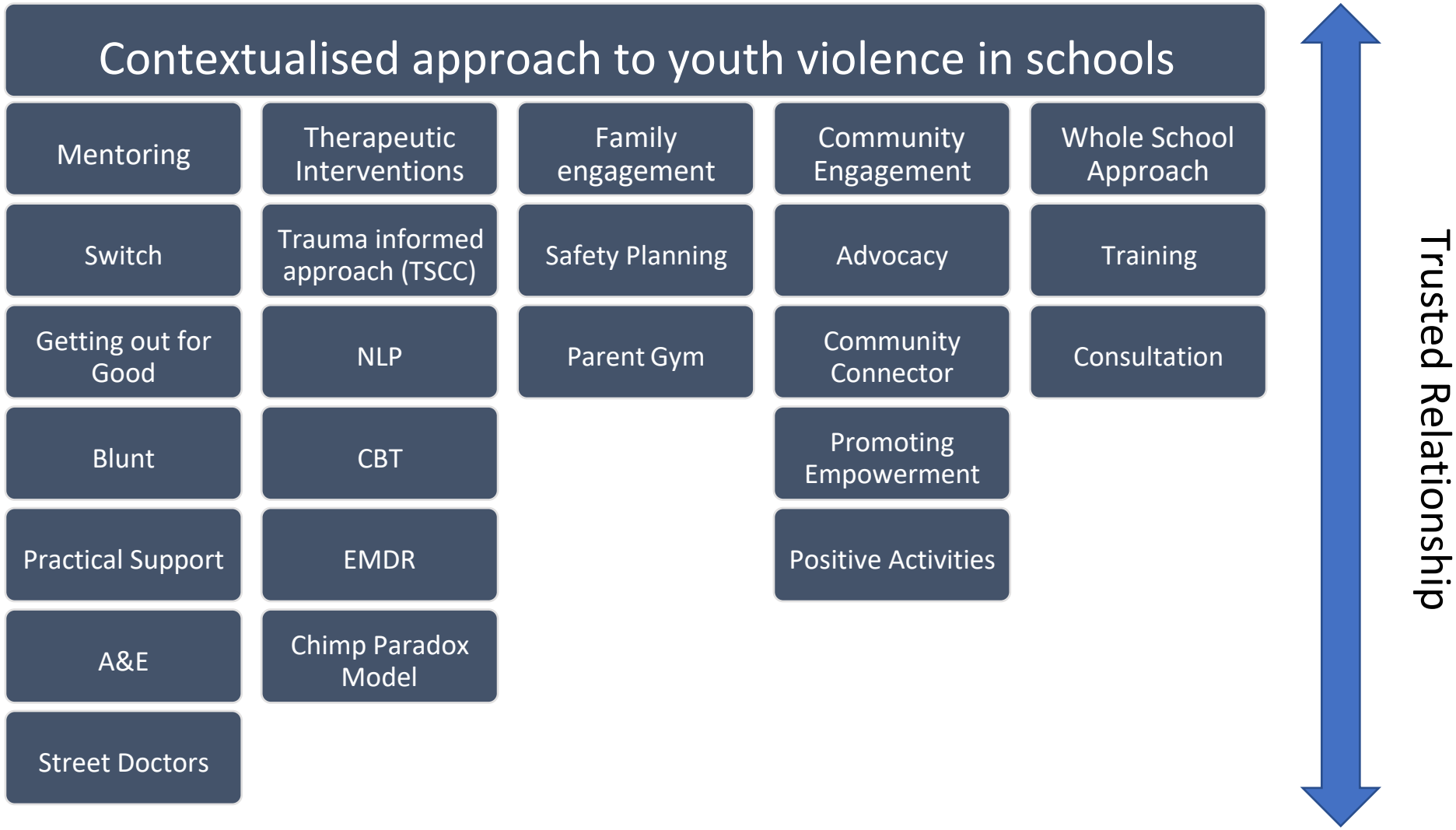


Figure 3: Actors and Interventions



# POSITIVE STEPS

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Youth Justice Board
Bwrdd Cyfiawnder Ieuenctid

**13th August 2019 Correspondence sent by E-mail**

Dear Merlin Joseph

**Subject: Youth Justice Plan Oldham**

Thank you for your Youth Justice Plan submitted on July 31st 2019.

I can confirm that this complies with sections 40(1) & (2),40(3) and 40(4) of the Crime and Disorder Act 1998.[i]

The plan has been quality assured and the following elements are of note:

- the quality of this plan is outstanding and is being used as an exemplar to others
- the approach to priorities, setting out what will be achieved and when with success measures clear is innovative in its clarity and commitment
- the analysis of performance this year against local targets which were exceeded for ETE and reduction in offending by LAC
- there is strong analysis and overrepresentation of BAME children in the criminal justice system and commitment in the coming years to tackle this with partners
- an emerging approach, with community safety partners, to introduce a contextual safeguarding delivery model

This submission complies with conditions of grant and a notification of acceptance of the plan is with YJB finance

Congratulations on such a high quality strategic plan

Wishing you every success in achieving the aspirations set out in your published plan

Yours Sincerely,

**Liza Durkin**
**Head of Business Area North West England**
5th Floor | 70 Petty France | London | SW1H 9AJ
M: 07795590087
Email:liza.durkin@yjb.gov.uk Website: www.gov.uk/yjb

***Working to ensure every child lives a safe and crime-free life and makes a positive contribution to society***

Visit the Youth Justice Resource Hub for the latest youth justice information, training and support.

Cc: YOT Manager, Paul Axon, Steph Bolshaw.

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i

**Youth Justice Plan requirements**

40(1) & (2) Crime and Disorder Act 1998

The local authority must, after consultation with police or local policing body, Secretary of State, providers of probation services, local probation board, clinical commissioning group, Local Health Board, formulate and implement for each year a plan (a "youth justice plan") setting out how youth justice services in their area are to be provided and funded; and how the YOT/s established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

40(3) Crime and Disorder Act 1998

Local authorities may assign functions to YOTs including functions under paragraph 7(b) of Schedule 2 to the Children Act 1989 Act (local authority's duty to take reasonable steps designed to encourage children and young person's not to commit offences).

40(4) Crime and Disorder Act 1998

A local authority must submit a youth justice plan annually to the Youth Justice Board setting out (a) how youth justice services are to be provided and funded in their area and (b) how the YOTs established by them are to be composed and funded, how they are to operate and what functions they are to carry out. The plan must be published in such manner and by such date as the Secretary of State may direct.

**Report to OVERVIEW AND SCRUTINY BOARD**

# Care Leavers and Homelessness

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

**Officer Contact:** Emma Barton, Director of Economy

**Report Author:**
Fiona Carr, Principal Homelessness Strategy Officer
**Ext.** 5163

26.11.19

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

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

**Recommendations**
I. The O&S Board is asked to note the report and provide any comments;
II. The O&S Board is asked to commend the report to Cabinet for approval.

## Care Leavers and Homelessness

### 1 Background

1.1 Oldham Council is committed to its role as a corporate parent, including to young people who have left its care upon reaching adulthood.

1.2 Under homelessness legislation, young people who were formerly in care aged 18-20 are automatically in 'priority need'. This means that if they become homeless there is a duty to provide temporary and potentially permanent accommodation.

1.3 Care leavers aged 21 and over do not have an automatic priority need under homelessness legislation, but the local housing authority must take into account the effect that being in care may have had on that young person in assessing whether they should be deemed as vulnerable. If they are found to be vulnerable, they will be owed the same housing duties as 18-20 year olds in terms of the local authority having a duty to provide temporary and potentially permanent accommodation.

1.4 The duty to provide permanent accommodation does not arise where someone has been found to have become intentionally homeless. This refers to a deliberate act or omission which has resulted in that person's homelessness; for example a deliberate non-payment of rent or giving up accommodation which was otherwise suitable.

1.5 The Children & Social Work Act 2017 introduced a new duty on local authorities to provide Personal Adviser (PA) support to all care leavers up to age 25, if they want to access this. This does highlight a difference from the homelessness legislation outlined above, which the recommendations in this report seek to address.

1.6 In addition to this change in legislation, the Greater Manchester (GM) Care Leaver's Trust has been endorsed by the GM Children's Board to develop a 'core offer' across GM for all care leavers. This includes several work streams and a proposed guarantee that:

- Care leavers 18 – 21 years will be able to travel for free on buses across Greater Manchester;
- No care leavers will be made intentionally homeless;
- Care leavers will be able to access a clear, consistent education, employment, and training offer;
- There will be access to a mentor for every care leaver that wants one;
- Care leavers will be supported as a priority group within the health economy.

The Council is not statutorily obligated to adopt this core offer, but it is certainly good practice in terms of supporting young people as a Corporate Parent.

1.7 The recommendations in this report seek to respond to both the change in legislation brought about by the Children & Social Work Act 2017, and the recommendations of the GM Care Leaver's Trust.

### 2 Current Position

## 2.1 Intentional Homelessness

2.1.1 The GM Care Leaver's Trust 'core offer' includes a proposal that no care leavers will be made intentionally homeless. There is currently no age limit applied to this, although other proposals in the offer apply to care leavers aged 18-21. This report proposes that this is applied to 25 – in line with when young people can receive a wider package of support from Personal Advisors.

2.1.2 Oldham Council rarely makes care leavers intentionally homeless, so the impact of the recommendations in this report would be minimal:

- In 2018/19, only one intentionally homeless decision was issued – and an accommodation solution was found for the young person;
- In 2017/18, only one intentionally homeless decision was issued – and this decision was overturned on review;
- In 2016/17, no intentionally homeless decisions were issued.

## 2.2 Priority Need

2.2.1 In order to fully bring respective legislation in line in terms of age and provide a comprehensive offer to Oldham's care leavers, it is also proposed that housing treat all homeless care leavers as priority need up to the age of 25.

2.2.2 This proposal could have a financial cost attached in terms of guaranteeing accommodation; however as per point 2.4 of this report most young people who have been looked after are found to be vulnerable as a result of this and consequently awarded priority need status anyway.

2.2.3 It is difficult to estimate the full impact of this proposal, as housing did not monitor whether people had formerly been in care prior to April 2018 – unless they were found to be vulnerable as a result of this. Points 2.3-2.4 of this report provide more information on demand from young people stating to have formerly been in care during the 2018/19 financial year for consideration.

## 2.3 18-20 year olds

2.3.1 In 2018/19, 36 young people aged 18-20 who stated to have formerly been in care presented themselves as in need of housing assistance:

- 18 of these young people just required advice on their situation;
- 18 were found to be homeless or at risk of homelessness;
- 13 of this 18 were homeless.

2.3.2 Presentations from care leavers do appear higher than the same time last year; however due to a change in legislation and monitoring in April 2018 it is not possible to establish a direct comparison.

## 2.4 21-24 year olds

2.4.1 In 2018/19, 24 young people aged 21-24 who stated to have formerly been in care presented themselves as in need of housing assistance:

- 10 of these young people just required advice on their situation;
- 14 were found to be homeless or at risk of homelessness;

- 10 of this 14 were homeless.

2.4.2 Of those who were found to be homeless, 8 were provided with temporary accommodation as there was reason to believe that they may be vulnerable. This may suggest, therefore, that the impact of automatically applying priority need to this age group would not be too great.

**2.5 Local connection**

2.5.1 A concern which was raised during the consultation stage of these proposals was that young people from outside of Oldham may come here to take advantage of a more lenient homelessness offer.

2.5.2 The Homelessness Reduction Act 2017 makes provisions for referrals to other local authorities where someone does not have a 'local connection' to the area they have presented as homeless to. A provision has always existed in homelessness legislation, but the 2017 Act made it possible to do this at an earlier stage. Therefore, even if care leavers from other areas do present to Oldham – they can be reconnected to the local authority they do have a connection to.

## 3 Key Issues for Overview and Scrutiny to Discuss

3.1 By adopting principles that all care leavers up to the age of 25 should be treated as in priority need and unintentionally homeless, they are being offered the best chance to succeed on their pathway to adulthood and independence.

3.2 There may be a financial impact to the proposal; however, based on data from 2018/19 this would be minimal. Only two young people aged 21-24 were not found to be in priority need during this time period. There may be an impact if the proposal resulted in care leavers without a local connection choosing to present as homeless in Oldham to receive the enhanced offer. Under homelessness legislation, the Council may have to provide temporary accommodation for up to two weeks pending reconnection to their original areas, at an average cost of £60 per night. Overview and Scrutiny may therefore wish to consider whether these potential costs outweigh the benefits of the proposal.

## 4 Key Questions for Overview and Scrutiny to Consider

4.1 Overview and Scrutiny are asked to consider the impact of and provide comments on the proposal to adopt the principle that all care leavers aged up to 25 are to be found as being in 'priority need' and unintentionally homeless under homelessness legislation.

## 5 Links to Corporate Outcomes

5.1 Enabling care leavers to achieve positive accommodation outcomes supports Oldham's commitment to promote Thriving Communities, in promoting access to the right level of care at the right time.

5.2 Enhancing the local offer to care leavers is a key part of Oldham's Corporate Parenting Strategy.

5.3 The delivery of services to vulnerable groups and particularly young people is a core theme of Oldham's Preventing Homelessness Strategy.

## 6 Additional Supporting Information

6.1 Information on Oldham Council's Corporate Parenting role can be found on the website: https://www.oldham.gov.uk/info/201107/children_in_care_and_care_leavers/1881/corporate_parenting

6.2 Statutory guidance on homeless care leavers can be found on the .Gov website: https://www.gov.uk/guidance/homelessness-code-of-guidance-for-local-authorities/chapter-22-care-leavers

## 7 Consultation

7.1 Consultation has been undertaken with staffs in both housing and Children's Social Care, who are supportive of this proposal. The wider Care Leaver Offer and Corporate Parenting Strategy have been consulted upon via a number of channels, including Oldham Youth Council. Care Leavers and Children Looked After in Oldham are in support of proposals which will bring them greater security and priority in terms of housing.

7.2 Finance comments: There are no significant direct financial implications to adopting this policy. However, it is possible that it could lead to a small increase in the number of people put into temporary accommodation (2 using the data from 2018/19). It is not the intention to amend any budgets for temporary accommodation at this stage. If any increase becomes quantifiable and material a further decision on that can be made in the next full financial year. (David leach / John Hoskins)

7.3 Legal comments: As alluded to in this report there is no legislation requiring the council to class all care leavers up to the age of 25 as being in priority need in relation to Housing purposes. However, this proposal would further highlight the commitment that the Council is making to tackle homelessness within the Borough and highlight its commitment to its corporate parenting role. Failure to adopt this option could have a negative reputational impact in comparison to those authorities that have taken the option. (Alex Bougatef - Group Lawyer, Legal services)

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

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**Report to OVERVIEW AND SCRUTINY BOARD**

# Climate Change & Green New Deal Strategy

**Portfolio Holder:**
Cllr Abdul Jabbar, Cabinet Member for Finance & Corporate Resources, Deputy Leader

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

**Report Author:** Andrew Hunt, Green Oldham Lead
**Ext.** 6587

**26 November 2019**

**Purpose of the Report**

To provide a summary of the work on the forthcoming Oldham Green New Deal Strategy.

**Recommendations**

That the Board:-

1. Notes the breadth and ambition of the Oldham Green New Deal approach, and the commitment of the Council to this ground-breaking approach

2. Considers the questions in Section 4 and provides a view on how the Council can maximise the benefit of the Oldham Green New Deal approach through effective engagement and partnership working

**Climate Change & Green New Deal Strategy**

1 **Background**

1.1 At its meeting on 10 July 2019, the Council announced its intention to become a "Green New Deal Council", making it the first council in the UK to do so. This commitment incudes a target for the borough to be 'carbon neutral' by 2030 and for the Council as an organisation to be carbon neutral by 2025.

1.2 The 'Climate Change and Green Oldham' report contained a commitment for the Council to develop a new "Oldham Green New Deal" strategy and delivery plan. This will set out how these new carbon neutrality targets will be met, as well as initiatives aimed at maximising the economic benefit for Oldham residents and businesses in terms of jobs, training, educational opportunities and reductions in energy costs.

1.3 The council meeting on the 11 September declared a 'Climate Emergency' and pledged to engage staff, residents, partners and elected members in the creation of a new strategy to replace the council's current Climate Change Strategy, which ends in 2020.

1.4 A climate change strategy should sit alongside a wider 'green new deal' approach and it is therefore proposed to develop a single strategy encompassing a range of green issues and developments under the umbrella of the Oldham Green New Deal Strategy.

1.5 This note sets out a headline 'vision', themes and objectives that could form the basis for the scope and content of the Green New Deal Strategy, as well as the wider engagement that will be planned as part of developing and implementing the Strategy. They reflect the extensive work already underway, as reported to council in July.

2 **Current Position**

2.1 The draft Vision, Objectives and Pledges were tested and amended at an internal workshop with Council officers from a range of services.

2.2 The vision is a short statement aimed at summing up what the overall purpose of the strategy is about.

***"Making Oldham a greener, smarter, more enterprising place to be."***

2.3 The objectives and pledges are set out below. Many of these flow from current strategies, plans and programmes. Others will need to be developed as part of the Oldham Green New Deal Strategy.

2.4 The objectives define in broad terms what the Strategy is aimed at achieving, while the pledges set out more specific, measurable changes that should result from implementing the delivery plan. These will be quantified as part of delivery planning.

**Objectives**

a) Make Oldham a leading local authority area for environmental quality and play a leading role in meeting the GM Mayor's Green City Region objectives
b) Develop a sustainable economy, tackling fuel poverty and generating training and employment opportunities in the growing sustainability sector
c) Support a local environment which delivers health and wellbeing benefits for residents, including food and recreation, reducing costs for public services

d) Generate inbound tourism for the borough by building on Oldham's reputation for being a green, attractive and forward-thinking sustainable borough
e) Keep Oldham at the forefront of development and deployment of cutting-edge environmental technologies, and ensure that the benefits are kept locally
f) Future-proof the regeneration of the borough by establishing Oldham as an exemplar Green City on energy, carbon, water and green infrastructure
g) Ensure that Council staff and strategic partners, residents, schools and businesses are 'carbon literate' and actively engaged in delivering environmental change

**Pledges**

i. We will work co-operatively with our residents and partners to make Oldham a destination for green tourism regionally and nationally, taking pride in our towns, villages, countryside and communities
ii. Per head of population, Oldham will remain the borough with the lowest carbon footprint in Greater Manchester
iii. We will be a carbon neutral borough by 2030 and the Council itself will be carbon neutral by 2025
iv. Oldham borough will continue to have the most renewable energy generation in community ownership in the city region, and will encourage the other Greater Manchester local authorities to work with their own community groups to build the community energy sector
v. We will aim to eradicate fuel poverty in the borough, making sure that lower income households can also take part in, and benefit from, the low carbon transition
vi. We will improve air quality in Oldham
vii. We will increase tree cover in the borough
viii. We will regenerate our Town Centres to a standard of environmental excellence, and new developments across the borough will be built to high environmental standards
ix. We will hold a 'Citizens' Assembly' on climate change and support the community to develop and deliver its own climate change action plan

## 3 Key Issues for Overview and Scrutiny to Discuss

3.1 The Board to note the context for, the focus of, and the ambition of, the forthcoming Oldham Green New Deal Strategy.

3.2 The Board to note the key Council priorities supported by the forthcoming Oldham Green New Deal Strategy, as detailed in Section 5 of this report.

## 4 Key Questions for Overview and Scrutiny to Consider

4.1 Are the vision, objectives and pledges appropriate and complete? Are there any areas for action which are missing from them?

4.2 How can the Council best use its position and relationship with strategic partners in Oldham and Greater Manchester to promote the Green New Deal approach?

## 5. Links to Corporate Outcomes

5.1 An Inclusive Economy where people and enterprise thrive:-

- Attracting investment and encouraging business and enterprise to thrive
- Delivering key regeneration projects that are growing our business base, creating jobs and transforming opportunities

- Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready

5.2 Thriving Communities where everyone is empowered to do their bit:-

- Increasing the sense of involvement and ownership of issues that affect people and they care about

5.3 Co-operative Services with people and social value at their heart:-

- Building a sustainable co-operative workforce that innovates based on the principle of being equal partners and co-creators

6 **Financial Implications**

6.1 N/A – briefing only.

7 **Legal Services Comments**

7.1 N/A – briefing only.

8. **Co-operative Agenda**

8.1 Although there is much that the Council can implement directly as the lead in Oldham for the Green New Deal agenda, if maximum benefit is to be achieved then the programme needs to be a co-operative effort between the Council, strategic partners, residents, schools and businesses.

8.2 As well as the commitment to hold a Citizens' Assembly and support the development and delivery of a community climate change action plan, the Council will develop a strategic programme of communications associated with the new strategy to ensure maximum engagement with all stakeholders across the borough and co-operative delivery of the Green New Deal programme, to achieve the greatest possible benefit for Oldham. (Andrew Hunt)

9 **Human Resources Comments**

9.1 N/A – briefing only.

10 **Risk Assessments**

10.1 N/A – briefing only.

11 **IT Implications**

11.1 N/A – briefing only.

12 **Property Implications**

12.1 N/A – briefing only.

13 **Procurement Implications**

13.1 N/A – briefing only.

14 **Environmental and Health & Safety Implications**

14.1 The forthcoming Oldham Green New Deal Strategy will provide the framework whereby the Council can work to meet its stated commitments and obligations on reducing carbon emissions in the borough. It should be noted though that although the Council has a wide influence in the borough, the success or otherwise of the new strategy in delivering against these commitments will depend to a significant extent on the national context in terms of central Government policy and the background economy. (Andrew Hunt)

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

15.1 N/A – briefing only.

16 **Equality Impact Assessment Completed?**

16.1 N/A – briefing only.

17 **Key Decision**

17.1 N/A – briefing only.

18 **Key Decision Reference**

18.1 N/A

19 **Background Papers**

19.1 N/A

20 **Appendices**

20.1 None

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# Briefing to Overview and Scrutiny Board

**Date:** 26 November 2019

**Subject:**
Council Motion - Clean Air Outside Our School

**For Discussion**

**Report of:**
Lori Hughes, Constitutional Services Officer

**Summary of the issue:**

At the Council meeting on 6th November 2019, the following motion was referred to the Overview and Scrutiny Board:

"This Council notes that:

- Our residents, staff and children are exposed to unsafe levels of pollutants outside of schools at peak times in the morning and afternoon.
- Road transport is one of the biggest contributors to particulate matter and pollution in Oldham Borough.
- Epidemiological studies show that symptoms of bronchitis in asthmatic children increase in association with long-term exposure to pollutants, as well as stunting lung growth.
- Only a handful of schools across the country are trialling 'No Vehicle Idling zones' yet they bring many health benefits.
- Air pollution poses a serious threat to the health and development of young people. While many of the policy interventions to rectify this problem would have to come from central Government or the Greater Manchester Clean Air Plan, this Council can do more and needs to be proactive on this issue.
- That there should be No-Vehicle-Idling zones around schools across the Borough.

This Council resolves to:

- Review the work done by No-Vehicle-Idling nationally in other local authorities and work this into Oldham's action plan for No-Vehicle-Idling Zones.
- Implement No-Vehicle-Idling Zones, around as many primary schools in the Borough as possible, by the end of 2022.
- Work closely with schools that are part of the scheme to inform parents and carers of the No-Vehicle-Idling Zones.
- Encourage local businesses to sponsor green walls on school buildings and tree planting near schools and the appropriate cabinet member include this in their action plan."

**Recommendations to Overview and Scrutiny Board:**

It is recommended that Overview and Scrutiny Board address the motion with the GM Clean Air Plan when received by the Board.

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

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

## Economy and Enterprise Cabinet Portfolio

| | | | | |
|---|---|---|---|---|
| RCR-10-14 | Western Gateway Town Centre Land and Property Acquisitions | Director of Economy | January 2020 | Cabinet |
| Description: To acquire strategic land and properties across the Western Gateway of the Town Centre<br>Document(s) to be considered in public or private: Private for financial and commercial reasons | | | | |
| ECEN-12-17 | Oldham Heritage and Arts Centre Enabling Works | Director of Economy | February 2020 | 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.<br>Document(s) to be considered in public or private: Part A Cabinet report (Oldham Cultural Quarter), 24th April 2017. | | | | |
| ECEN-07-18 | Hollinwood Junction Development Site - Disposal of land at Albert Street | Director of Economy | January 2020 | Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding) |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| Description: To approve the final terms for the disposal of land at Albert Street, Hollinwood.<br>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 | January 2020 | Cabinet |
| Description:<br>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 | February 2020 | Cabinet |
| Description: To approve recommendations relating to the future of Tommyfield Market.<br>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. | | | | |
| ECEN-10-19 | Final land transactions in respect to Saddleworth School | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding) |
| Description:<br>Document(s) to be considered in public or private: | | | | |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| ECEN-13-19 | Commercial Property Investment Strategy | Deputy Chief Executive – Helen Lockwood, Strategic Director of Commissioning / Chief Operating Officer - Mike Barker | January 2020 | Cabinet |
| Description: The Council's Strategy including objectives and processes for acquiring property assets for investment purposes.<br>Document(s) to be considered in public or private: Proposed Report Title: Commercial Property Investment Strategy<br><br>Background Documents: Various Appendices<br><br>Report to be considered in PRIVATE as the information detailed is commercially sensitive. | | | | |
| ECEN-14-19 | Northern Roots Update | Strategic Director Communities and Reform – Rebekah Sutcliffe | January 2020 | Cabinet |
| Description: The Northern Roots project that was approved Jan 2019 is preparing to enter implementation stage. This report is to update Cabinet on progress with the project and seek permission to advance to the next phase.<br>Document(s) to be considered in public or private: Private under Patagraphs 1 and 2 as individuals will be identified. | | | | |
| ECEN-15-19<br>**New!** | Royton Town Hall – Selection of Contractor | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| Description: Cabinet is recommended to:<br><br>1. Delegate authority to the Cabinet Member for Economy and Enterprise in consultation with the Director of Economy, the Director of Legal Services, the Director of Finance (or their nominees) and the Cabinet Member for Finance to procure, negotiate, re-negotiate award and execute a main contractor for the works.<br>Document(s) to be considered in public or private: public | | | | |
| ECEN-16-19<br>**New!** | Creating a Better Place | Deputy Chief Executive – Helen Lockwood | January 2020 | Cabinet |
| Description: Creating a better place boroughwide.<br>Document(s) to be considered in public or private: Report - private.<br>Paragraph 3 | | | | |
| ECEN-17-19<br>**New!** | Egyptian Room, Old Town Hall | Deputy Chief Executive – Helen Lockwood | January 2020 | Cabinet |
| Description: Approval to progress letting of the Egyptian Room with associated fit out.<br>Document(s) to be considered in public or private: Part public and Part Private by virtue of Paragraph(s) 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 it relates to the financial or business affairs of the Council | | | | |

## Education and Skills Cabinet Portfolio

| | | | | |
|---|---|---|---|---|
| ES-01-19 | Oldham Traineeship Project Update | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| Description: The Get Oldham Working Traineeship Programme funding will conclude by March 2019. The request is to extend the programme as per the recommendation<br>Document(s) to be considered in public or private: None | | | | |
| ES-02-19 | Expansion of Mayfield Primary School | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet |
| Description: Cabinet approval required to revise the funding award for a 1 FE expansion at Mayfield Primary School<br>Document(s) to be considered in public or private: Public | | | | |
| EDS-08-19 **New!** | Secondary Education Provision - Expansion of North Chadderton School | Director of Children's Services – Merlin Joseph | December 2019 | Cabinet Member - Education and Skills (Cllr Shaid Mushtaq) |
| Description: The report is seeking approval to award a contract for the expansion of North Chadderton School, following the completion of a tender procurement exercise.<br>Document(s) to be considered in public or private: Private | | | | |
| EDS-09-19 **New!** | High Needs Funding for Oldham College | Director of Children's Services – Merlin Joseph | December 2019 | Cabinet Member - Education and Skills (Cllr Shaid Mushtaq) |
| Description: The number of students with high needs (SEND) is increasing across the school system, this is leading to an increase in the post 16 FE sector. The Council is required to ensure sufficient places for high needs students in post 16 settings. This decision proposes to increase the number of places secured for post 16-25 students at Oldham College due to a significant increase in the past couple of years.<br>Document(s) to be considered in public or private: | | | | |

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

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

## Children's Services Cabinet Portfolio - None

## Health and Social Care Cabinet Portfolio - None

## Housing Cabinet Portfolio

| | | | | |
|---|---|---|---|---|
| LSG-04-19 | Local Plan: Oldham's Monitoring Report 2018/19 | Director of Economy | December 2019 | Cabinet Member - Housing (Cllr Hannah Roberts) |
| 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.<br><br>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.<br>Document(s) to be considered in public or private: Oldham's Monitorring Report 2018/19 | | | | |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| HSG-05-19 | Selective Licensing of the Private Rented Sector. | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet |
| Description: Note the findings of the review.<br>Consider options for statutory consultation.<br>Document(s) to be considered in public or private: Public. | | | | |
| HSG-07-19 | Strategic Housing Land Availability Assessment | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet Member - Housing (Cllr Hannah Roberts) |
| Description: The SHLAA is a technical document identifying land that might have potential for housing at some stage in the future, as required by the National Planning Policy Framework (NPPF). This states that a housing assessment should be used to establish realistic assumptions about the suitability, availability and the likely achievability (economic viability) of land to meet the identified housing need. This then determines whether a site could form part of the housing land supply and, if so, when it is expected to be developed.<br><br>As well as providing evidence for the housing land position, it will inform the review of the GMSF and Local Plan and provide data for the Brownfield Land Register. The base date of this SHLAA is the 1st April 2019 The last full SHLAA was carried out in 2018 and is reviewed annually, in line with monitoring of the wider Local Plan.<br><br>The SHLAA also discusses the latest housing requirements and whether we can demonstrate that there is enough land in the five year housing land supply to meet these requirements.<br><br>Document(s) to be considered in public or private: Strategic Housing Land Availability Assessment 2019 (Public) | | | | |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| HSG-08-19 | Statement of Community Involvement | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet Member - Housing (Cllr Hannah Roberts) |
| Description: To seek approval for public consultation on the draft Statement of Community Involvement (SCI) which will set out how the council will involve the community in the preparation and the revision of the Local Plan and the consideration of planning applications. Document(s) to be considered in public or private: Draft SCI, and supporting EqIA. (Public) | | | | |
| HSG-09-19 | Brownfield Land Register 2019 | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet Member - Housing (Cllr Hannah Roberts) |
| Description: The Town and Country Planning (Brownfield Land Register) Regulations came into force in April 2017 and require each local planning authority to prepare and maintain a Brownfield Land Register. This set a deadline for local authorities to publish their first register by 31st December 2017 and to ensure this was updated at least annually. This is our third update to the Brownfield Land Register and this report seeks approval for this update.<br><br>The purpose of the register is to provide up-to-date and consistent information on previously developed land that the local authority considers to be appropriate for residential development. The register comprises of two parts: Part 1 includes all brownfield sites considered suitable for residential development and Part 2 is for sites which have been granted (planning) permission in principle.<br><br>This report explains the process of preparing the Brownfield Register and sets out the implications for Oldham. As was the case in 2017 and 2018, it is recommended that no sites are proposed for permission in principle. Therefore, the Brownfield Register which is being sought for approval only includes Part 1 sites.<br><br>Document(s) to be considered in public or private: Brownfield Land Register 2019 (Public) | | | | |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| HSG-12-19 **New!** | Oldham Council Policy: Civil Penalties As An Alternative To Prosecution Under The Housing and Planning Act 2016 | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet Member - Housing (Cllr Hannah Roberts) |
| Description: It is recommended that the Council adopts the use of civil penalties where there is deemed sufficient evidence as an alternative to prosecution for offences under the Housing Act 2004 as detailed in the report.<br>Document(s) to be considered in public or private: Report and Oldham Council Policy: Civil Penalties As An Alternative To Prosecution Under The Housing and Planning Act 2016 | | | | |
| HSG-13-19 **New!** | Local Development Scheme | Director of Economy | January 2020 | Cabinet |
| Description: The Local Development Scheme (LDS) is a public statement setting out the council's project plan for preparing the Local Plan and its supporting documents.<br>Document(s) to be considered in public or private: | | | | |



## Neighbourhood Services Cabinet Portfolio

| | | | | |
|---|---|---|---|---|
| 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 DECEMBER 2019**

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| Description: Cabinet approved the £12m Highways Improvement Programme for delivery over the financial years 2019/20 to 2021/22 in March 2019.<br><br>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.<br><br>Document(s) to be considered in public or private: N/A | | | | |
| NEI-05-19 | King Street Bridge - Parapet Works and Painting | Deputy Chief Executive – Helen Lockwood | January 2020 | Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman) |
| Description: Award of a tender to a contractor for parapet works at King Street Bridge<br>Document(s) to be considered in public or private: Private - contains financially sensitive information from contractors. | | | | |
| NEI-08-19 | Growth Deal 3 Accessible Oldham Conditional Business Case | Deputy Chief Executive – Helen Lockwood | December 2019 | Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman) |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| 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.<br><br>Document(s) to be considered in public or private: Proposed report: Growth Deal 3 Accessible Oldham Conditional Business Case.<br><br>Conditional Business Case and accompanying appendices.<br><br>Documents will be considered in private as they will contain commercially sensitive information. | | | | |
| NEI-09-19 | GM Clean Air Plan - Approval to commence statutory consultation on key measures | Director of Economy | December 2019 | Cabinet |
| Description: Approval to commence statutory consultation on key measures<br>Document(s) to be considered in public or private: Public report | | | | |
| NEI-14-19 | Tender award for A670 Safer Roads Fund | Deputy Chief Executive – Helen Lockwood | February 2020 | Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman) |

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

## Social Justice and Communities Cabinet Portfolio - None



## Finance and Corporate Services Cabinet Portfolio

| | | | | |
|---|---|---|---|---|
| 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 |
| Description: The determination of the tax bases for Council Tax setting and for Business Rates income for use in 2020/21 budget deliberations.<br>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<br><br>Background Documents: Various appendices<br><br>Report to be considered in public. | | | | |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| 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 |
| Description: To consider the Council's Capital Programme and Capital Strategy.<br>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<br><br>Background documents: Various appendices<br><br>Report to be considered in public. | | | | |
| 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 |
| Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2020/21 budget setting process.<br>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<br><br>Background documents: Various appendices | | | | |
| 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 DECEMBER 2019**

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| 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.<br>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<br><br>Background documents: Various appendices<br><br>Report to be considered in public | | | | |
| FCS-12-19 | Report of the Director of Finance - Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 to 2024/25 | Director of Finance – Anne Ryans | February 2020 | Cabinet |
| 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.<br>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.<br><br>Background documents: Various appendices.<br><br>Report to be considered in public. | | | | |
| FCS-13-19 | Report of the Director of Finance - Treasury Management Strategy Statement 2020/21 | Director of Finance – Anne Ryans | February 2020 | Cabinet |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| 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.<br>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Treasury Management Strategy Statement 2020/21<br><br>Background documents - Various appendices<br><br>Report to be considered in public | | | | |
| FCS-16-19 | Revenue Monitor and Capital Investment Programme 2019/20 Month 8 | Director of Finance – Anne Ryans | February 2020 | Cabinet |
| Description:<br><br>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)<br><br>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<br><br>Background Documents: Appendices – Various<br><br>Report to be considered in Public | | | | |
| FCS-17-19 | Revenue Monitor and Capital Investment Programme 2019/20 Quarter 3 | Director of Finance – Anne Ryans | March 2020 | Cabinet |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| Description:<br>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)<br><br>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<br><br>Background Documents: Appendices – Various<br><br>Report to be considered in Public | | | | |
| FCS-18-19 | Report of the Director of Finance - Council Tax Reduction Scheme 2020/21 | Director of Finance – Anne Ryans | February 2020 | Cabinet |
| Description: To determine the Council Tax Reduction Scheme for 2020/21.<br>Document(s) to be considered in public or private: Proposed report title: Report of the Director of Finance - Council Tax Reduction Scheme 2020/21<br><br>Background documents: Appendices - Various<br><br>Report to be considered in public | | | | |
| FCS-19-19 | Report of the Director of Finance - Income Strategy 2020/21 to 2024/25 | Director of Finance – Anne Ryans | December 2019 | Cabinet |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| Description: To set out the Council's strategy for income generation for the current medium term financial planning period (2020/21 to 2024/25)<br>Document(s) to be considered in public or private: Proposed Report Title:<br>Report of the Director of Finance - Income Strategy 2020/21 to 2024/25<br>Background Documents: Appendices - Various<br><br>Report to be considered in public | | | | |
| FCS-20-19 | Report of the Director of Finance - Update on the Oldham Healthcare Economy | Director of Finance – Anne Ryans | December 2019 | Cabinet |
| Description: To present a proposal for the Council to use reserves to support the Oldham Healthcare Economy in 2019/20.<br>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Update on the Oldham Healthcare Economy<br><br>Background Documents: Appendices - Various<br><br>Report to be considered in private for financial and business affairs of the Council. | | | | |
| FCS-21-19<br>**New!** | Report of the Director of Finance and Director of Education and Early Years - Schools Funding Formula | Director of Finance – Anne Ryans | December 2019 | Cabinet |
| Description: Schools Funding Formula for 2020/21 in relation to the National Funding Formula and Dedicated Schools Grant deficit.<br>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance and Director of Education and Early Years - Schools Funding Formula<br><br>Background documents: Various appendices | | | | |

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| FCS-22-19 **New!** | Coroners Hosted Service Accommodation | Director of Finance – Anne Ryans | December 2019 | Cabinet Member - Finance and Corporate Services (Deputy Leader - Cllr Abdul Jabbar) |
| Description: The provision of new accommodation for the Coroners Hosted Service.<br>Document(s) to be considered in public or private: To be considered in Private by virtue of 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 the information relates to the financial or business affairs of any particular person including the Council. | | | | |
| FCS-23-19 **New!** | Risk Management Strategy and Framework | Director of Finance – Anne Ryans | December 2019 | Cabinet |
| Description: To replace the existing Risk Management Policy with two separate documents ('Risk Management Strategy' and 'Risk Management Framework'). These will set out the strategic and detailed approach to risk management.<br>Document(s) to be considered in public or private: Proposed report title: Risk Management Strategy and Framework<br><br>Background documents:<br>Appendix 1 - Risk Management Strategy<br>Appendix 2 - Risk Management Framework<br><br>Report to be considered in public. | | | | |



## Commissioning Partnership Board

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

| Key Decision Reference | Subject Area For Decision | Led By | Decision Date | Decision Taker |
|---|---|---|---|---|
| CPB-16-19 **New!** | Section 75 Agreement | Chief Executive/Accountable Officer NHS Oldham CCG | January 2020 | Commissioning Partnership Board |
| Description: To provide notification of decisions to be taken by the Commissioning Partnership Board.<br>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 of the Council and its partners. | | | | |



**Key:**

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

Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Sean Fielding, Arooj Shah, Abdul Jabbar MBE, 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 if likely to be considered in private) can be found via the online published plan at: http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0

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# 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 |
|---|---|---|---|---|---|
| | | | | | |
| **Tuesday, 18th June 2019**<br>**6.00 p.m.**<br><br>**Deadline for reports: 6th June 2019** | Children's Services – Getting to Good | Update on Outcome | Children's Services (Thriving Communities) | **RESOLVED** that:<br>(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;<br>(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. | |
| | Thriving Communities and Place Based Integration | Update on the Work Programme | Social Justice and Communities (Thriving Communities) | **RESOLVED** that consideration of this item be deferred to the meeting of the Board to be held on 23rd July 2019. | Requested by the Board in November 2018 |
| | Northern Roots & Alexandra Park | Update on the report agreed at Cabinet | Economy & Enterprise (Thriving Communities) | **RESOLVED** that:<br>(1) the objectives of the Alexander Park Eco Centre and the Northern Roots project be endorsed;<br>(2) the progress to date in developing the Alexander Park Eco Centre and the Northern | Requested by Board in January 2019 |

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| | | | | Roots project be noted;<br>(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;<br>(4) a six-month update report be submitted to the Board on the progress of the Alexander Park Eco Centre and Northern Roots project. | |
| | Clean Air Update | Consultation on key measures | Neighbourhood Services (Thriving Communities) | **RESOLVED** that:<br>(1) the report be noted;<br>(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. | |
| | Children's Safeguarding | Consultation | Children's Services (Thriving Communities) | **RESOLVED** that:<br>(1) the proposed revised arrangements for children's safeguarding be endorsed and recommended to the Cabinet for adoption;<br>(2) an update report on implementation of the new arrangements be submitted to the Board in March 2020. | |
| | Council Motion: Improving Public Safety in Oldham's Night Time Economy | Report on actions related to the Motion | Neighbourhood Services (Thriving Communities) | **RESOLVED** that:<br>(1) the work already undertaken in support of the 'Ask Angela' scheme be noted;<br>(2) information in the submitted | Council Motion agreed on 12 Dec 18 |

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| | | | | report be included in the Council action update;<br>(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. | |
| Page 123 | Council Motions: Tackling Dog Fouling and Nuisance<br><br>Tackling Speeding | Report on motions referred to the Overview and Scrutiny Board | Various | **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.<br><br>**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. | Council Motions agreed on 20 March 2019 |
| | | | | | |
| **Tuesday, 23rd July 2019 6.00 p.m.**<br><br>**Deadline for reports: 12th July 2019** | 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:**<br>1. The update on the Business and Investment Review be noted.<br>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:**<br>1. The overview of the Heritage, Libraries and Arts' Offer to schools be noted.<br>2. A discussion be scheduled related to access funding. | Requested by the Board in January 2019 |
| | Thriving Communities | Update on the Work Programme | Social Justice and Communities (Thriving Communities) | **RESOLVED** that:<br>1. The update on the Thriving Communities Programme be noted.<br>2. The request for support and engagement with the social prescribing roll-out across Oldham be agreed.<br>3. The request that elected members make community groups aware of the next tranche of Fast Grants be supported.<br>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:<br><br>Youth Council Motion re | Various | **RESOLVED that:**<br>1. A meeting be held with the Youth Council to discuss the motion, look at ways forward, review | |

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| | | Knife Crime<br><br>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.<br><br>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: | |
| | 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.<br>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. | |
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| **Tuesday, 10th September 2019, 6.00 p.m.**<br><br>**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:**<br>1. the Board received a further update report at the meeting to be held in March 2020.<br>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 |
| | 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:**<br>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<br>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:**<br>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.<br>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 |
| | 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.**<br><br>**Deadline for Reports: 11th October 2019** | Place Based Integration | Update on the Work Programme | Social Justice and Communities (Thriving Communities) | **RESOLVED that:**<br>1. The report on Placed Based Integration and the information provided at the meeting be noted.<br>2. A separate session on Placed Based Integration be organised for January 2020. | Requested by the Board in November 2018 |
| | Youth Council | Review of Knife Crime Motion Resolution | Childrens Services (Cooperatives Services) | **RESOLVED that**:<br>1. The report on Youth Violence and the Oldham Youth Offer and the information provided at the meeting be noted.<br>2. An update on the Oldham Youth Offer be received by the Overview | Council Motion |

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| | | | | and Scrutiny Board in 12 months time.<br>3. A workshop be organised to discuss the mapping exercise following the Youth Summit in February 2020. | |
| | SEND Strategy | Update on the Policy | Education and Skills (Cooperative Services) | **RESOLVED that:**<br>1. The mission and outcomes of the SEND Strategy be endorsed and the approach used be applied to other strategies being developed in Oldham.<br>2. Information related to the structure of Education Psychologists be sent to Board Members.<br>3. The Chair of the Overview and Scrutiny Board meet with the Assistant Director, SEND following receipt of the letter from Ofsted / CQC. | Policy |
| | Local Government Ombudsman Annual Letter | Update | Finance & Corporate Services (Cooperative Services) | **RESOLVED that**:<br>1. The Local Government Ombudsman Annual Review for 2018/19 be noted.<br>2. Information related to the figures from the previous year be circulated to Overview and Scrutiny Board members.<br>3. An update be received in 12 months-time and included information related to the outcome of the review. | Annual Review |
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| **Tuesday, 26th November 2019** | | | | | |

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| **6.00 p.m.**<br><br>**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 |
| | 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 |
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| **Tuesday, 21st January 2020**<br>**6.00 p.m.**<br><br>**Deadline for Reports: 10th January 2020** | 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 |
| | Generation Oldham | Update to include information on how the programme was offered across Greater Manchester | Finance and Corporate Services (Outcome Driven Services) | | Update requested 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 |

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| | 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 |
| | Corporate Plan | Consultation on new Plan | All | | |
| | | | | | |
| **Tuesday, 3rd March 2020 6.00 p.m.**<br><br>**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 Programme (Briefing Note) | Delivering Digital by Design Update | Finance & Corporate Resources (Cooperative Services) | | O&S Board 5 March 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 | | O&S Steering Group, 11 July 2019 |

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| | | | Services) | | |
| | 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 |

## 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 forward | Neighbourhoods Services (Cooperative Services) | | Workshop agreed 23 July 2019. Workshop took place on 24 September 2019. Proposals to come forward to Board and be reported to Council. Areas to be explored and reported back to Board. | |
| **TBC** | Community Assets | Task and Finish Group to be established to investigate the nature | Economy & Enterprise (Cooperative | | Task and Finish Group agreed 23 July 2019. Further information provided on 22 Oct 19 following visit to Wigan. | |

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| | | and extent of support available to community groups seeking to acquire use of Council owned assets for promotion of community initiatives | Services) | | Meeting to be organised. | |
| **22 Oct 2019** | 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. Workshop to be organised after Youth Summit in February 2020. Further report in October 2020. | |
| TBA Jan 2020 | Placed Based Integration | Workshop to be organised to discussed way forward | Economy and Enterprise | | | |



**PART C – OUTSTANDING ISSUES – DATES TO BE DETERMINED**

| When Discussed | Title | Summary of issue | Cabinet Portfolio | Timescales | Notes | Outcome |
|---|---|---|---|---|---|---|
| | Adult Safeguarding – Deprivation of Liberty Safeguards | Update to the Board | Health and Social Care (Thriving Communities) | | To be received following updated legislation. | |
| | Environmental Health Trading Standards | Update on the service | Neighbourhood Services (Cooperative Services) | | | |
| | Early Help / Prevention Review | Update | Policing and Community Safety (Thriving Communities) | | | |

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| | Multi-Agency Safeguarding Hub (MASH) | Update on the service | Policing and Community Safety (Thriving Communities) | | | |
| 10 January 2019 | 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. | |
| | GM Clean Air Plan | Update on Final Business Case | Neighbourhood Services (Thriving Communities) | | O&S Board 5 March 2019; the business case is subject to the necessary responses from central government. | |
| | Oldham Safeguarding Children Board Annual Report | Annual Report | Children's Services (Thriving Communities) | | 18 month report to be prepared following implementation of new children's safeguarding arrangements. | |
| | Safeguarding Adults Board Annual Report | Annual Report | Health and Wellbeing and Children's Services (Thriving Communities) | | The Annual Report was not signed off on the anticipated date. Awaiting notice of revised approval date. | |



PA**RT 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 23 |

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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. | 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. *See note in Part C above* |
| 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 *See note in Part C above* |
| 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.<br>2. A six-month update report be provided to the Board on the progress of the project. | The site visit took place on 15 June 2019. |
| 23 Jul 19 | Council Motion: Making a | Various | Report to be brought back to O&S on | |

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| | Commitment to the UN Sustainable Development Goals | | 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. | Information provided on 22 Oct 2019. |
| 22 Oct 19 | SEND Strategy | Education and Skills | Organisation Structure to be sent to members<br><br>Chair to meet with the Assistant Director, SEND to discuss outcome letter when received | |
| 22 Oct 19 | Local Government Ombudsman Review | Finance and Corporate Services | 2017/18 Figures to be sent to Board Members | Information sent 24 October 2019 |

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