

POLICY OVERVIEW AND SCRUTINY COMMITTEE Agenda

- Date Tuesday 13th December 2022
- Time 6.00 pm
- Venue Crompton Suite, Civic Centre, West Street, Oldham, OL1 1NL
- Notes
1. DECLARATIONS OF INTEREST- If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Constitutional Services in advance of the meeting.
 2. CONTACT OFFICER for this Agenda is Constitutional Services Tel. 0161 770 5151 or email constitutional.services@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, 8 December 2022.
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MEMBERSHIP OF THE POLICY OVERVIEW AND SCRUTINY COMMITTEE IS AS FOLLOWS:

Councillors Alyas, Barnes, Dean, Harrison, McLaren (Chair), C. Phythian, Wilkinson and Williamson

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 (Pages 1 - 4)

The Minutes of the meeting of the Policy Overview and Scrutiny Committee held on 8th November 2022, are attached for approval.

6 Transport Strategy (Pages 5 - 98)

Including the Oldham Town Centre Parking Strategy (report to follow)

7 Northern Care Alliance (NCA) NHS Group - employment support, local recruitment, and ongoing items (Pages 99 - 102)

Report to follow

8 Policy Overview and Scrutiny Committee Work Programme 2022/23 (Pages 103 - 116)

9 Key Decision Document (Pages 117 - 132)

Key Decisions scheduled to be taken by the Council/Cabinet.



Present: Councillor McLaren (in the Chair)
Councillors Dean, Harrison and Williamson

Also in attendance:

Gerard Jones – Managing Director of Children’s Services

Paul Axon – Service Manager (Positive Steps)

Peter Thompson – Constitutional Services

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Alyas, Barnes, C. Phythian and Wilkinson.

2 **DECLARATIONS OF INTEREST**

Councillor Williamson declared a personal interest in agenda item 6 (Youth Justice Plan 2022/23) insofar that she was a Council appointed Director of Positive Steps.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

There were no public questions for this meeting of the Committee to consider.

5 **MINUTES OF PREVIOUS MEETING**

Resolved:

That the minutes of the meeting of the Policy Overview and Scrutiny Committee held on 20th September 2022, be approved as a correct record.

6 **YOUTH JUSTICE PLAN 2022/23**

The Committee scrutinised a report which informed Members of the responsibilities of the Youth Justice Service and its priorities for 2022/23. Members of the Committee were also advised of the financial arrangements and performance for the previous year.

The appendix to the report detailed the Annual Youth justice Plan, which had already been subject to review via both the Youth justice Management Board and the Youth Justice Board. For this report the Youth Justice Board had changed the report’s request, with the inclusion of a more extensive plan in line with a prescribed format. The plan’s main themes included:

- Introduction, Vision and Strategy
- Local Context
- Child First
- Voice of the Child
- Governance, Leadership and Partnership
- Resources and Services
- Progress on Previous Plan

- Performance and priorities
- National Standards
- Challenges, Risks and Issues
- Service Improvement Plan
- Evidence Based Practice and Innovation
- Looking Forwards

The Youth Justice Management Board Annual plan was a requirement of grant allocation for Oldham's Youth Justice Service and was overseen by the Youth Justice Board nationally. The Plan had been developed and approved at Strategic level through the Youth Justice Management Board and nationally via the Youth Justice Board.

In considering the report, members recognised the successful outcomes for the service, noting that within the reporting period Oldham has some of the lowest rates of reoffending in England, despite the very real socio-economic challenges faced across the Borough. The report was subject to grading from the Youth Justice Board and Oldham's Plan was awarded an 'Outstanding' rating for 2022/23.

The Committee were advised that teams across Oldham were working hard to ensure that young people at risk of or involved in offending were 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'. The aim was to ensure 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. The agenda has been set for 'child first' approaches to youth justice and recent projects and practice in trauma and contextual safeguarding to support diversion and rehabilitation were strong evidence of this work. The vision of child first youth justice was based on a strong partnership approach that reduces contact with the criminal justice system, wherever possible. Where not, young people should receive interventions that reduce their likelihood to develop a criminal identity and promotes the safety of the community they live within. This included an overall approach that includes trauma informed and strengths-based practice. Youth violence had 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 the need to take new approaches. 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 'diversion and prevention 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 Service is not only responsible for the management of young people in the justice system; we also hold responsibility for both victims of crime and ensuring that families and communities needs are heard and met through our service offer. We have strengthened our approach to victims in recent years through the development of a specific role meeting these needs and aim to continue to grow that offer in 2022/23. It was vital that victim's needs are heard and responded to effectively rehabilitate and prevent further harm.

The Committee considered the report in detail and asked numerous question and points of clarification relating to the submitted report, with regard to prevention and reoffending, local priorities, diversity and equalities issues and the impact of Covid-19. The Committee welcomed the report and the positive messages, regarding the low levels of reoffending in Oldham that were presented.

The Committee noted that the report's author, Mr Paul Axon had recently been appointed as Chief Executive of Positive Steps and that he was due to take up his post in March 2023.

Resolved:

1. That the report be note and welcomed.
2. The Committee congratulates Mr paul Axon on his promotion to Chief Executive of Positive Steps.

7 **OLDHAM ENGAGEMENT FRAMEWORK TASK AND FINISH GROUP**

The Committee considered the minutes of the meeting of the Oldham Engagement Task and Finish Group held on 18th October 2022.

Resolved

That the Minutes be noted.

8 **POLICY OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23**

The Committee considered its Work Programme for 2022/23..

Resolved:

That the Policy Overview and Scrutiny Committee's Work Programme 2022/23, be noted.

9 **KEY DECISION NOTICE**

The Committee reviewed the Key Decision Notice which provided an opportunity for the identification of items or policy or service development, not otherwise listed on the Committee Work Programme.

Resolved:

That the report and the Key Decision Notice be noted.



Oldham
Council



Report to CABINET

Oldham's Transport Strategy, Delivery Plan and Town Centre Parking Strategy

Portfolio Holder:

Councillor Chadderton, Leader and Cabinet Member for Regeneration & Housing

Officer Contact:

Emma Barton, Executive Director of Place and Economic Growth

Report Author:

Helen Fallon, Strategic Transportation Team Leader

23 January 2022

Reason for Decision

To adopt and publish the Oldham Transport Strategy.

Executive Summary

The Oldham Transport Strategy sets out how Oldham will meet the ambitions set out in the Greater Manchester Transport Strategy 2040 and sub strategies, whilst ensuring investment is prioritised to ensure Oldham's Transport and Highways Network support a Healthy, Clean and Thriving borough.

The Vision for Oldham as set out in the strategy is to create a connected borough with increasing use of public transport and active travel that provides all people with safe and inclusive access to opportunities and healthy choices.

The Transport Strategy sets out the council's transport and highways ambitions in relation to:

- A Healthy Oldham
- A Clean Oldham
- A Safe Oldham
- An Accessible Oldham
- A Connected Oldham and
- A Thriving Oldham

The Oldham Transport Strategy and Delivery Plan align with the Greater Manchester Transport Strategy 2040 'Right Mix' ambition for half of all journeys to be made by active and sustainable transport modes by 2040. The aim of Oldham's Transport Strategy is to reduce carbon emissions from transport, increase cycling, walking and public transport use and enable the borough to become an increasingly attractive place to live, work and visit.

Our Transport Strategy will support the borough's ambitions for sustainable growth and development over the next 20 years.

The Delivery Plan sets out transport interventions to be delivered over the following time periods:

- short term 0 - 5 years;
- medium term 5 -10 years;
- long term 10 – 20 years (up to 2040); and
- beyond 20 years - 2040 onwards.

The Transport Strategy also includes the first proposed sub-strategy - an update to the Oldham Town Centre Parking Strategy. The refreshed Town Centre Parking Strategy is necessary to support the current regeneration proposals for the town centre, which are aimed at providing quality homes within the town centre, increasing office and service space, and promoting decreasing road traffic and increased access to public transport. These growth plans need to be supported by the right parking infrastructure, with the right levels of car parking provided in the right places at the right tariff. An updated car parking strategy is therefore needed to ensure that appropriate mechanisms and processes are in place to plan for future provision.

A number of recommendations have been made in the Parking Strategy which range from improvements to signage around the town centre, updates to parking technology, such as mobile phone application, Mobility Hubs, and Electric Vehicle Charging Infrastructure. Following the adoption of the Parking Strategy work will be undertaken to establish a supporting delivery plan facilitating the implementation of the identified recommendations.

As we identify actions to support the aims set out in the Transport Strategy, we will be developing further sub strategies to support this, including an Active Travel Sub Strategy to set out how we will ensure we meet our Transport ambitions to get more people walking, wheeling, and cycling.

Recommendations

To adopt the Oldham Transport Strategy including the Delivery Plan and Oldham Town Centre parking strategy, to embed meeting the aims of the Greater Manchester Transport Strategy 2040 (GM2040) in the borough and ensure our transport and highways networks enable the building of homes and the creation of jobs.

1 Background

1.1 Oldham is an integral part of the Greater Manchester city-region and the Council is working to deliver GM2040. However we are a unique borough with our own significant challenges and opportunities.

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- 1.2 The population of Oldham has grown by around 14,000 people over the last decade, which compares to a similar rate of growth in Greater Manchester.
 - 1.3 Oldham is an ethnically diverse borough which in the last decade has seen population growth in the Pakistani and Bangladeshi communities, as well as groups primarily made up of Polish and Romanian heritage. Oldham's diversity presents opportunities for businesses and training to access the skills required.
 - 1.4 Oldham has high levels of community deprivation. In 2019 most of the Oldham urban area was within the 50% most deprived areas nationally.
 - 1.5 When the Covid-19 pandemic struck the economic consequences impacted heavily on the poorest communities, which means many neighbourhood areas in Oldham require support with their travel.
 - 1.6 A large proportion of the Oldham population works in sectors that have seen big changes to demands during the Covid-19 pandemic and therefore high levels of vulnerability. The top five employment sectors are health, manufacturing, retail, education, transport and warehousing. Together, these sectors make-up 55% of employees in Oldham. Retail has seen national and local declines in employment whilst transport and storage is a growing area of employment for the region.
 - 1.7 As a Council we are making unprecedented investment in the borough to help build a thriving economy and need a transport offer that will support our wider health, environmental, economic and regeneration ambitions, such as those set out recently in the 'Creating a Better Place' boroughwide plan, which builds on the Council's refreshed vision for Oldham Town Centre.
 - 1.8 It was agreed in 2020 that Oldham Council should develop our own Transport Strategy in the context of the agreed GM Transport Strategy (GMTS) to establish our own local transport vision, objectives, strategy and priorities that will provide a robust and cohesive framework to direct transport investment for all modes going forward.
 - 1.9 The commitment is to enable the borough to become an increasingly attractive place to live, work and visit. This means Oldham Council want to provide safer facilities for walking and cycling and improve their integration with public transport services.
 - 1.10 Walking, cycling and public transport services that integrate with better information and facilities is important to supporting the local economy and high streets in the short and longer-term to 2040.
 - 1.11 The Oldham Transport Strategy aligns to the national, regional and local policy. This means alignment with the aims by the Government, TfGM and Oldham's Corporate Plan.

2 The Oldham Transport Strategy

- 2.1 The strategy sets out a transport vision and objectives for Oldham based upon meeting local priorities for Oldham Council, as well the Spatial Theme priorities and ambitions within the Greater Manchester Transport Strategy, (GMTS) 2040.

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- 2.2 The vision is for a connected borough with increasing use of public transport and active travel that provides all people with access to opportunities and healthy choices with infrastructure that is safe and inclusive.
- 2.3 The Transport Strategy sets out the council's transport and highways priorities in relation to our following six ambitions:
- A Healthy Oldham
 - A Clean Oldham
 - A Safe Oldham
 - An accessible Oldham
 - A Connected Oldham and
 - A Thriving Oldham
- 2.4 It provides a strategic view of transport matters across the borough and sets out a delivery plan with priority schemes and interventions that will feed into the Greater Manchester transport intervention pipeline and how Oldham Council will work towards meeting the objectives of the Greater Manchester 2040 Transport Strategy over the next 5, 10 and 20 years, including the Right Mix Vision, Network Principles, Modal Principles and Spatial Theme ambitions. This will be achieved by:
- Improving walking and cycling routes in Oldham to support healthy travel choices and provide the environmental benefits from reduced vehicles emissions continuing to deliver the Bee Network and implementing campaigns to promote active travel including to schools, residence, and workplaces.
 - Improving actual safety, perceived safety and reducing fear of crime for all people using our highway and public transport networks in Oldham, working with partners from TfGM and transport providers.
 - Lowering traffic related emissions from vehicles and improving air quality in Oldham for cleaner air, health and wellbeing including facilitating and accelerating the shift to electric vehicles by incentivising their use and ensuring access for all our residents to affordable charging infrastructure
 - Working with our partners to improve the public transport offer in Oldham and ensure it is developed to respond to the needs of the borough, supports the economy for travel for work and leisure, ensuring our residents are connected to opportunities.
 - Maintaining the highway to ensure a reliable and resilient network that can support essential journeys, including buses and freight to provide journey time reliability throughout the year within, into and out of the borough.
 - Ensuring our network is resilient to the impacts of climate change and extreme weather, eg flood mitigation measures, green infrastructure to increase biodiversity.
- 2.5 It identifies how these policies can be applied across the different districts in the borough, adapting the vision to suit local area characteristics such as connectivity, urban density, and topography, supporting the 'right- mix' sustainable mode share targets appropriate for the trip and destination, as set out in the GM 2040 Transport Strategy.
- 2.6 The strategy builds the case for transport investment in Oldham, and demonstrates Oldham's role in supporting Greater Manchester's economic, social and
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environmental aspirations for the period to 2040 to ensure Oldham is poised to grasp opportunities to bid for external funding as and when they arise.

- 2.7 It includes cycling and walking interventions that will further develop Oldham's Bee Network proposals into a comprehensive cycling and walking network, including connections to public transport.
- 2.8 It presents a clear statement to the public and our partners of our transport priorities and the interventions needed to make ensure a healthy, clean, safe, connected, accessible and thriving Oldham.
- 2.9 The Strategy will support the Council's wider economic, environmental, regeneration and social aspirations as set out in key strategy and policy documents:
- The Oldham Corporate Plan and Future Oldham Vision;
 - The Local Plan (currently being reviewed) identifying where additional land should be safeguarded for possible future transport interventions;
 - Greater Manchester's Plan for Homes, Jobs, and the Environment
 - The Oldham Strategic Investment Framework;
 - the boroughwide 'Creating a Better Place' plan;
 - the Oldham Environment Strategy and Green New Deal strategy;
 - the refreshed vision for Oldham Town Centre and the emerging Oldham Town Centre Masterplan; and
 - other local masterplans such as the Royton Masterplan.

3 The Oldham Town Centre Parking Strategy

- 3.1 The updated parking strategy now forms part of Oldham's Transport Strategy and assesses the existing parking stock within the Town Centre area, reviews the previous assumptions with regard to future growth in demand to take account of recent land use development plans, which have been developed since the previous Parking Strategy was issued, and assesses the implications of the latest set of regeneration proposals.
- 3.2 An assessment of current and future demand for public car parking has been undertaken in order to establish existing car park usage and identify any potential future shortfall in parking provision.
- 3.3 The main aims of the Town Centre Parking Strategy are to:
- Draw together the existing evidence base and work completed to date to provide a one stop location of understanding Oldham's Parking Strategy;
 - Examine the potential implications for parking provision associated with the latest land use development proposals and identify a recommended strategy for managing car parking in Oldham;
 - Reflect the aspirations of Oldham and seek to maximise the opportunities it has for sustaining both the economy and delivering new homes across the borough; and
 - Include a wide-ranging remit incorporating the level of parking provision provided, parking charges and revenue implications, provision of disabled and EV charging spaces, and consideration of a mobility hub location.
 - Facilitate the creation of a supporting delivery plan.

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- 3.4 This updated parking strategy considers an updated 15-year period from 2022 to 2037.
- 3.5 Three options have been considered in relation to future development. The first considered the impact of closing nine town centre car parks and relocating their existing demand elsewhere on the network. The second and third scenarios contained within the Parking Strategy consider the land use development proposals put forward by Simpson Haugh in the Creating a Better Place (2020) strategic framework and subsequent Development Plan Prospectus (2022).
- 3.6 Both of these documents indicate a number of existing town centre car parks which could be redeveloped to different land uses (mostly residential) and so are reviewed in terms of displacement of existing demand and the additional demand generated by the new developments.
- 3.7 Overall conclusions of the assessment are as follows:
- All development options assessed will see a net loss of spaces across the Town Centre (which is to be expected).
 - Based on an assumption of 40% on site provision for residential development combined, work to support modal shift combined with TRICS modelling, demand is anticipated that the loss of parking provision can be contained within the reduced parking stock.
 - Demand will be managed by a number of methods, such as: introduction of Mobility Hubs, reduction in price of public transport, improvements to walking and cycling infrastructure, prioritisation of improvements to the perception of safety (in partnership with Transport for Greater Manchester, Greater Manchester Police and Metrolink) and Park & Ride facilities.
 - With the exception of the Mecca Bingo site, parking demand from new development is expected to be contained on site. The displaced Mecca Bingo site parking demand is expected to be contained within the reduced overall town centre capacity.
 - The strategy notes that parking charges are currently broadly comparable with benchmarked neighbouring towns including Bolton, Bury, Rochdale and Stockport. This is however an area which must remain under constant review to ensure that a balance between strategic transport aspirations and achieving the ambition to have a vibrant and strong town centre is achieved.
- 3.8 The report also sets out a number of recommendations. These include:
- Improvements to signage around the town centre, both in relation to the use of Variable Message Signs and the location of signs to promote the use of Park & Ride facilities.
 - Updates to parking technology, such as mobile phone application with multiple functions (e.g. parking space availability and price) should be extended across all town centre parking locations. All locations should offer contactless or in-app payment options for parking.
 - Relocated and new Blue Badge spaces should have locations determined in liaison with local disabled user groups. Use of Blue Badge spaces should be monitored to determine when an increase in provision is required.

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- Mobility Hubs could be located at Spindles car park, Oldham Central Bus Station and the New Leisure Centre. This would have the joint benefit of offering emission free options for local deliveries, as well as providing uses with options for making sustainable journey choices.
 - It is recommended that further Electric Vehicle charging infrastructure is provided as demand grows.
 - The Council should continue to manage demand for on-street and off street car parking, and enforcement action should be taken against illegal, inconsiderate, and dangerous parking, and unregistered vehicles.
 - The Council should monitor for any negative impacts associated with displaced parking following the closure of a number of town centre car parks.
 - The council will consider Controlled Parking Zones / Residents Parking Zones, where appropriate.

3.9 The Council's ongoing work with TfGM and partners on programmes such as Accessible Oldham, will ensure that walking and cycling can be a genuine mode choice for people of all abilities, and combined with planned improvements to public transport and the perception of safety on public transport, will help to mitigate future parking demand. Moving forward a supporting delivery plan will be developed to ensure that the recommendations contained in the Parking Strategy are implemented.

4 Engagement

4.1 Engagement has been undertaken with key internal and external partners and stakeholders in the preparation of the transport strategy, pipeline of interventions, identification of priorities and the development of the delivery plan, including:

- Oldham Council officers working in highways ((including Unity Partnership for engagement pre April 2022), strategic planning, development management, regeneration, environmental policy, health, the town centre manager;
- Officers within the Economic and Environment Directorate, in particular our Highways Service
- Oldham Council Leader and Elected Members
- Oldham District Leads; and
- Transport for Greater Manchester

4.2 The development of the Oldham Town Centre Parking Strategy included steer from the Transport Strategy project team to ensure it reflected the views previously provided by key stakeholders. This has ensured that the recommendations are consistent with and support the ambitions set out in the Transport Strategy, particularly relating to a Healthy, Clean and Accessible Oldham.

4.3 Following approval at Cabinet, there will be further communication and engagement to raise awareness of the delivery plans across each of our districts including key priorities. We will also be identifying how we can progress the ambitions and recommendations across the strategies which may include developing further action plans and sub strategies in addition to the Parking Strategy, including an Active Travel Strategy setting out further detail on how we will work to increase walking and cycling in Oldham and Road Collision Reduction Strategy.

5 Options/Alternatives

- 5.1 Option 1: To adopt and publish the Transport Strategy, Delivery Plan and Town Centre Parking Strategy to support our framework to direct transport investment for all modes going forward to support sustainable growth and development to enable and ensure a healthy, clean, safe, accessible, and connected Oldham.
- 5.2 Option 2: To not adopt and publish the Transport Strategy, Delivery Plan and Town Centre Parking Strategy, which will weaken the case for transport investment in the borough, as there will not be clear direction on the need and justification for the investment, and links to how it meets the targets set out in the GM2040 Strategy and other regional and national policies.

6 Financial Implications

- 6.1 There are no direct financial implications arising from the adoption of the Transport Strategy. As individual programmes of work and schemes are developed the detailed financial implications will be included in future reports. (James Postle)

7 Legal Services Comments

- 7.1 Local Transport Plans (LTPs) were established by the 2000 Transport Act, as statutory documents to be produced by all local authorities, setting out a 5-year programme for investment for local transport, supported by statements on wider local transport policies to support the delivery of a longer term vision and strategy for their given area. The adoption of an LTP had to be approved by full Council. Under changes mainly introduced by the Local Transport Act 2008, the duty to produce an LTP for Greater Manchester was transferred to the sole responsibility of the Greater Manchester Combined Authority (GMCA). In addition the requirement to produce a 5-year programme was replaced by a duty to keep the LTP under review, alter it if considered appropriate to do so and replace it as the GMCA think fit. As the statutory duty to produce an LTP is now the sole responsibility of the GMCA, there is no requirement for Oldham's Transport Strategy to be approved by full Council. (A Evans)

8 Co-operative Agenda

- 8.1 Adopting an Oldham Transport Strategy will assist the Council's Co-operative Agenda by ensuring Oldham has a Transport Strategy that reflects Oldham's specific transport needs and ambitions and makes the case for transport investment in the borough. The Strategy will cover all modes of transport and is boroughwide so should benefit all residents.

9 Human Resources Comments

- 9.1 N/A

10 Risk Assessments

- 10.1 None provided

11 IT Implications

- 11.1 N/A

12 Property Implications

12.1 N/A

13 **Procurement Implications**

13.1 If option one is selected to adopt and publish the Transport Strategy to support Oldham Council's direct transport investment for all modes, Oldham Council may require additional external resources to support successful delivery. Any external consultancy and professional services required for effective delivery must be procured compliantly within the stated terms of **The Public Contracts Regulations 2015**) utilizing all compliant procurement procedures listed within the Act, **PCR Chapter 2 section 3 & 4, r26-34.**

14 **Environmental and Health & Safety Implications**

14.1 The Transport Strategy sets out ambitions for a Healthy, Safe and Clean Oldham and supports the GM Transport Strategy 2040 to deliver programmes to increase active travel to improve the health of our people, reduce emissions from transport through both a reduction in private car and switch to less polluting vehicles and or active and sustainable modes, and reduce road danger to improve safety across the highway and public transport network.

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

15.1 All schemes that are brought forward for delivery through the Strategy will be designed in accordance with the relevant guidance in the Design Manual for Roads and Bridges and in compliance with all DDA standards which will mean improved accessibility and safety for non-motorised road users including those with a sensory disability, those in wheelchairs and those with prams and pushchairs.

16 **Implications for Children and Young People**

16.1 This decision supports children and young people as it seeks to improve options for walking, cycling and public transport to schools, as well as improved road safety around schools and access to cycle training.

17 **Equality Impact Assessment Completed?**

17.1 Trialing Impact Assessment Tool

18 **Key Decision**

18.1 YES

19 **Key Decision Reference**

20.1 TBC

21 **Background Papers**

21.1 The following is a list of background papers

Two baseline reports have been developed to support the evidence, ambitions and measures within the Oldham Transport Strategies. The baseline reports are:

- [Oldham Council Transport Strategy Policy Baseline Report, 2021.](#)

-
- Oldham Council Transport and Spatial Change Report, 2021.

22 **Appendices**

22.1 Appendix 1 - Oldham's Transport Strategy (Draft for Management Board)

Issued Draft Oldham Transport Strategy and Delivery Plan 26.09.2022.docx

22.2 Appendix 2 – Oldham Town Centre Parking Strategy (Draft)

Oldham Town Centre Parking Strategy – September 22

Oldham Transport Strategy and Delivery Plan

Oldham Council

06 November 2022

Prepared for:

Oldham Council
Civic Centre,
West Street,
Oldham,
OL1 1UT
United Kingdom

Prepared by:

Edward Holden
Senior Consultant
E: Edward.Holden@aecom.com

AECOM Infrastructure & Environment UK Limited
1 New York Street
Manchester M1 4HD
United Kingdom

T: +44 161 601 1700
aecom.com

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Foreword

Transport plays a huge part in the lives of Oldhamers of all ages. It can influence where we live, work, study and train and also impacts our health, the air we breathe and our access to opportunities.

This new strategy supports the aims of the Greater Manchester Transport Strategy 2040 to have ‘World-class connections that support long-term sustainable economic growth and access to opportunity for all’ and can deliver real benefits for our residents and the borough.

There will be challenges, but over the coming years there will be opportunities to make sure that the borough’s transport network connects all our communities, supports healthy travel choices and is safe and accessible.

Our ambition is to make it easier for residents to get about without using their cars, helping to cut pollution and freeing up road space for essential journeys.

By improving our transport links we’ll be helping people access learning and career opportunities. This will tackle inequalities and support the development of new homes, jobs and businesses.

Across the borough we will look to provide a transport system which:

- supports long term economic growth and makes it easier and quicker for people and goods to get around;
- Improves the quality of life for all by being integrated, affordable and reliable;
- Improves our environment and our air quality because protecting the health of the borough’s residents is a priority
- Uses the newest technology and innovation by supporting Greater Manchester’s overall target to be net zero carbon by 2038

For us to do all of this this we will be investing in safe walking and cycling routes - prioritising space to ensure all our residents have the opportunity to make healthy choices.

We will make improvements that will deliver a reliable highway network for buses, essential freight and other essential journeys – creating a resilient transport network.

We will continue to work with partners to ensure all public transport is safe and accessible and where necessary look to improve current services or introduce new ones. Better connectivity supports the creation of new homes and jobs.

Not all journeys can be made via walking, cycling or public transport. The council will look to use a greener fleet and we will also invest in our infrastructure – creating more electric charging points and promoting access to shared mobility clubs, cycle hire, e-bikes and cargo bikes. This will help make the switch to cleaner options easier, especially for businesses and residents.

This isn't a one-size fits all strategy, we'll adapt polices to suit different areas within the borough to benefit the people who live here.

Councillor Amanda Chadderton – Leader of Oldham Council

1. Introduction

1.1 Vision for Oldham

This strategy sets the strategic direction for travel and mobility within Oldham. It captures existing commitments and priorities for all our communities and identifies the requirements for transport in the future both for growth and in response to changing travel technologies. The Oldham Transport Strategy is an all-encompassing transport plan for Oldham, including the town's core and each Neighbourhood District Area including the Pennine edge and the city-region travel to work area.

Delivering Our Future Oldham

The Oldham Corporate Plan 2022 to 2027 sets ambitions that the Transport Strategy aligns to:

- Healthy, safe and well supported residents.
- A great start and skills for life.
- Better jobs and dynamic businesses.
- Quality homes for everyone.
- A clean and green future.

Delivering against these priorities means the Council can help residents and make Oldham the best place it can be and the transport network is an important foundation and enabler to achieving the priorities for Oldham.

If you live in Oldham the least you should expect are the basics of a fulfilling life, as well as some of the things that make life joyful. The basics include:

1. The chance to attend a good school, and to gain the skills and experience for a fulfilling life.
2. The opportunity to get a good job that pays well and offers security and flexibility.
3. Public transport to every part of the city region that's quick, cheap and easy.
4. A home that is affordable, well maintained, and appropriate.
5. Easy, timely access to vital services to keep people healthy and safe.

Beyond those basics, we want Oldham to be a rich and vibrant place to live. That means every resident can expect:

1. A healthy environment and access to green space.
2. Opportunities to get together with neighbours across communities.
3. A thriving local area that celebrates our diversity, with regular activities to boost physical and mental health.

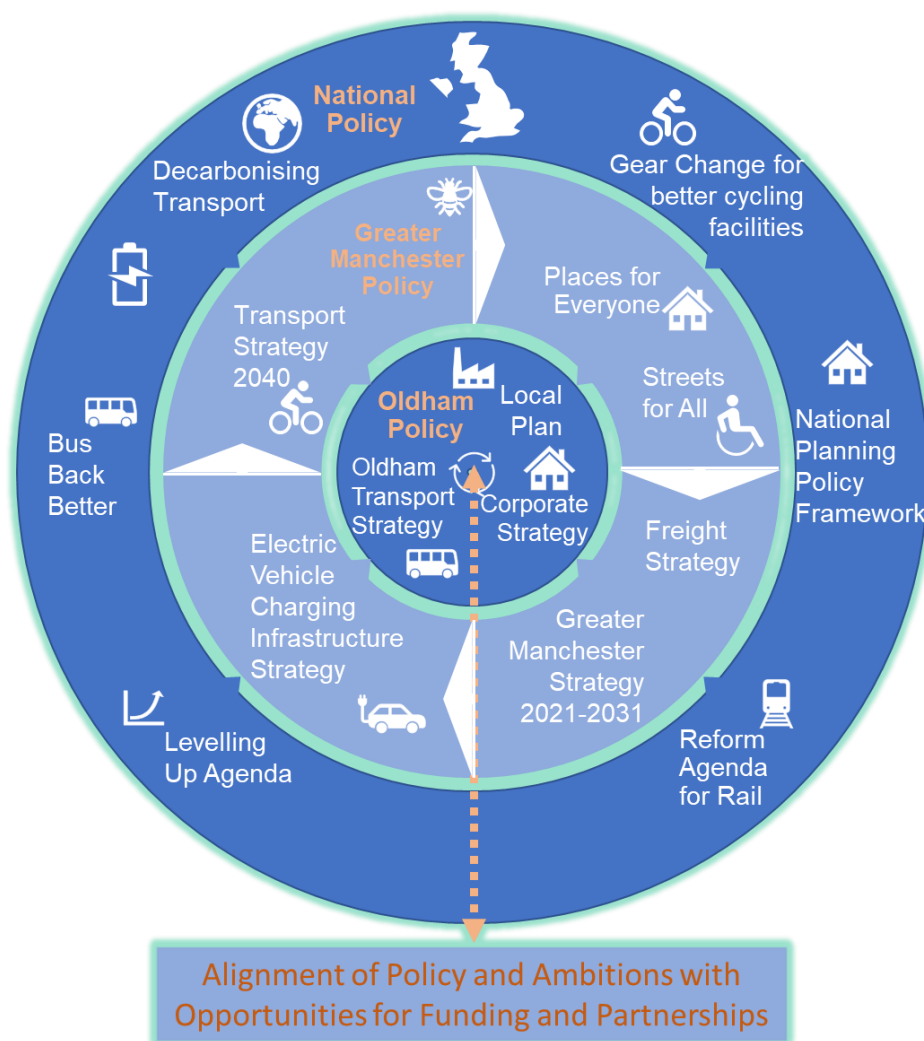
To help us meet these basics and ensure Oldham is a rich and vibrant place to live, we need to invest in the transport network. This means investing in and working with partners to

develop facilities for active travel, access and capacity of public transport, and supporting decarbonisation of both the public and private transport in the borough.

1.2 Our Transport Strategy Fits with the National and Regional Policies of our Neighbours

The diagram below (Figure 1-1) illustrates the importance of aligning the measures and ambitions in the Oldham Transport Strategy to the policy framework nationally and regionally with our neighbours in Greater Manchester. This means our transport ambitions in Oldham should align to our carbon reduction and sustainability aims nationally, and with the cross-boundary ambitions with our neighbours in Greater Manchester. This is important because the alignment of our ambitions with our neighbours can stand Oldham in a stronger position to attract funding opportunities and inward investment. In addition, the alignment of our ambitions will be better for transport improvements, skills and wellbeing for all neighbourhoods in Oldham.

Figure 1-1: Alignment of Our Policy Ambitions Nationally and with Our Neighbours.



Consultation with our communities

The programmes and measures in the Oldham Transport Strategy are indicative and will benefit from further consultations. The Oldham Transport Strategy has a 20-year timescale and is not expected to realise all the measures in the first 5-years. The Oldham Transport Strategy fully aligns to measures identified for Oldham in the Greater Manchester Transport Strategy 2040 and Oldham Council is fully committed to that delivery strategy. Oldham Council will continue to work closely with TfGM and our communities to realise the ambitions for all Neighbourhood District Areas across Oldham.

1.3 Overview of Oldham

Transport services and routes in Oldham are essential to connect people with opportunities and training. This requires improved local connections to all neighbourhood districts and employment centres both within the borough and with the wider region.

Oldham's Population is
242,100 with 118,400 males (49%)
 and 123,700 females (51%)
 making us the sixth largest borough in Greater Manchester

Between 2011 and 2021 our population increased by **7.6%**

This is a larger increase than that seen across Greater Manchester (6.9%) and England (6.6%).

According to the ONS, our population is projected to reach
261,018 by 2041
 a 10% increase from the 2020 population



It is expected that the number of older people in Oldham's population will grow by 30% in the next 20 years.

Age	0 – 19	19 – 64	65+
Population	67,900	135,500	38,700
Percentage	28%	56%	16%

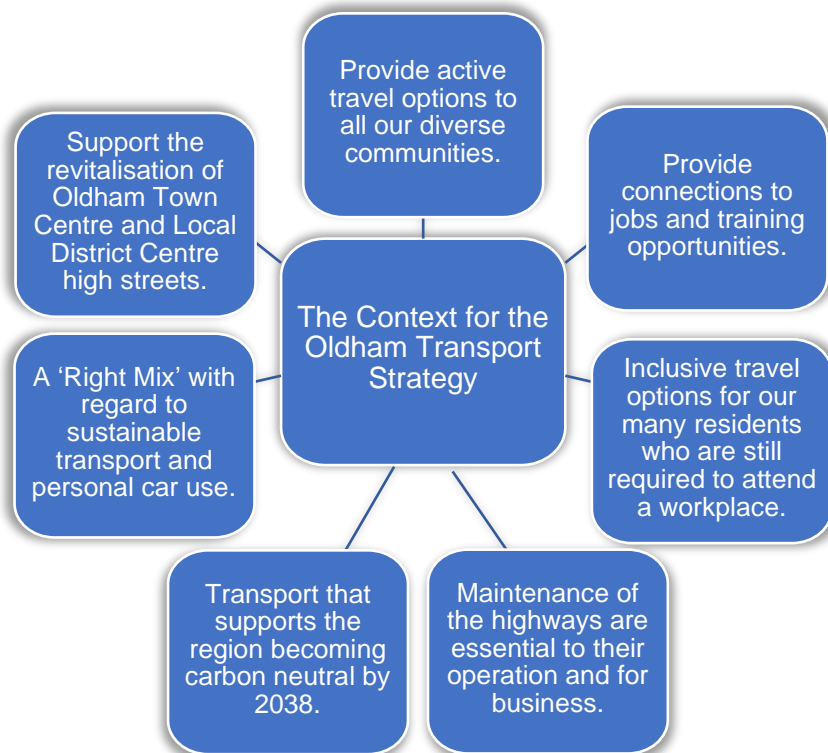
The population of Oldham has grown by around 14,000 people over the last decade, which compares to a similar rate of growth in Greater Manchester.

Oldham is an ethnically diverse borough which in the last decade has seen population growth in the Pakistani and Bangladeshi communities, as well as groups primarily made up of Polish and Romanian heritage. Oldham’s diversity presents opportunities for businesses and training to access the skills required.

Oldham has high levels of community deprivation. In 2019 most of the Oldham urban area was within the 50% most deprived areas nationally.

When the Covid-19 pandemic struck the economic consequences impacted heavily on the poorest communities, which means many neighbourhood areas in Oldham require support with their travel.

A large proportion of the Oldham population works in sectors that have seen big changes to demands during the Covid-19 pandemic and therefore high levels of vulnerability. The top five employment sectors are health, manufacturing, retail, education, transport and warehousing. Together, these sectors make-up 55% of employees in Oldham. Retail has seen national and local declines in employment whilst transport and storage is a growing area of employment for the region.



1.4 Ambitions for Transport in Oldham

The Oldham Transport Strategy is categorised into six ambitions illustrated in **Figure 1-2**. Planning transport for the future requires a balance of healthier travel behaviours and reducing harmful transport emissions. Similarly, the Government and Greater Manchester Combined Authority (GMCA) aim to reduce carbon emissions.

Transport is a major contributor to poor air quality whilst being essential to connect communities with opportunities. This means the Oldham Transport Strategy will need to support the Greater Manchester ambitions to grow economically in a way that also supports the region becoming carbon neutral by 2038.

Healthier travel choices mean being able walk and cycle on routes and in our neighbourhoods whilst feeling safe and confident in being able to do so. Quality of walking and cycling facilities, better active travel information, street lighting and including the needs of the disabled.

To improve road and travel safety, Oldham Council will work with partners such as Transport for Greater Manchester (TfGM), Greater Manchester Police and the freight sector to improve safety on the transport network at all times of the day. People should be able to use the services and public transport facilities at all times of day without concern for their safety.

Connected Oldham means Oldham Council will prioritise maintenance of the highways, footways and Public Rights of Way, which are essential to their operation, wellbeing and leisure. Maintenance needs vary in scale and engineering complexity, notably in the East Neighbourhood District and the Pennine fringe where the hilly topography creates additional weather and structural needs.

The English Indices of Multiple Deprivation identifies Oldham has a higher proportion of deprived communities when compared to similar metropolitan areas nationally. The disabled of all ages and abilities require safe access to the transport network in accordance with the Equality Act 2010. Perceptions of safety and ‘fear of harm’ factors are a barrier to travel for many disabled people and vulnerable groups. This means improving access is a priority and is important for reducing deprivation in Oldham whilst supporting our communities.

Figure 1-2: Oldham Transport Ambitions.



1.5 Baseline Reports for the Oldham Transport Strategy

Two baseline reports have been developed to support the evidence, ambitions and measures within the Oldham Transport Strategies. The baseline reports are:

- Oldham Council Transport Strategy Policy Baseline Report, 2021.
- Oldham Council Transport and Spatial Change Report, 2021.

2. Background and Context for Transport Improvements in Oldham

2.1 Introduction

The Oldham Transport Strategy needs to conform with the national, regional and Greater Manchester City-Region transport policy framework that sits above it, particularly the Greater Manchester Transport Strategy 2040. It also needs to conform with and support local plans and strategies such as the Creating a Better Place agenda, the Corporate Plan and the Local Plan.

2.2 Safety on our Transport Network

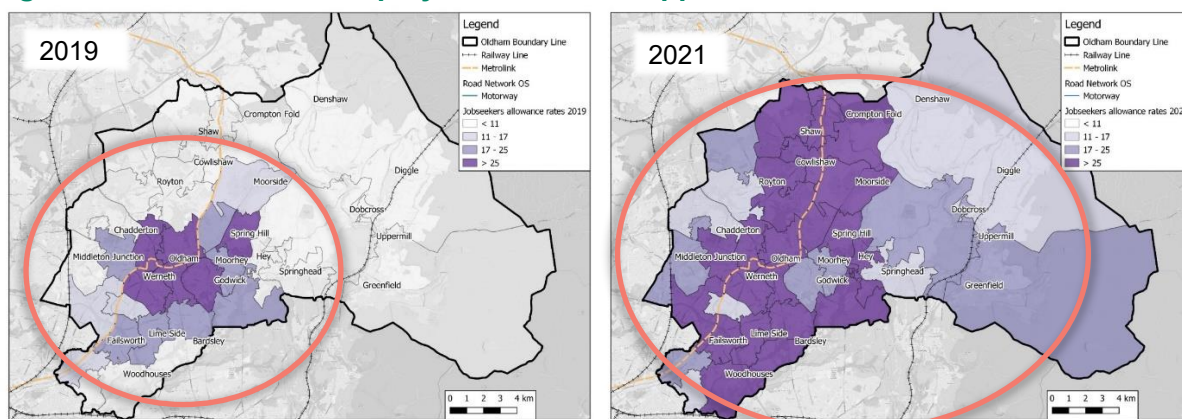
Oldham Council will work with partners at TfGM to identify ways to make the transport system feel safer for lone women and vulnerable age groups who currently do not think some tram stops are safe places during hours of darkness. This means we want to improve Metrolink and bus stops so they are an environment people feel safe in and people feel safe using the trams at night.

2.3 Our Employment Challenges for a Thriving Oldham

Emerging strongly and more resiliently from the Covid-19 pandemic is a primary focus for Oldham Council. Going into the pandemic, Oldham already had many unemployment challenges and a need to better connect people with local employment and training opportunities.

National deprivation data¹ shows that in 2019 most of the Oldham urban area was within the 50% most deprived areas nationally, whilst many areas were within the 10% most deprived nationally. As the pandemic struck the economic consequences impacted heavily on people and businesses. This is illustrated in **Figure 2-1** which shows the large rise in unemployment benefit support. Oldham had in Autumn 2020 higher levels of unemployment than the North West of England average.

Figure 2-1: Growth in Unemployment Benefit Support Between 2019 and 2021.



Oldham has a much higher proportion of people with no qualifications (13.3%) compared to the North West of England average (8.7%)². Opportunities such as the UK Government Lifetime Skills Guarantee and developments at Oldham College as well as colleges and

¹ English Indices of Multiple Deprivation (IMD), 2019

² Office for National Statistics Labour Supply data; Annual Population Survey; Qualifications (Jan 2019-Dec 2019); Economic inactivity (Oct 2019-Sep 2020); Employment and unemployment (Oct 2019-Sep 2020)

universities across Greater Manchester require people to have affordable transport links to connect them to raise attainment.

The Oldham Transport Strategy will continue to support the needs of people who travel to Manchester City Centre and beyond using the bus, Metrolink and railway network. The quality of bus and tram stops, and the safe accessibility of railway stations at Greenfield and neighbouring Mills Hill are important areas for improvement in the Strategy.

2.4 A Clean Oldham that Provides Better Air Quality for Our Communities

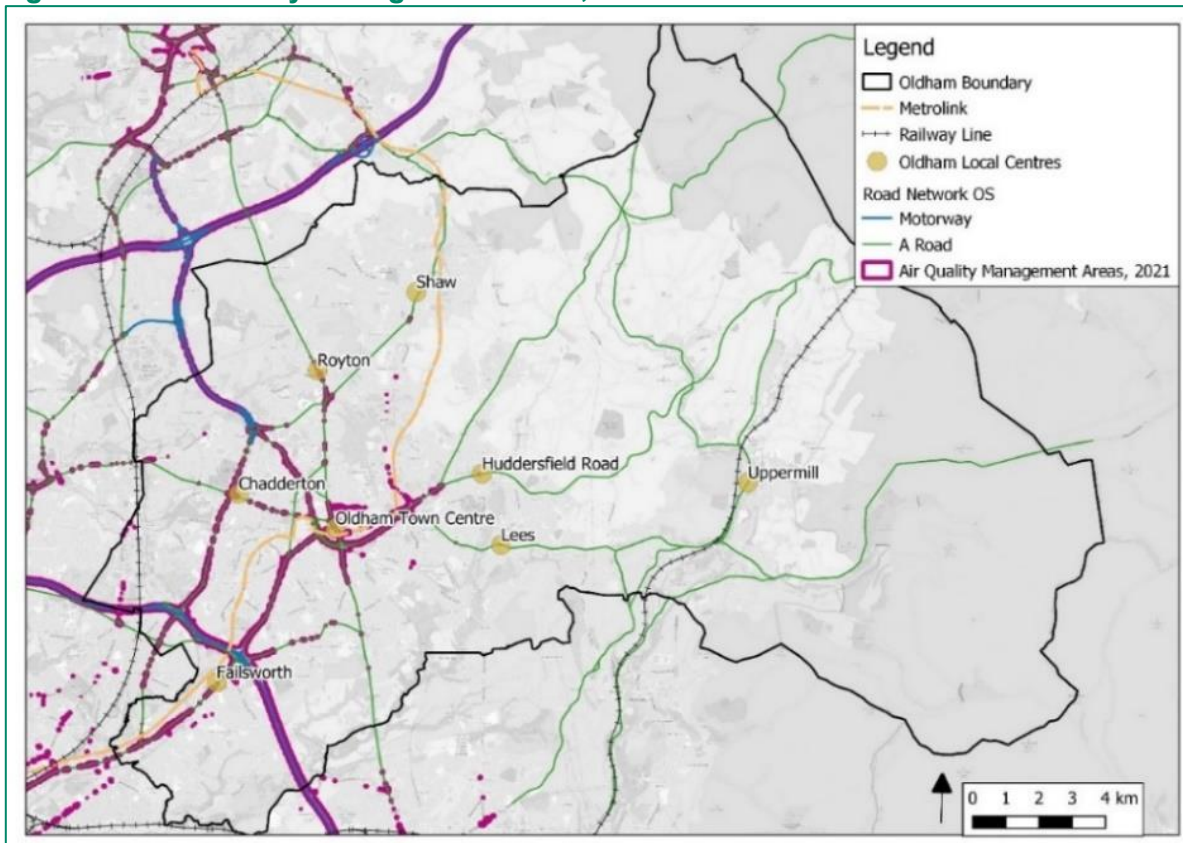
The GMCA, comprising the 10 Greater Manchester local authorities, has declared a climate emergency. Greater Manchester is planning a Clean Air Zone which will reduce the number of harmful vehicle emissions such as Nitrogen Dioxide (NO₂) and fine particulate matter. The priorities for improved air quality in Greater Manchester are to improve the fleet of low and zero emission buses and taxis, lower emission road freight and the increased use of walking and cycling.

The Oldham Transport Strategy responds to the priorities with measures to improve infrastructure for cyclists and pedestrians. It will facilitate the increasing demand for walking, cycling and improved accessibility for disabled users. Active travel over shorter travel distances can both support improvements to air quality whilst supporting the health and wellbeing too. In addition, measures that support cleaner air in our communities also support national policy targets related to Climate Change.

Climate Change and transport network resilience are key challenges because of the increasing tendency for extreme weather events such as localised flash flooding. Oldham is on the Pennine fringe and therefore has topographical and highway maintenance challenges associated with the geography. The Oldham Transport Strategy will support local air quality improvements whilst aligning with Climate Change aims because in the long-term the consequences could adversely impact our transport network.

Oldham has Air Quality Management Areas (AQMAs) which means the areas are monitored with regard to the harmful air quality for transport and potential other source. The AQMAs in Oldham concern the motorway network including the M62 and M60, and local roads, which are shown in **Figure 2-2**.

Figure 2-2: Air Quality Management Areas, 2021.



2.5 Connecting Oldham with Highway Maintenance, Development and Infrastructure Plans

Strategic housing and employment sites in Oldham are included in the draft Greater Manchester ‘Places for Everyone’ Joint Development Plan Document. Transport interventions are required to support the delivery of the housing and employment sites, which may include improvements to the existing highway, traffic calming for existing residential areas, and measures for public transport, cycling and walking.

Oldham Council will continue to work with TfGM to support development opportunities that will require connections across the borough, Greater Manchester and the wider region. The **Oldham Transport Strategy Delivery Plan** (Chapter 7) provides a timescale for change that has been informed by development priorities and interdependencies with key developments.

2.6 An Accessible Oldham with Better Public Transport

Oldham is served by Metrolink between Rochdale Town Centre and Manchester Victoria and includes three stops in Oldham Town Centre. Footfall at Metrolink stops in Oldham has risen year-on-year as a whole from 2016/17 to 2019/20 before the pandemic impacted commuting behaviours. Metrolink usage has recovered during 2022 with Manchester City Centre and Exchange Square having the highest 'tap-offs' in the last three years.

Improving access to opportunities and supporting growth in Oldham requires continued expansion of the Metrolink network, which Oldham Council will develop with our partners at TfGM. Potential expansion of; the existing line to Heywood in Rochdale; a need for a direct Metrolink connection between Oldham and Manchester Piccadilly; a potential Oldham to Middleton extension; and improvements to existing stops are key priorities for Oldham Council.



Buses are central to the sustainable transport mix in Oldham and Greater Manchester because the bus services occupy the highest mode-share for all sustainable modes for journeys up to 10 miles. Bus services, their reliability and punctuality have received particular attention with the move to the Bus Franchising model of operation in Greater Manchester. Oldham Council will work with partners to improve bus services such as the A671 / A627 corridor, which is planned to become a Quality Bus Transit route. Other key routes into Oldham Town Centre and to all neighbourhood district areas require better quality and frequent bus services that provide users with up-to-date information on timetables, fares and availability.

Looking to the immediate future for bus services, the Covid-19 support funding has been extended throughout 2022. Concerns nationally for lower bus passenger levels overall required a focus on opportunities, such as attracting younger users to bus services with digital information and lower carbon technology.

Oldham Council will work with partners at TfGM to integrate our ambitions for Metrolink and bus improvements with the longer-term HS2 high speed rail plans for Greater Manchester. This will consider the infrastructure opportunities that Oldham Council should develop in a way that aligns to our transport ambitions.

2.7 New Transport Technologies

Technological developments are increasingly enabling innovations in bus, Taxi / Private Hire Vehicle (PHV) use or alternatives that use smartphone apps to connect our journey needs (**Figure 2-3**).

Zero emission vehicles such as electric cars and other alternative forms of fuel for the transport system, such as hydrogen, are growing in use. This is important because innovations for transport providers such as bus and taxi operators, present us all with opportunities for innovative approaches to transport and mobility.

Taxis / PHVs provide invaluable transport services at times when public transport is not an option for some vulnerable groups. These services can be especially valuable in enabling people with restricted mobility to access key amenities or health services.

The onset of new technologies and apps are broadening the ways people can access public transport services for facilities for hire, such as bicycles. For Oldham this will give people, and particularly young and elderly age groups, more options to travel. This may include communities that experience travel affordability barriers for travel to edge of urban employment opportunities that have limited public transport service.

High-speed internet and access to technology influence how we travel and are important factors in both the development of the transport system and consumer travel choices. The Greater Manchester Digital Blueprint is developing a clear strategic vision on 5G and fibre optic communications. It is looking at the commercial opportunities to maximise their value to the city region for growth and prosperity.

Figure 2-3: Smartphones and other technology are an opportunity to increase flexibility, written and spoken information in many languages.



Source: Transport Extra

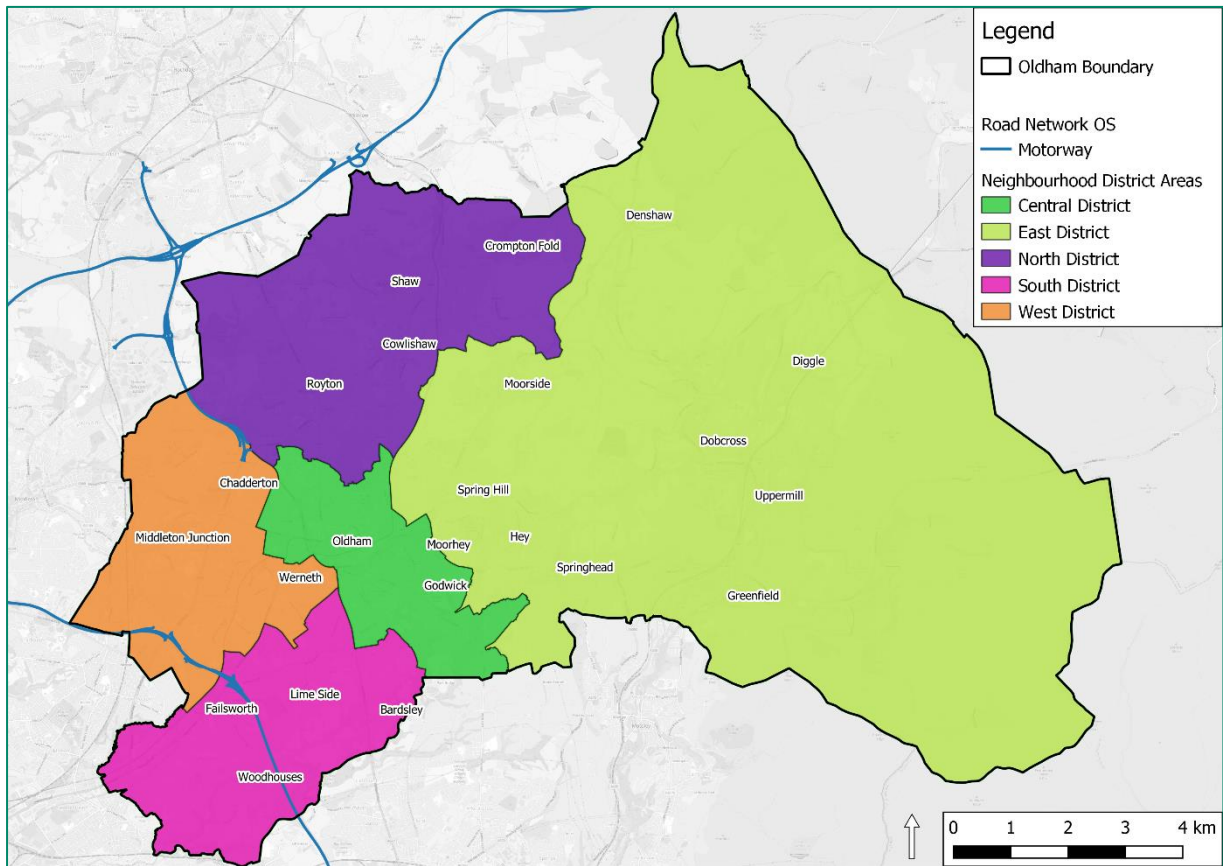
2.8 Oldham Transport Strategy Spatial Areas

The Transport Strategy for Oldham considers five spatial areas summarised in **Table 2-1**, and which are mapped in **Figure 2-4**. The spatial areas correspond with the five Oldham Neighbourhood Districts and the wards within each.

Table 2-1: Spatial Areas for the Oldham Transport Strategy.

Spatial Area	Wards within Each Spatial Area
North District	Crompton, Royton North, Royton South, Shaw.
Central District	Alexandra, Coldhurst, St Mary's.
West District	Chadderton Central, Chadderton South, Chadderton North, Werneth.
East District	Saddleworth North, Saddleworth South, Saddleworth West and Lees, St James', Waterhead.
South District	Failsworth East, Failsworth West, Hollinwood, Medlock Vale.

Figure 2-4: Transport Strategy Spatial Plan – the Five Neighbourhood District Areas Considered.



Unique to Oldham is the topography and seasonal challenges associated with the Pennines, which means the road and rail network in the East Area has varied geometry, level changes, retaining structures and winter resilience issues that are not as pronounced elsewhere on the Oldham transport network.

The East Area is also important to identify because it is relatively rural and less populous. For transport this means ensuring communities continue to be served by public transport services as national budgets experience post-pandemic challenges, and that opportunities to enhance services are captured.

3. Placing the Oldham Transport Strategy with Policy Context

3.1 Introduction

The Oldham Transport Strategy and Delivery Plan align with the Greater Manchester Transport Strategy 2040, which is the overarching Transport Strategy for the city-region. The strategy includes a 'Right Mix' ambition for half of all journeys in Greater Manchester to be made by active travel or public transport by 2040 (**Figure 3-1**).

For Oldham, the commitment is to enable the borough to become an increasingly attractive place to live, work and visit. This means Oldham Council want to provide safer facilities for walking and cycling and improve their integration with public transport services.

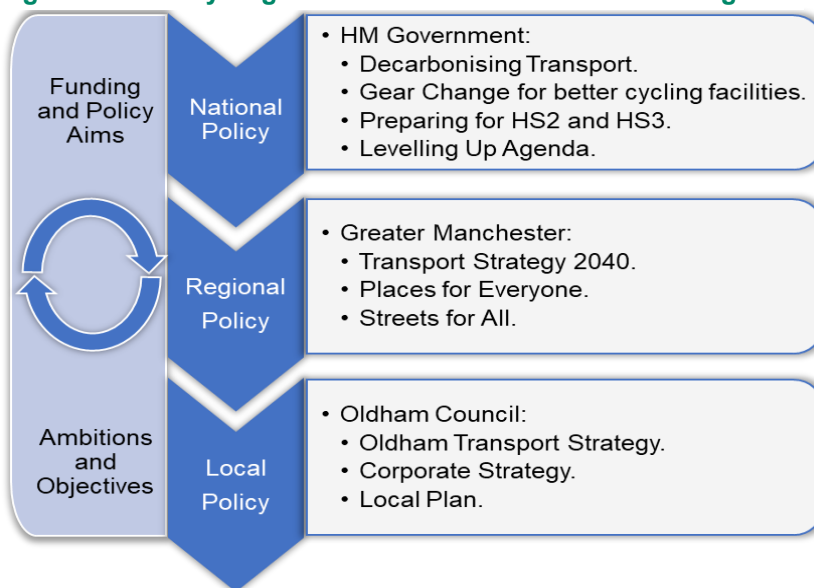
Figure 3-1: Greater Manchester Transport Strategy 2040; 'Right Mix'.



Walking, cycling and public transport services that integrate with better information and facilities is important to supporting the local economy and high streets in the short and longer-term to 2040.

The Oldham Transport Strategy aligns to the national, regional and local policy. This means alignment with the aims by the Government, TfGM and Oldham's Corporate Plan. The alignment is summarised in **Figure 3-2**. Alignment is important to position Oldham is a strong position when capturing funding opportunities arise.

Figure 3-2: Policy Alignment for Shared Aims and Funding.



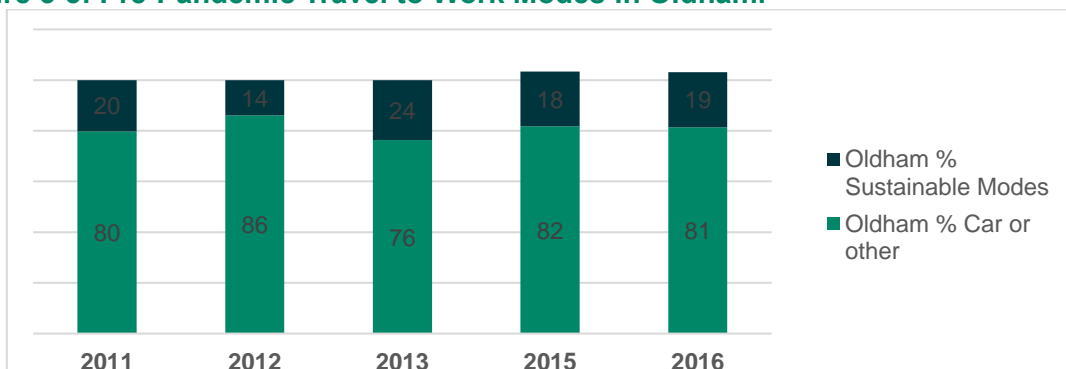
3.2 The Impact of the Covid-19 Pandemic on Travel Policy

The Oldham Transport Strategy 2022 provides a framework for responding to challenges and opportunities following the Covid-19 pandemic. The draft Oldham Local Plan and the Greater Manchester Transport Strategy 2040 have highlighted the need for a unified strategy to set a strategic direction for Oldham's transport network.

Data leading up to the Covid-19 pandemic that is illustrated in **Figure 3-3** shows the balance of sustainable travel and personal car use in Oldham has been dominated by car travel for

trips to work. This means to achieve the Greater Manchester Transport Strategy 2040 ‘Right Mix’ ambitions for a 50 / 50 split between sustainable modes and car modes, policies should both support and encourage the use of walking, cycling and public transport.

Figure 3-3: Pre-Pandemic Travel to Work Modes in Oldham.



Source: Labour Force Survey 2017

3.3 Transport Challenges for Greater Manchester Since the Pandemic

Since the Covid-19 pandemic, TfGM have published Greater Manchester-wide travel mode information (TfGM Transport Network Performance Update May 2022), which shows to May 2022:

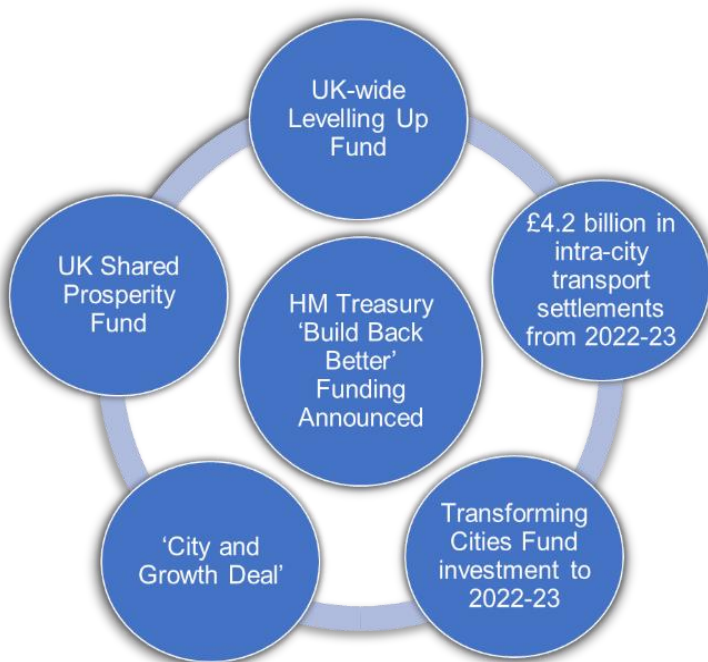
- Metrolink and bus patronage (public transport) were 70% and 91% of the pre-pandemic levels respectively. In addition, Northern Rail and Trans Pennine rail services in Greater Manchester are 85% and 80% of pre-pandemic levels respectively. This means public transport usage continues to be less than it was before the Covid-19 pandemic. Leisure demand has increased but commuting is only 40% of pre-pandemic levels.
- Highway trips have recovered to pre-pandemic levels overall across the week. Weekday demand is 1% below pre-pandemic levels whilst weekend demand is 2% higher. This means currently in the immediate aftermath of the pandemic, when people do travel in Greater Manchester, they are favouring the car / van over public transport modes. Industry wide issues at bus and rail operators such as driver shortages, may account for some impact to the network performance.
- Walking and cycling activity is currently in line with pre-pandemic levels as measured by TfGM over a 28-day rolling average.

3.4 National Policy Context

3.4.1 Levelling Up Agenda

The HM Treasury ‘Build Back Better’ strategy is the Government’s ambitious vision and priorities for how the country will return to growth following the Covid-19 Pandemic. The document sets out the ambition to ‘Level Up’ the whole of the UK (**Figure 3-4**).

Figure 3-4: Government Build Back Better with Levelling Up Ambitions.



While funding opportunities come and go, the shift towards regional devolution is likely to have more staying power. Greater Manchester has been a trailblazer on devolution in the UK, and as such Oldham’s relationship with the rest of the city region should only strengthen in the coming years.

GMCA have committed to a strategy for progress focused on three areas: economic growth, greater equality, and climate change.

For Oldham this will mean working closely with the city region on issues including transport, skills and business investment, homelessness and employment support, and efforts tackle pollution.

The Oldham Transport Strategy is the pillar for enhancing transport connectivity in Oldham as part of the Levelling Up agenda. For example, if people in Oldham want to access the free fully funded Level 3 courses announced with the Government’s ‘Build Back Better’ strategy, they will need good travel options by bus, Metrolink, walking and cycling to improve their skills and opportunities.

HS2 and Northern Powerhouse Rail are important to the release of rail capacity on the rail network, which will be important for service improvements at Greenfield Station, Mills Hill and others in the region that communities in Oldham depend on. It will be important for Oldham Council to work closely with GMCA, TfGM and transport agencies to ensure Oldham can fully harness the benefits of major rail schemes.

3.4.2 Decarbonisation; Reducing Our Carbon Emissions from Transport

The transport network is one of the biggest contributors to carbon emissions and this means measures must be taken locally and nationally to reduce vehicle carbon emissions or enable travel by zero emission modes. The GMCA have announced a carbon-neutral aim to be achieved by 2038. This means the City Region should be producing no more carbon emissions than that which is being saved by transport and other factors.

Transport decarbonisation will be achieved by encouraging people and businesses to use zero emission vehicles such as electric buses, vans and taxis, which will be supported by plans in Oldham for electric vehicle charging points. We will work with partners such as a

bus operators, represented by the Confederation of Passenger Transport (CPT), who have pledged to only procure low emission and zero-emission electric buses by 2025.

Walking, cycling and shared mobility measures such as the Greater Manchester Cycle Hire Scheme and Bee Network of cycleways all feature within the ambitions to support lower carbon journeys. The ambitions include walking and cycling schemes such as better road crossings and path refurbishment, new cycle ways and improved cycle parking in local district centres. Decarbonising transport can be achieved if a higher proportion of travel is by walking and cycling, notably for short trips to schools, workplaces or transport interchanges with bus and Metrolink.

School Travel Planning support has attracted significant attention and more funding support for school travel is a key ambition.

3.4.3 Preparing for HS2 and HS3 in Greater Manchester

High Speed 2 (HS2) will connect with Manchester City Centre and Manchester Airport as part of the Phase 2b Western Leg of the new high speed railway line. The Government aims for this phase be open for use between 2035 and 2041 to provide both increased railway capacity as a whole as well as high inter-city connections.

Connections to HS2 stations in Greater Manchester by public transport and active travel are important to ensure users can access the services and opportunities the next work will bring both during operation and construction. Oldham Council will work with TfGM to support the development of the HS2 Wider Connectivity Study and what needs and infrastructure opportunities may be required for Oldham Council to develop further.

HS3 is the railway network and travel time improvements being developed for travel across the north of England and is being principally led by Transport for the North (TfN). This means the current limitations to capacity, speed and disruption to services between the cities of the north would be improved to support HS2 improvements and harness the new capacity HS2 and HS3 improvements will bring.

3.4.4 National Reform Agenda for Rail

In 2021 the Government published its plan to substantially reform the running of the country's railways. The most significant proposal is a change from the franchised system of route and station control by private operators to a new model of Passenger Service Contracts (PSCs). Great British Railways is the new body being established to operate the system.

Improved Service and Station Control for Local Leaders:

"Partnerships will include the ability for local leaders to integrate ticketing and fares with other local transport services, control stations and buy additional services or infrastructure to achieve local transport and housing priorities more effectively than today, using funds raised locally. Local railway managers will be scrutinised by local politicians through joint governance arrangements to provide clear accountability locally in areas where such arrangements are appropriate" (Greater British Railways: The William-Shapps Plan for Rail, 2021).

The changes reflect a number of concerns including public frustration with the high-ticket prices and the operational failures of some franchises including Northern Rail. Railway stations will become hubs for local bus services with better information displayed about

connecting services and integrated ticketing between rail, Metrolink and bus services will be introduced. Oldham Council will work with partners at TfGM to realise the ambitions.

3.4.5 Gear Change

Gear Change is the vision for better cycling infrastructure and participation in cycling across England. This has been complemented by the appointment of Chris Boardman as the National Cycling and Walking Commissioner. The principles of the Gear Change ambitions are included in the Oldham Transport Strategy priorities. This means the local highway network, town centre ambitions; bus and Metrolink service should all better integrate with walking and cycling facilities.

The actions Gear Change recommends align to the objectives of the Greater Manchester 'Made to Move' strategy which means cycle routes should be safe and user friendly. Cycle routes should be continuous and of a standard that provides a genuine alternative mode-choice. In Oldham the latest national cycling design standards in LTN1/20 will be used.

3.5 Regional Plans

3.5.1 Greater Manchester Transport Strategy 2040

TfGM and GMCA have prepared an updated transport strategy that cover the entire city-region and the transport network including Metrolink and Bee Network. A refreshed version of the Greater Manchester Transport Strategy 2040 and a final version of the Five-Year Delivery Plan (2020-2025) sets out the practical actions planned over the next 5 years.

For each Local Authority district, ten new Local Implementation Plans (LIP) have also been prepared, one for each Greater Manchester council, including Oldham.

The Greater Manchester Transport Strategy 2040 (**Figure 3-5**Error! Reference source not found.) includes short, medium and long-term needs. The Oldham Transport Strategy has close synergies with the objectives and includes all the proposed schemes within the latest 5-year Local Implementation Plan.

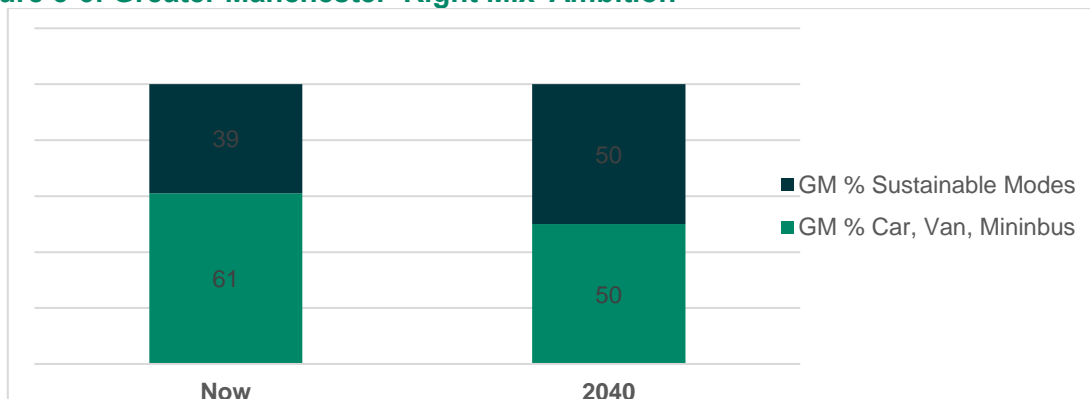
The refreshed 2040 Transport Strategy includes the aim for the "Right-Mix" of people's mode of travel. This means at least 50% of all journeys will be made by active travel and public transport by 2040. There is an increased emphasis on the importance of cycling and walking and use of public transport with improvements to those modes of travel.

Figure 3-6Error! Reference source not found. shows travel in Greater Manchester has been dominated by personal car use for all types of journeys as a whole. However, as the 'Right Mix' ambition is to achieve a 50/50 mix of travel.

Figure 3-5: Greater Manchester Transport Strategy 2040 Objectives.



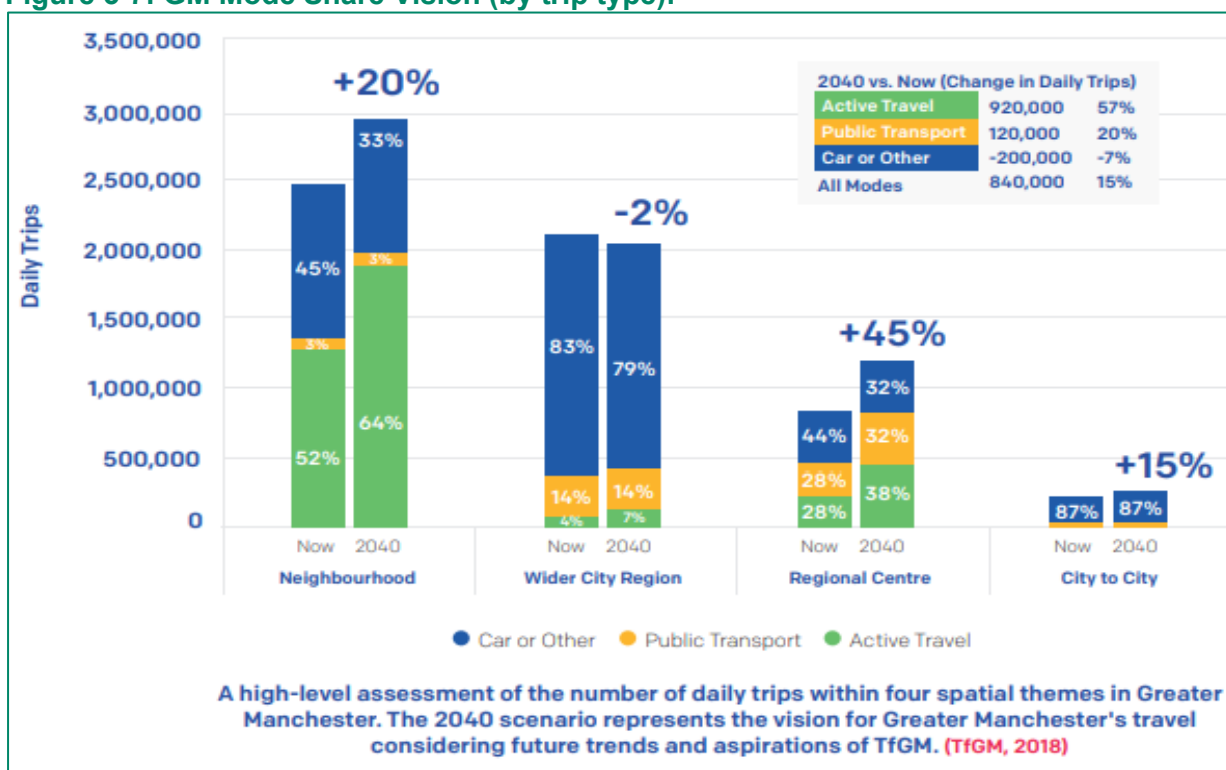
Figure 3-6: Greater Manchester 'Right Mix' Ambition



Source: Greater Manchester Transport Strategy 2040.

The 'Right Mix' vision is further defined across the four spatial themes with assessed changes in the number of daily trips across each mode of travel. **Figure 3-7** Error! Reference source not found. shows the number of neighbourhood trips and trips to the regional centre are expected to grow by 20% and 45% respectively by 2040. Neighbourhood trips and the high proportions of active travel mode share currently, and more so by 2040, are closely associated with local trips within Oldham.

Figure 3-7: GM Mode Share Vision (by trip type).



Source: Greater Manchester Infrastructure Framework 2040.

The climate emergency declared by GMCA and all ten councils; and the development of the Greater Manchester Clean Air Plan (GMCAP) also align to the 'Right Mix' ambition.

3.5.2 Streets for All

Streets for All is Greater Manchester’s emerging approach to thinking about the role of streets in creating sustainable, healthy and resilient places. It focuses attention on the needs of people and place, rather than considering the movement of vehicles alone. The Streets for All framework has five place categories, which are illustrated **Figure 3-8** Error! Reference source not found. aim to capture both the highway hierarchy and reframe what the priority

Figure 3-8: Streets for All Place Categories.



considerations should be in each.

The Streets for All approach permeates through the Oldham Transport Strategy ambitions and has been a consideration for each of the measures identified. The Strategy aligns the transport measures with the travel and place making principles being considered by Greater Manchester.

3.6 Local Policy

3.6.1 Oldham Council ‘Covid Recovery Strategy’ 2021

Oldham Council’s Corporate Plan expired in December 2020 and was superseded by the Covid-19 Recovery Strategy, which will act as an interim Corporate Plan until at least 2022 (**Figure 3-9** Error! Reference source not found.). For transport planning this means responding to changing consumer and travel trends following the Covid-19 pandemic.

The transport aims of the Covid Recovery Strategy (**Figure 3-9**) are to reduce carbon emissions from transport and increase cycling, walking and public transport use. This can be achieved by:

- Improve walking and cycling routes in Oldham and continue to deliver the Bee Network.
- Implement a campaign to promote active travel including to schools, residents and workplaces.
- Work with partners to improve the public transport offer in Oldham.
- Facilitate and accelerate the shift to electric vehicles by expanding the public Electric Vehicle charging network.

Addressing the skills gaps in the borough of Oldham are a high priority which means ensuring that school and college leavers move on to education, employment and training. In addition, Oldham Council will support the conditions for an inclusive and thriving town centre by investing in transport infrastructure and digital infrastructure for better internet connectivity.

TfGM, TfN and other academic and private sector bodies have published high-level transport scenarios for policy makers that relate to the short-term response to Covid-19³. The Oldham Transport Strategy has considered the TfGM Covid-19 scenarios when considering transport measures in the strategy. However, in 2021 policy makers are alert to the likelihood of further developments in consumer and travel trends going into 2022 and beyond. The monitoring of the Oldham Transport Strategy objectives (Chapter 8) will be important in both the short-term and over the lifespan of the strategy.

Figure 3-9: Covid Recovery Strategy - 2021-2022.



³ Heseltine Institute for Public Policy, Practice and Place.

3.6.2 Corporate Plan 2022-2027

The Oldham Council Corporate Plan sets out the Council's priorities, with specific actions for the next three years. It works in parallel with the Our Future Oldham vision, which is a blueprint for the next decade.

Our Future Oldham: A Shared Vision for 2030 sets the direction for our borough as a whole, based on extensive consultation with residents and partners. It shows what we're trying to achieve overall, and specifically the minimum expectations every resident should have by 2030. The Corporate Plan is the Council's contribution and the Oldham Transport Strategy aligns with both sets of aims, which are summarised.

The Corporate Plan and Oldham Transport Strategy relate back to national policy aims such as transport and business decarbonisation, Levelling Up in the deprived communities and regions, and addressing the skills gaps in our society with better transport connections and solutions.



Delivering Our Future Oldham

The Oldham Corporate Plan 2022 to 2027 indicates this means:

- Healthy, safe and well supported residents.
- A great start and skills for life.
- Better jobs and dynamic businesses.
- Quality homes for everyone.
- A clean and green future.

Delivering against these priorities means the Council can help residents and make Oldham the best place it can be. The transport network is an important foundation and enabler to achieving these priorities for Oldham.

Delivering the Corporate Plan in Oldham means the Oldham Transport Strategy will provide quick, cheap and easy transport to every part of the city region. This will require partnership working both within Oldham borough and with our regional partners. The Transport strategy aims to open up a wide range of jobs and other opportunities for Oldham people across the city region and beyond. This matters for all communities and groups. During the Corporate Plan consultation, children and young people indicated a very strong preference for a shift towards greater reliance on public transport over private vehicles. This matters to them both for sustainable travel and to protect the climate.

Our Future Oldham: A Shared Vision for 2030 captures the preference for public transport and accessible travel for all communities. For Oldham this includes increased capacity on our existing tram network, improved bus transit between Rochdale, Oldham and Ashton, and accessibility improvements that will make active travel in and around our towns easier. The Delivery Plan sets out the measures we will take forward to achieve the vision.

3.6.3 Places for Everyone and the Oldham Local Plan

The Joint Core Strategy and Development Management Policies Development Plan Documents (joint DPD) is Oldham Council's Local Plan for the realisation of housing, employment, the Green Belt and other infrastructure needs to 2026. The joint DPD aligns with the Places for Everyone Joint Development Plan by nine districts of Greater Manchester.

On 14 February 2022, the Places for Everyone Joint Plan and other supporting documents were submitted to the Secretary of State for independent examination. The plan aims to maximise the use of brownfield land and urban spaces while protecting the Green Belt. It will ensure all new developments are integrated into Greater Manchester's transport network or will be supported by new infrastructure to provide people with a genuine alternative travel choice to the private car.

Places for Everyone is a plan that:

- Sets out how the nine boroughs should develop over the plan period to 2037.
- Identifies the amount of new development that will come forward across the 9 local authority areas in terms of housing, offices and industry and warehousing, and the main areas in which this will be focused.
- Supports the delivery of key infrastructure, such as transport and utilities.
- Protects the important environmental assets across the city region.
- Allocates sites for employment and housing outside of the existing urban area.
- Defines a new Green Belt boundary for Greater Manchester.

The Oldham Transport Strategy aligns with the strategic housing allocations in, Oldham which are shown in **Figure 3-10** and listed in **Table 3-1**. In addition, the Atom Valley

MDZ which is the GMCA's North East Growth Location, consists of both employment and residential land-uses shown in **Figure 3-11**.

Figure 3-10: Oldham Places for Everyone Housing Allocations (2021).

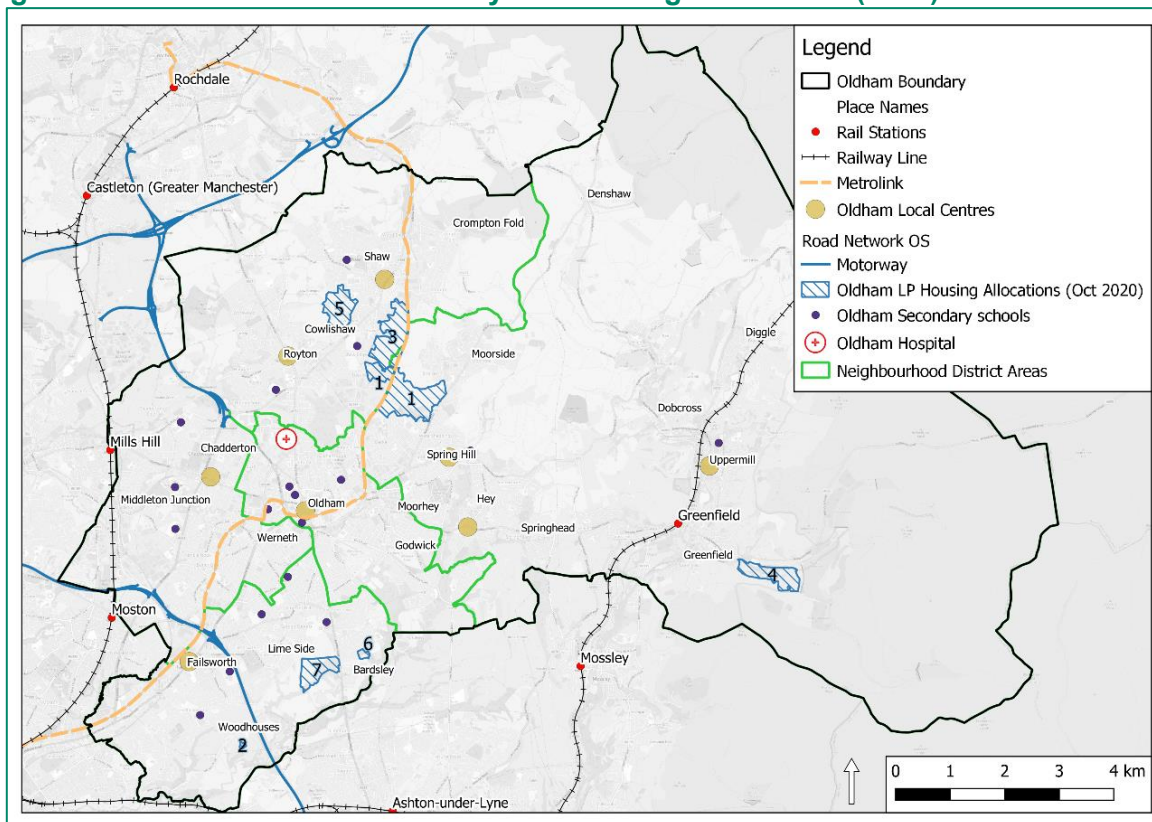


Table 3-1: Oldham Housing Allocations.

Ref No.	Site Name
1	Broadbent Moss
2	Bottom Field Farm (Woodhouses)
3	Beal Valley
4	Chew Brook Vale (Robert Fletcher's)
5	Cowlishaw
6	South of Rosary Road
7	Land South of Coal Pit Lane

The Oldham Council housing trajectory for the housing allocations to 2037 shows in the period 2025 to 2030 around 1,600 dwellings are forecast to be completed versus around 700 in the period 2031 to 2035. Only the largest allocation, Broadbent Moss, is expected to build-out beyond 2037.

The transport implications for the current housing trajectory (2021) is the Broadbent Moss and Beal Valley allocations are expected to substantially build out by 2030, which means the proposed Cop Road Metrolink Stop in the Greater Manchester 2040 Transport Strategy, and the Beal Valley / Broadbent Moss Spine Road are key priorities. The location may also require other active mode and public transport accessibility needs.

The Cowlishaw site is also expected to mostly build-out by 2030 which means public transport services in the area should be improved, including measures to prevent inappropriate use of existing residential routes ('rat running').

3.6.4 Creating a Better Place

Creating a Better Place incorporates significant programmes of work that are being progressed in order to set out a comprehensive vision and strategic framework for the borough. Creating a Better Place focuses on building more homes for residents, creating new jobs through town centre regeneration, and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go. Oldham Town Centre is a key focus of the Creating a Better Place approach, which includes transformational town centre projects. Improving connectivity to and across Oldham Town Centre is central to Creating a Better Place.

3.7 Development and Infrastructure Plans

3.7.1 Access to Employment and Growth Areas

Within Oldham key employment locations include industry, warehousing and office locations (**Figure 3-11**). The information shows employment areas in Oldham are clustered in the west of the borough in closer proximity to the motorway and Metrolink network. The potential for the sites to be developed further will rely on transport connections by road, public transport and active modes.

Cross-boundary connections with neighbouring Greater Manchester authorities are important for housing and employment opportunities. The Atom Valley MDZ North East Growth Location includes a significant part of Rochdale local authority area, alongside parts of Bury and Oldham local authority districts. The MDZ is focussed around three principal growth sites Northern Gateway, Stakehill and Kingsway Business Park, which are shown in **Figure 3-11**. The MDZ consists of both employment and residential land-uses.

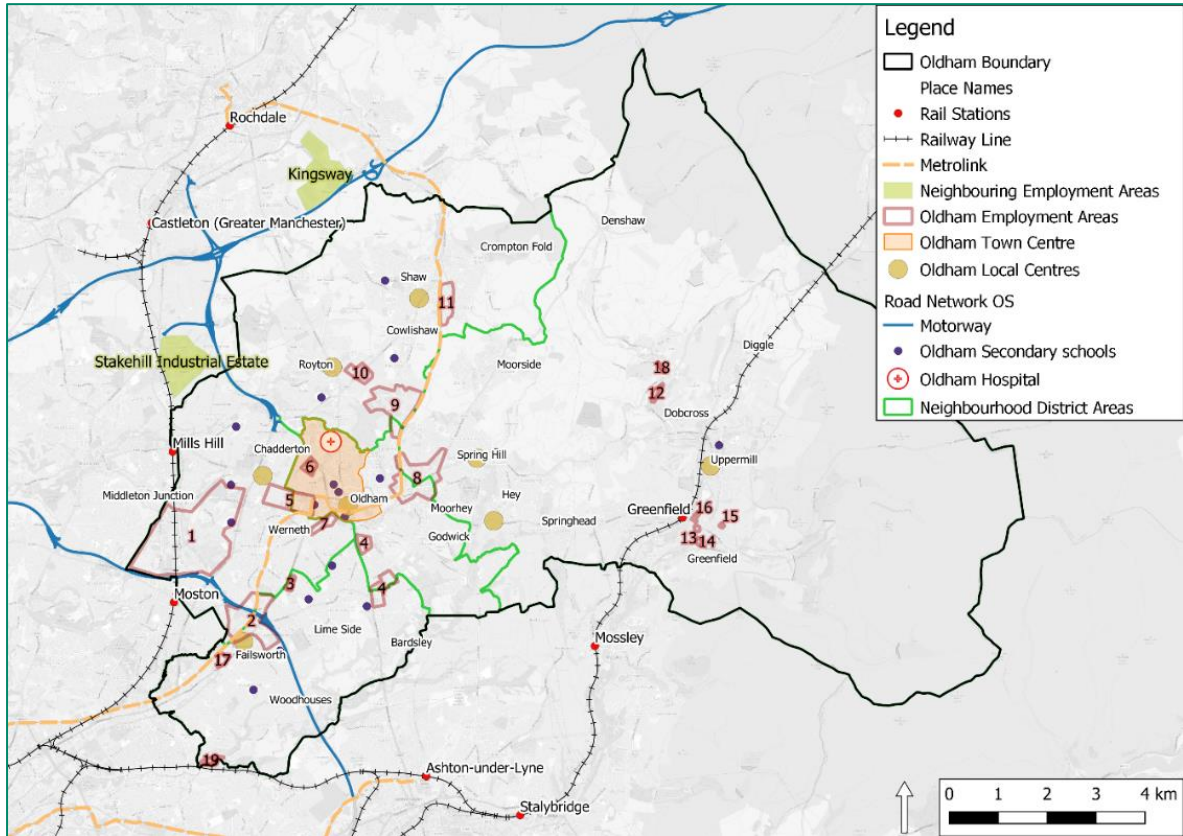
The 2011 Census revealed the two largest travel to work flows from Oldham are to Manchester and Rochdale⁴. However, accessing neighbouring employment sites and other edge-of-urban locations is challenged by public transport provision that often has limited frequency and overnight services to accommodate 24-hour shift operations. There is a generally poor accessibility trend for edge of urban employment locations, which in the North West have become a significant employer by the many companies that operate within them.

Access to major employment areas:

The Oldham Transport Strategy includes measures to further assess the opportunities and potential solutions to the problem of employment access. This may include opportunities associated with the proposed Greater Manchester Bus Franchising operator model, which could directly plan for routes and times of operation to reduce people's barriers to travel. Without change, many locations will remain accessible most flexibly by car or van but which is not a means of travel that is available to the most disadvantaged people in Oldham.

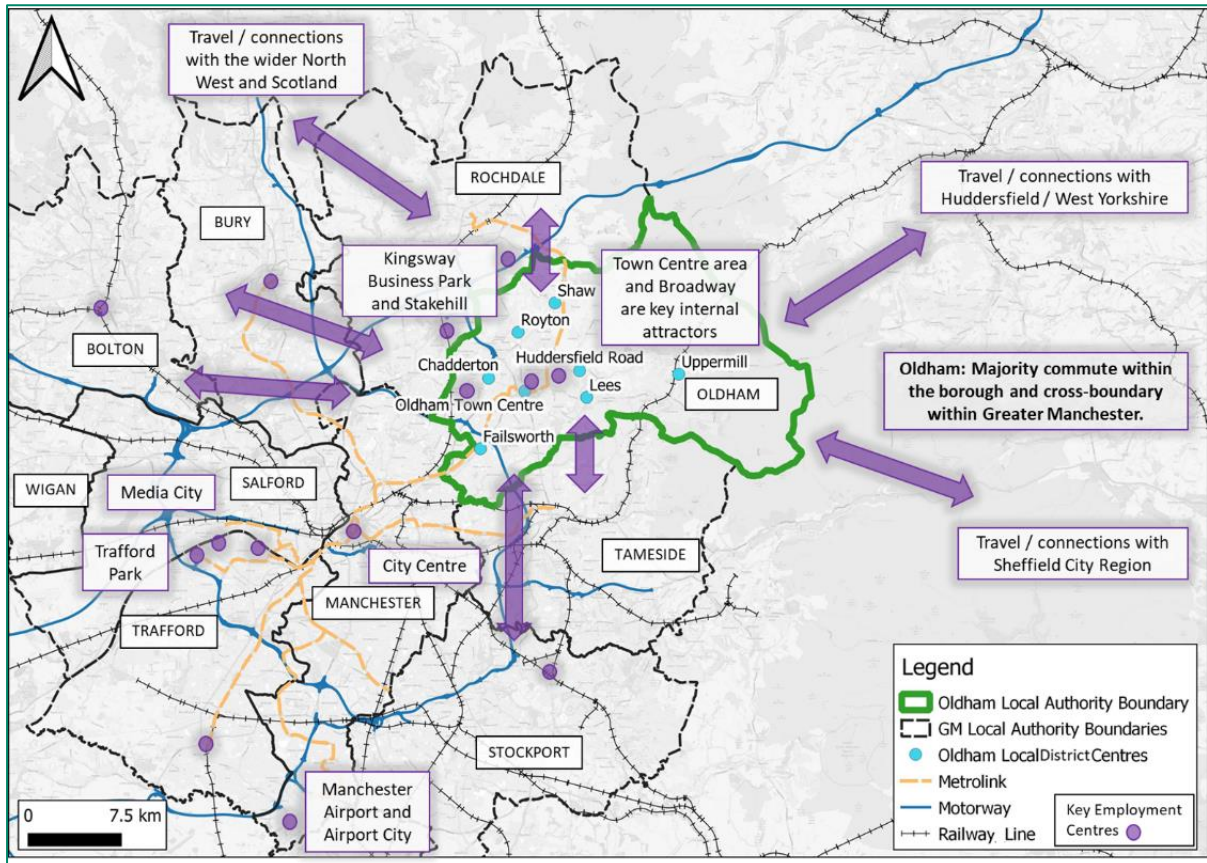
⁴ Oldham Transport Strategy; Transport and Spatial Change Baseline Report, 2021.

Figure 3-11: Oldham and Neighbouring Employment and Commercial Attractors.



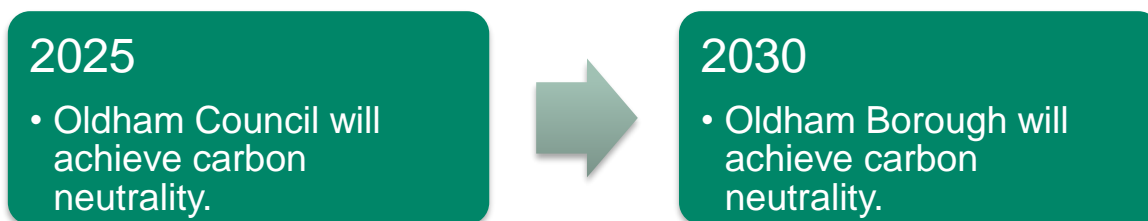
Source: AECOM / GM Mapping / Oldham Council.

Figure 3-12: Oldham and Wider Regional Employment and Commercial Attractors.



3.7.2 Green Infrastructure and Biodiversity Strategy

The Oldham Council Green New Deal Strategy 2020 - 2025⁵ aims to achieve carbon neutrality by 2025 for the Council and 2030 for the borough. This means reducing carbon emissions associated with energy use within buildings, street lighting, sustainable transport and other energy users.

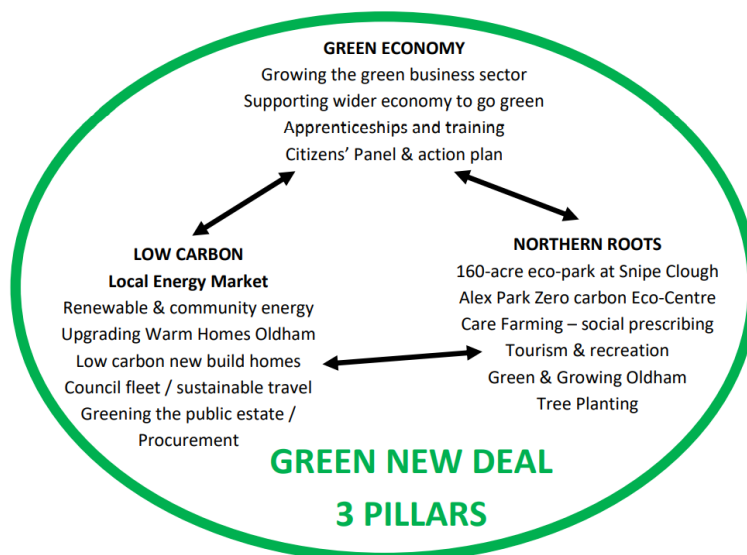


The measure for the 2025 target will include council buildings and street lighting. The Council will also aim to reduce emissions from other areas under its control and influence such as the Council vehicle fleet and waste services.

The measure for the 2030 target is a metric currently published by central government two years in arrears and which splits emissions into domestic, business and transport sectors⁶. Oldham Council will maximise the local benefits from Greater Manchester and national level schemes which aid decarbonisation and ‘clean growth’ from the public and private sectors.

The carbon neutrality aims form a strategy that ties with the green economy (**Figure 3-13**). Locally this means ambitions to reduce carbon emission can create jobs and apprenticeships related to low carbon energy and transport. The Northern Roots eco-park will improve access to green spaces and provide an attraction that can support the visitor economy.

Figure 3-13: Oldham Council Green New Deal Strategy 2020 – 2025.



Oldham Council will maintain and improve Public Rights of Way and cycle routes which are important to physical health and mental health. Routes for walking and cycling may be both destination places and provide essential linkages to the Pennines, parks and open spaces. The **Northern Roots Country Park, Town Centre Linear Park** and maintenance of all other parks will support peoples growing desire for healthier lifestyles.

⁵ https://www.oldham.gov.uk/download/downloads/id/7116/oldham_green_new_deal_strategy.pdf
⁶ <https://www.local.gov.uk/delivering-local-net-zero>

4. The Objectives and Success Criteria

4.1 Introduction

The Oldham Transport Strategy aligns with the policy ambitions for Greater Manchester and the key national policy such as decarbonising transport. The Greater Manchester Combined Authority (GMCA) spatial development strategy; ‘Places for Everyone’ is developed by all ten 10 of the Greater Manchester local authority district council, including Oldham. The strategy identifies key growth and development areas inkling housing and employment opportunities. In addition, the GMCA Transport Strategy 2040 identifies how we with our neighbours will respond and development the transport network for growth.

The Oldham Transport Strategy includes the GMCA Transport Strategy 2040 ambitions and goes further to capture local neighbourhood priorities. We will support the borough’s ambitions for sustainable growth and development over the next 15 years. The transport system will enable the building of homes and the creation of jobs, including the strategic housing ambitions in GMCA spatial development strategy.

Oldham Council will monitor a number of indicators against the Oldham Transport Strategy objectives to determine the progress of the transport ambitions behind them. This activity will also gauge possible changes to the measures.

4.2 Objectives and Indicators

The Oldham Transport Strategy will be monitored against the success criteria in **Table 4-1**. The monitoring is achievable and can measure the success of the objectives effectively.

Table 4-1: Oldham Transport Strategy Monitoring Criteria and Data Sources.

Category	Objectives	Success Criteria	Data Sources
Support Strategic and Economic Growth Plans	Facilitate growth areas for housing and employment.	Planned growth areas in proximity to transport interventions progress through planning process.	Oldham Council planning applications and housing monitoring data.
	Enable the realisation of the Investment Strategy location(s).	Planned Investment Strategy locations in proximity to transport interventions progress through planning process.	Sites attract planning proposals or commitments.
Respond to Environmental Need & Climate Change	Increase provision of infrastructure for electric and alternatively fuelled vehicles.	Increased quantities of charging facilities in each spatial area; residential; town centre; short-stay amenities; strategic fast recharge locations.	Quantity of new related facilities across Oldham and compared with ULEV registrations in each Oldham postcode area (dataset VEH0134)

Category	Objectives	Success Criteria	Data Sources
	Encourage and enable more walking, cycling and public transport use.	Increase in the share of sustainable travel to 50% of trips and reduce car's share of trips to no more than 50%.	Year-to-year comparison of-wide travel mode-share data. Oldham Town Centre cordon data and traffic count data (HFAS).
	Improve the resilience of the road network to extreme weather, both events and engineering resilience.	Reduced road closure events due to damage.	Annual Engineering Inspection and RAG rating of the overall network.
	Lower transport emissions on the network.	Reduced average NOx and fine particulate emissions.	Measured with regional air quality partners.
Actively Support Social & Economic Inclusivity	Ensuring the public transport system is accessible and inclusive for everyone.	The highway and active mode routes meet standards of lighting, disabled, blind and partially sighted access. Continuity of footway measures.	Count of new / upgraded facilities and crossing points. Perception survey feedback from user groups (third party surveys).
	Address travel barriers to Oldham and cross-boundary employment areas for deprived communities.	Improved access to Broadway, Coldhurst and neighbouring opportunity areas in the Atom Valley MDZ. Improvements to public transport accessibility.	Annual Greater Manchester Accessibility Levels dataset. Single scheme monitoring.
Supporting Neighbourhood District Areas	Improving cycling and walking accessibility to Neighbourhood District Areas.	Higher standards of public realm, cycle parking and facilities.	Quantum of new active mode facilities.
	Improving public transport accessibility in each Neighbourhood District Area.	Improved public realm, lighting, information provision. Improved public transport stops. Services maintain a higher frequency in off-peak times.	Count of new / upgraded facilities. Bus Open Data (DfT), and year-to-year ticket trends.
	Support permeability and reduce barriers.	New and improved facilities, paths, crossing points, lighting, and other passive surveillance features.	Count of new / improved facilities. Perception surveys.

Category	Objectives	Success Criteria	Data Sources
Enhance Traffic and Network Performance	Improve network reliability and reduce congestion.	Reduced average journey delay on the network. New junction / road modifications.	Measured with Trafficmaster data.
	Ensure that sustainable freight options are available in the borough and town centre.	The freight and logistics fleet serving the borough, with to zero-emission vehicles.	Ensure that sustainable freight options are available in the borough and town centre.
	Reduce traffic collisions and those involving pedestrians / cyclists.	Measurable reduction over five years.	STATS19 accident data.
	Improve journey time reliability on key bus corridors.	Reduced average journey delay.	TfGM bus reliability data. Operator reporting.

5. Transport Ambitions for Oldham Metropolitan Borough

5.1 Introduction

Oldham Council’s vision for the transport network spans six core ambitions which are illustrated in **Figure 5-1**. They relate to the Oldham Corporate Plan 2022-2027 and the Council’s Vision to 2030. This means the ambitions support:

- Healthy, safe and well supported residents.
- A great start and skills for life.
- Better jobs and dynamic businesses.
- Quality homes for everyone.
- A clean and green future.

The Government’s Levelling Up agenda has been one of the assessment criteria for the measures. Locally this means measures have a particular focus on our Neighbourhood District Areas. Rail, Metrolink and active travel measures also feature strongly because they are all pertinent to the Levelling Up ambitions. The ambitions and supporting measures relate to the Greater Manchester Transport Strategy 2040 including the Oldham Local Implementation Plan.

Figure 5-1: Oldham Transport Ambitions.



5.1.1 Ambition 1: Healthy Oldham

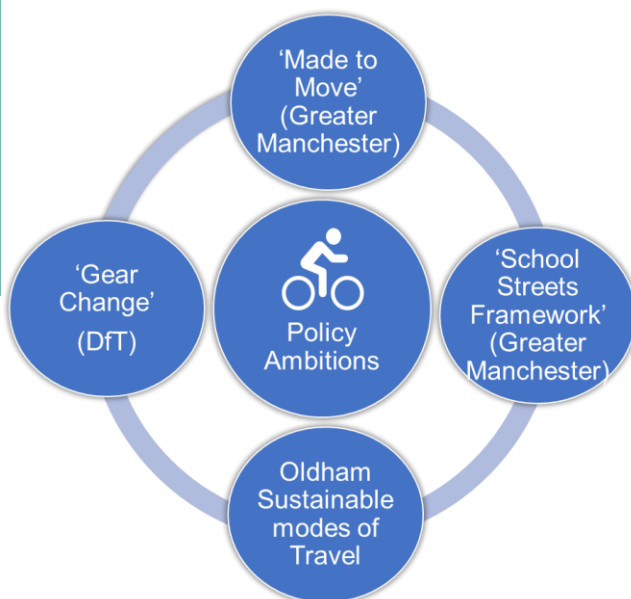
5.1.1.1 Pedestrians and Cyclists.



It is important to better integrate walking and cycling with public transport services and other options that use a Smartphone.

The Oldham Council Transport Strategy is in alignment with the main policy drivers for change in Greater Manchester, which are illustrated in the policy ambitions diagram.

In Oldham and across Greater Manchester there is need to better support pedestrians and cyclists so people can access opportunities.



Walking and cycling is important to cleaner air and revitalising our high streets and town centres. Supporting more walking, cycling and public transport use is being addressed with existing schemes partnerships and new priorities.

Partner organisations include TfGM, Sustrans, Canals & Rivers Trust, and community groups such as disabled and partially sighted representatives.

Oldham Council is working with TfGM on the Mayor's Bee Network and 'Active Neighbourhoods' programme, which will introduce safer streets for people to walk and cycle with funding from the Mayor's Cycling and Walking Challenge Fund (MCF) and other regional funding.

Oldham Council partners with Sustrans to improve the National Cycle Network which routes through the borough. The paths could be improved to better connect with local high streets, major employment areas and neighbouring authorities.

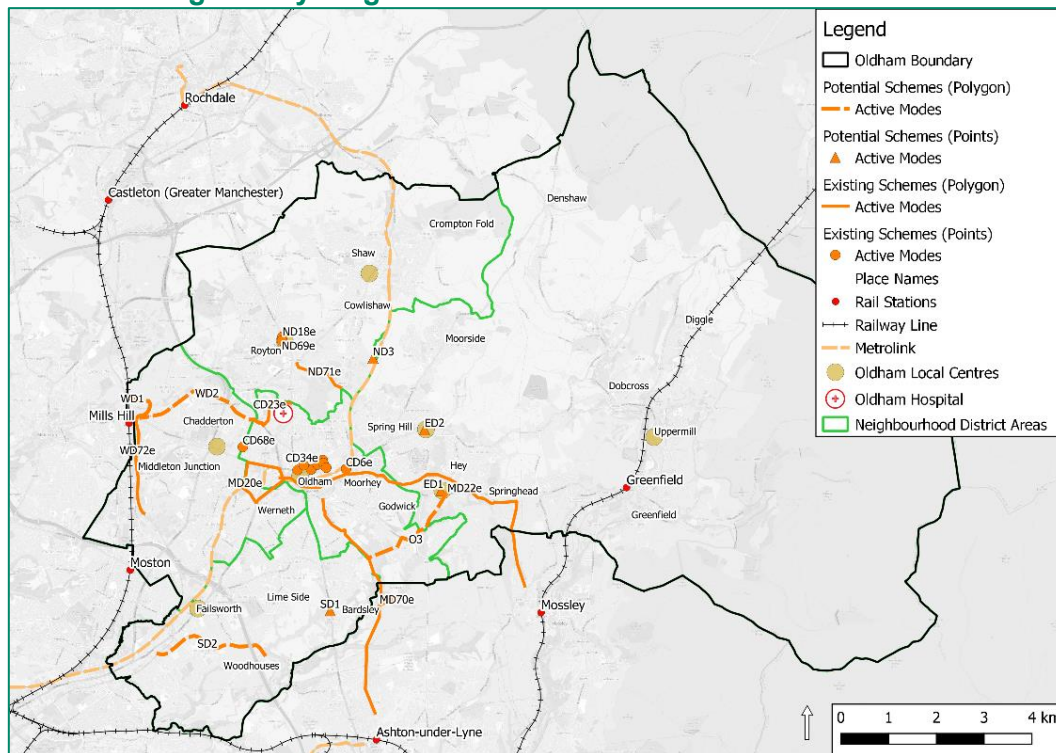
Need For Change

- 23% of households in Oldham do not have access to a car or van. They rely on safe walking routes to public transport services or safe cycling facilities and routes.
- Walking and cycling to school is key to supporting health efforts such as reducing childhood obesity and increasing participation in exercise.
- Oldham has higher levels of unemployment than the North West average and a much higher proportion of people with no qualifications (13% of residents) compared to the North West average (9% of residents). This means affordable access to opportunities by active modes and public transport is essential to inclusive growth.
- Road accident data between 2016 and 2019 points to a need for greater road safety measures to reduce the incidence of fatal and serious accidents, which have numbered 19 fatal and 206 serious accidents.

Walking and cycling is closely linked with efforts to improve bus services in Greater Manchester and the Government's plans with the National Bus Strategy (2021). Bus users will almost entirely walk or use a wheelchair to get to bus stops. Their use should be convenient, safe and have accessible information for all age groups and abilities.

New measures have been identified in the Oldham Transport Strategy and are shown in **Figure 5-2**. They are a response to the baseline analysis, needs and policy priorities. They have been assessed against policy criteria and potential deliverability over the short, medium and long-term.

Figure 5-2: Walking and Cycling Scheme Locations.



5.1.2 Ambition 2: Safe Oldham

5.1.2.1 Improving Safety on the Transport Network

Oldham Council will prioritise safety on the transport network at all times of the day including Metrolink, footways and streets. Key needs include the safety of residential routes related to traffic speeds and traffic calming and considering the needs of bus operators for safe bus stops.

The vulnerable, disabled, black and ethnic minority groups (BAME), the LGBTIQ+ community, women and girls, should all be confident of using the transport network for work and leisure related travel without concerns. This is important for both for user safety and to support the overall shift to the 'Right Mix' of travel by sustainable modes of transport in the Greater Manchester.



Need For Change

- Anti-social behaviour is impacting Metrolink and bus services in Oldham and people’s confidence to use them. This concerns both the fleet and within the vicinity of Metrolink and bus stops.
- Oldham Council will strenuously work with operators, law enforcement services and the TfGM Travel Safe Unit to identify ways of improving surveillance on the network.
- Traffic accidents on the highway network that particularly involve pedestrians are a problem for all of Greater Manchester. Oldham has hot spots that the council will focus on with regard to potential traffic calming, improved road crossings and driver visibility.

Oldham Council and partners at TfGM are developing a School Streets Programme, which will encourage short journeys between home and school to use walking and cycling as much as possible. Congestion and air quality issues related school travel impact communities' ability to travel and people's health.

Safety in design will be used to improve transport and public realm areas in Oldham Town Centre, local district centres and the wider network. The design of good public realm and improvements to transport interchanges are an opportunity to ensure adequate lighting and visibility features in the solutions. This approach can help ensure users feel confident at all times of day, and in all seasons.

Walking and cycling routes, which are also used by disabled users, will be designed by the council and our partners to the Greater Manchester Bee Network standards and national Cycling Design Guidance LTN 1/20. This is important to raise safety standards related to both traffic and pedestrian safety.

Oldham Council want design consultations related to safety to include street lighting, enforcement stakeholders and the TfGM Disability Design Reference Group. This is important to raise awareness among those implementing schemes of the needs of vulnerable members of society. Oldham Council have a Road Safety Team that work with road user groups such as the freight and construction sectors to raise standards and expectations for heavy vehicles using the roads in Oldham. Measures to improve the awareness of lorry blind-spots, speed in the vicinity of schools and high streets, and safer routes are important aims.

5.1.2.2 School Road Safety

Oldham Council and partners at TfGM are developing a School Streets Programme, which will encourage short journeys between home and school to use walking and cycling as much as possible. Car drop-off and collection at schools increases the risk of collisions in the vicinity of schools and places pressure on local roads. Congestion and air quality issues impact on people's time, health and wellbeing.

Many schools in Oldham are situated in the middle of residential areas in the Central West and South Districts. In the East District schools are the small villages. In all school localities there is minimal parking. Car use and the desire for people to making onward journeys after the school drop-off are a challenge. Catchment areas have increased in size and without change to how people travel to schools, car drop off will become increasingly common.

5.1.3 Ambition 3: Clean Oldham

5.1.3.1 Clean Air Plan

Lowering traffic related emissions is important for cleaner air, health and wellbeing. The proposed GMCAP is a priority for Oldham Council and aligns with the council’s Clean Oldham ambitions. Oldham Council will work with TfGM on the development of the GMCAP including support packages to enable people to adapt to the changes.

5.1.3.2 Support the Transition to Electric Vehicles

All types of vehicles are going through a major change to how they are powered. Electric vehicles, referred to as Ultra Low Emission Vehicles (ULEVs) and zero emission vehicles (ZEVs), are growing in demand and the infrastructure must keep up (Figure 5-3).

Oldham is experiencing this change in demand for ULEVs. **Table 5-1** shows OError! Reference source not found. Oldham has a growing uptake, albeit from a low base of ULEVs historically. Oldham Council and our partners across Greater Manchester need to quickly adapt for plug-in vehicles in a range of locations. More electric vehicle charging points are required as well as consideration of alternative fuels such as hydrogen.

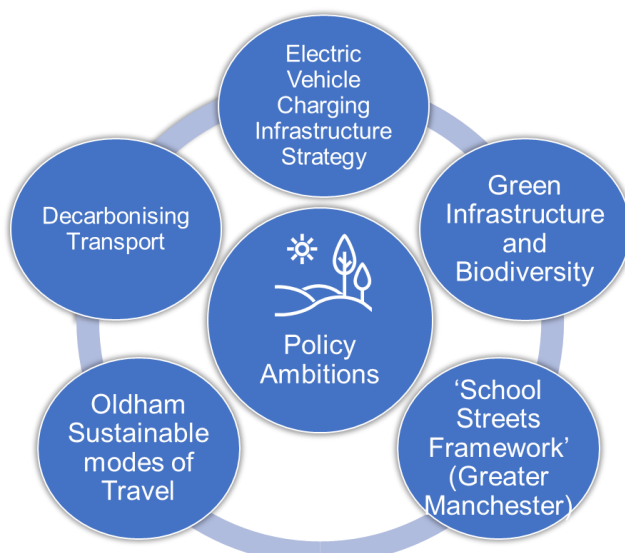


Figure 5-3: Terraced street EV charging with no driveways is a challenge for Oldham where pavement space is limited.



Table 5-1: Licensed Ultra Low Emission Vehicles (ULEVs) from 2016 to 2020.

Area	2016 Total ULEVs	2020 Total ULEVs*
United Kingdom	27,543	73,206
Greater Manchester	173	936
Bolton	36	147
Bury	61	129
Manchester	68	141
Oldham	11	62
Rochdale	29	64
Salford	20	97
Stockport	7	8,342
Tameside	17	58
Trafford	22	141
Wigan	31	97

*2020 total as of Q3 (latest data published).

**Stockport numbers of ULEVs are understood to reflect commercial vehicle registrations at an address within the area.

Source: DfT, December 2020: Table VEH0132a.

What is a ULEV?

A pure electric vehicle (battery only)

Plug-in hybrid vehicle, PHEV. (Includes an electric motor and petrol or diesel engine)

Electric range-extender vehicles (battery with fuel-based auxiliary power unit (APU))

ULEVs can be

Cars

Vans

Buses and minibuses

HGVs

Taxis & Private Hire Vehicles

Electric motorbikes and mopeds

In Greater Manchester the publicly funded charge points are made up of:

- 7kW (fast) chargers (80%)
- 50kW (rapid) chargers (20%)

Private operators have 91% of their network composed of chargers with a speed superior to 7kW.

Oldham Council is working with TfGM to roll-out the aims of the Greater Manchester **Electric Vehicle Charging Infrastructure Strategy (EVCI)**. This focuses on the publicly accessible charging points to enable Greater Manchester’s businesses and residents to transition to electric vehicles.

The ECVI approach identifies three types of electric vehicle charging facility, slow, fast and rapid:

- Slow Chargers (3.5kW), typically home charging.
- Fast Chargers (between 7kW to 23kW for AC, and 10kW to 22kW for DC), potential located at supermarkets and short-stay locations.
- Rapid Chargers (between 43kW to 44kW for AC, and 50kW to 62.5kW for DC), potentially located at petrol stations, dedicated facilities and motorway service stations.

In Greater Manchester, the current publicly owned Electric Vehicle Charging network ‘BeEV’ accounts for approximately one third of the charge points, with the remaining two thirds delivered by over 20 private sector providers and operators.

Need For Change

- The number of electric vehicles is rapidly growing in Oldham and across the country.
- Operators of the transport network need to better understand what electric vehicles will need in terms of infrastructure, highway maintenance and data connections.
- The GMCAP will include supportive measures to support lower traffic emissions and reduced congestion are required.
- The **Oldham Town Centre Parking Strategy Update** will reflect the changing needs with regard to electric vehicles charging, and access to Oldham Town Centre.

Oldham Council is working with TfGM on the development of locations for Taxis and Private Hire Vehicles to plug in their electric and hybrid vehicles, which is important for the disabled and elderly people who depend on their services.

5.1.3.3 Addressing Administrative Barriers to Electric Vehicle Recharging

Oldham Council and TfGM will collaborate with government on aims to improve the accessibility of the electric vehicle recharging network, which presently requires a range of user memberships and registrations to access them. This has prompted a rise of ‘recharging anxiety’, which is the concern felt by users that they may not be able to use a recharging point because they are not a subscriber to the network or do not have visibility of a charging

points availability before they arrive at it. The ambition is for electric vehicle recharging points to be as easy as using a petrol station.

5.1.3.4 Hydrogen Fuel and its Possible use for Operators of Large Vehicles

There is a long-term aspiration for Oldham Council to support the increasing use of hydrogen vehicles and the implication of hydrogen refuelling on the transport network. Bus and haulage operators are front-runners to use the technology which is being actively pursued by North West-based collaborations such as HyNet North West⁷, Essar Oil, BOC Ltd and vehicle manufacturers such as Renault and Alexander Dennis. Oldham Council will keep abreast of the changes in new technology and respond accordingly.

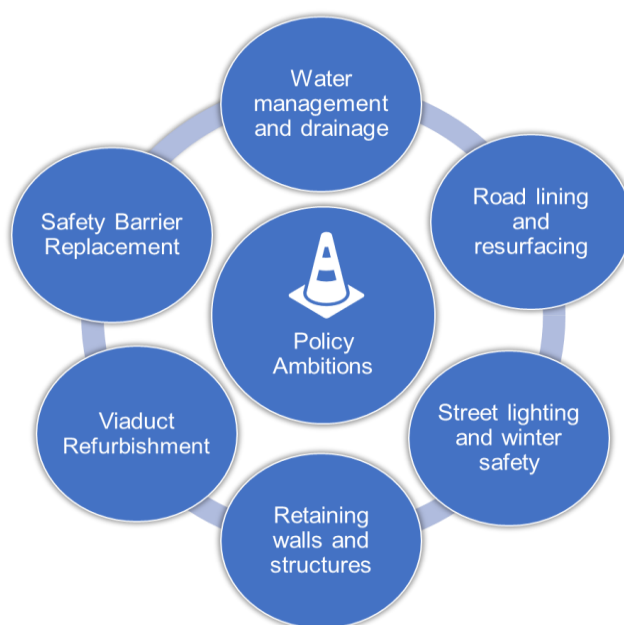
5.1.4 Ambition 4: Connected Oldham

5.1.4.1 Road Maintenance and Barrier Repairs

The maintenance of highway, footways and Public Rights of Way are essential to their operation, wellbeing and leisure. The ambitions summarised in the diagram below are equally important to new highway developments. Maintenance of highways ensure they remain useable, safe and that delays are reduced as much as possible. A resilient highway network supports businesses and public transport operators by improving journey time reliability on the network.

Maintenance needs are numerous and vary in scale and engineering complexity. The road lining refresh programme and pothole repairs are important for the safe use of roads across the borough by vehicles and cyclists.

The safety barrier replacement programme is underway to ensure that where barriers are required, they are able to operate within the safety tolerances required to save lives. Safety barriers and retaining walls are particularly notable in the East Neighbourhood District and the Pennine fringe because the hilly topography require it.



Need For Change

- The topography of Pennine roads places a higher engineering and maintenance costs on them.
- Without spending commitments to aging structures such as bridges, safety barriers and retaining walls, the routes could become closed for extended periods of time, weight-limited or unusable.

5.1.4.2 Improving the Local Highway Network for All Users

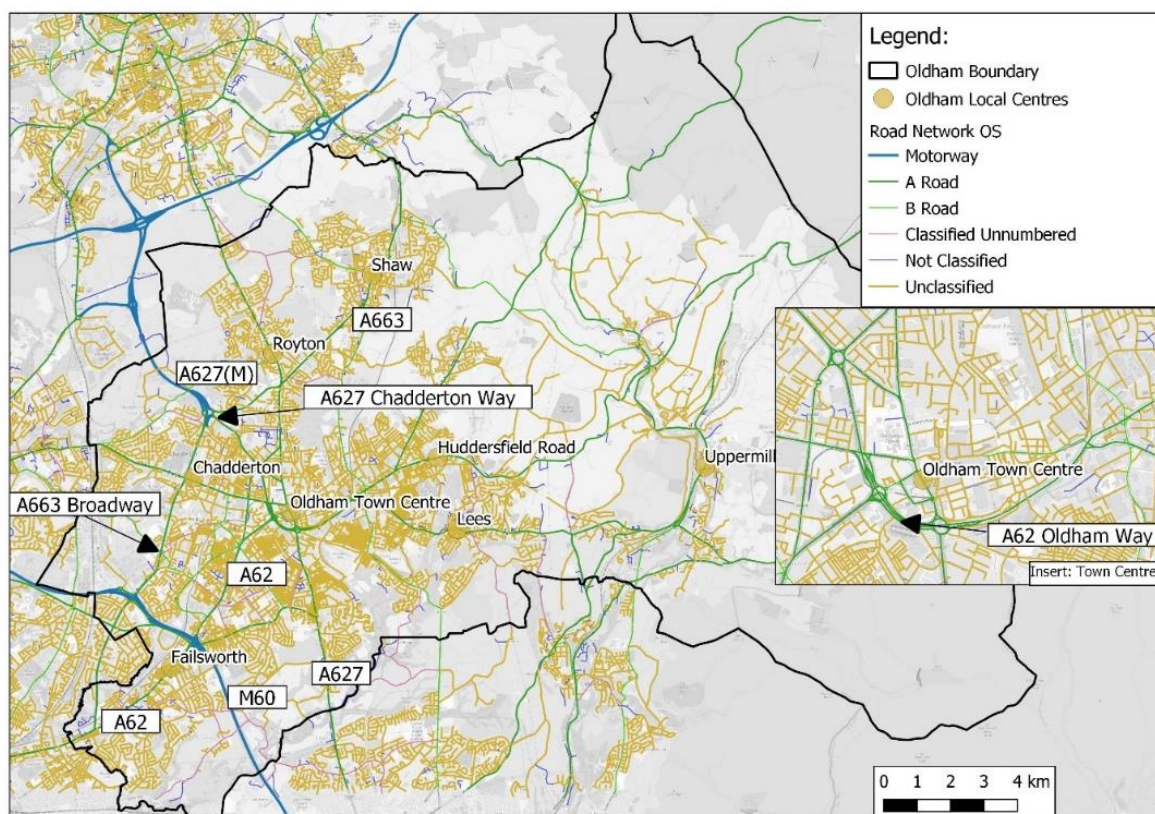
The roads and footways in Oldham are essential for people and businesses to function. All road vehicles, including bus and freight, require a road network that is reliable and maintained to provide journey time continuity. The road hierarchy in Oldham is shown in **Figure 5-4**.

⁷ HyNet North West [online] <https://hynet.co.uk/about/>

The road network in Oldham comprises of; local authority managed roads; the Greater Manchester Key Route Network; Strategic Road Network (SRN); and the Major Road Network (MRN). The routes in Oldham that are part of the Greater Manchester Key Route Network are the; M60; A663; A62; A627; A671 Rochdale Road; and A669 Lees Road.

Local roads, footways and Public Rights of Way (PRoW) in all Neighbourhood District Area are the responsibility of Oldham Council. The council will continue to collaborate with the GMCA to identify highway needs and priorities including pedestrian safety.

Figure 5-4: Road Hierarchy in Oldham.



Source: AECOM / GM Mapping.

Figure 5-5 shows the locations of some of the local highway improvements and electric vehicle schemes.

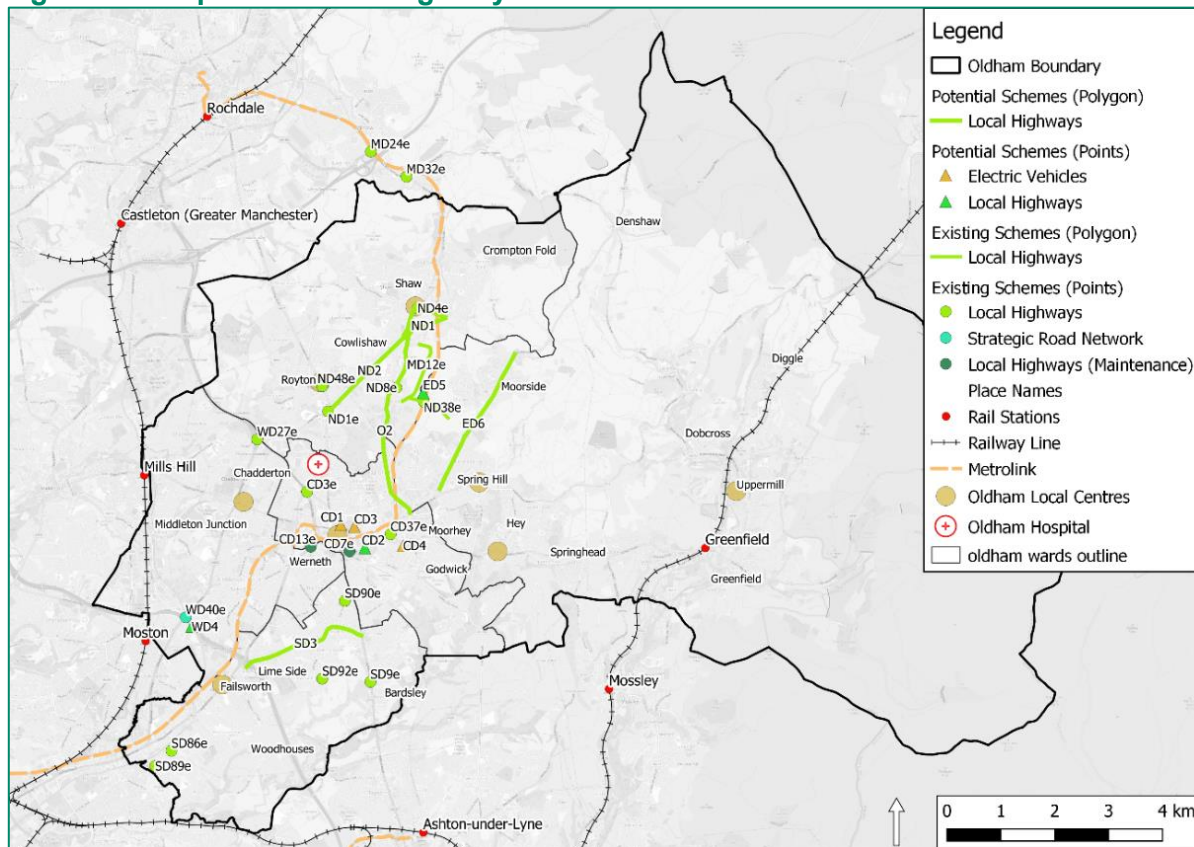
Need For Change

- There were 19 fatal accidents and 206 serious accidents on roads in Oldham between 2016 and 2019 (similar to rates in Greater Manchester as a whole).
- Road safety is a priority in the vicinity of schools where vulnerable young people and traffic cause a risk of collisions. Many of the borough’s schools are on minor road routes in residential areas where traffic speeds should be lower.
- Road safety is a priority for Oldham Council who have a Road Safety Team that work with partners, including Greater Manchester Police, to identify ways to increase safety awareness, enforce traffic speeds and encourage people to walk or cycle over shorter distances.

Local Plan growth in terms of housing, employment land and leisure needs to be accommodated by the road network. Corridor studies will be commissioned where travel demands may change with growth plans. This will include considering active travel and public transport modes and how they can be better accommodated.

Until the Covid-19 pandemic, the average delay on roads in Oldham was increasing on most local A roads. This is detrimental to commuters, bus and freight operators. The Department for Transport (DfT) expect the Covid-19 pandemic to generate a ‘new normal’ in how we use our roads and the times of day when they are busiest. Despite the changes in travel behaviour, safety of all road users, including pedestrians and cyclists, will remain the highest priority for the local highway.

Figure 5-5: Improved Local Highways Scheme Locations.



5.1.4.3 Highway Viaducts

The highway viaducts on main A and B routes in the borough are vital pieces of infrastructure, without which the highway network would not function at all. Viaducts are routinely inspected for maintenance needs and Oldham Council will work with partners at GMCA to communicate requirements and funding needs. The measures identified in the Oldham Transport Strategy align with the Greater Manchester Transport Strategy 2040 for maintenance needs. The Manchester Street Viaduct Refurbishment is a case in point for essential maintenance, without which the road network would experience significant delays and impacts to bus services.

Climate Change and the increased tendency for extreme weather events such as prolonged UK heat waves or more frequent major flood events are notable maintenance concerns. This is because extreme weather can damage and block the highway surfaces, drainage systems and other infrastructure at a faster rate than maintenance schedules have anticipated in the past. Oldham Council prioritises flood water management and drainage to ensure such systems function as expected, and where additional measures are needed, Oldham Council will identify solutions.

5.1.4.4 A Strategic Road Network that Better Connects with Oldham's Local Roads

The SRN in England represents the most important roads with respect to the movement of traffic. In Oldham, these roads are illustrated on the right and the existing SRN schemes are shown in **Figure 5-6**.

National Highways (NH) operate and manage the SRN. Oldham Council will continue to work closely with both NH and TfGM to progress measures identified in the Greater Manchester Transport Strategy 2040, and additional measures identified in the Oldham Transport Strategy that relate to key junction improvements.

Strategic Road Network Roads in Oldham:

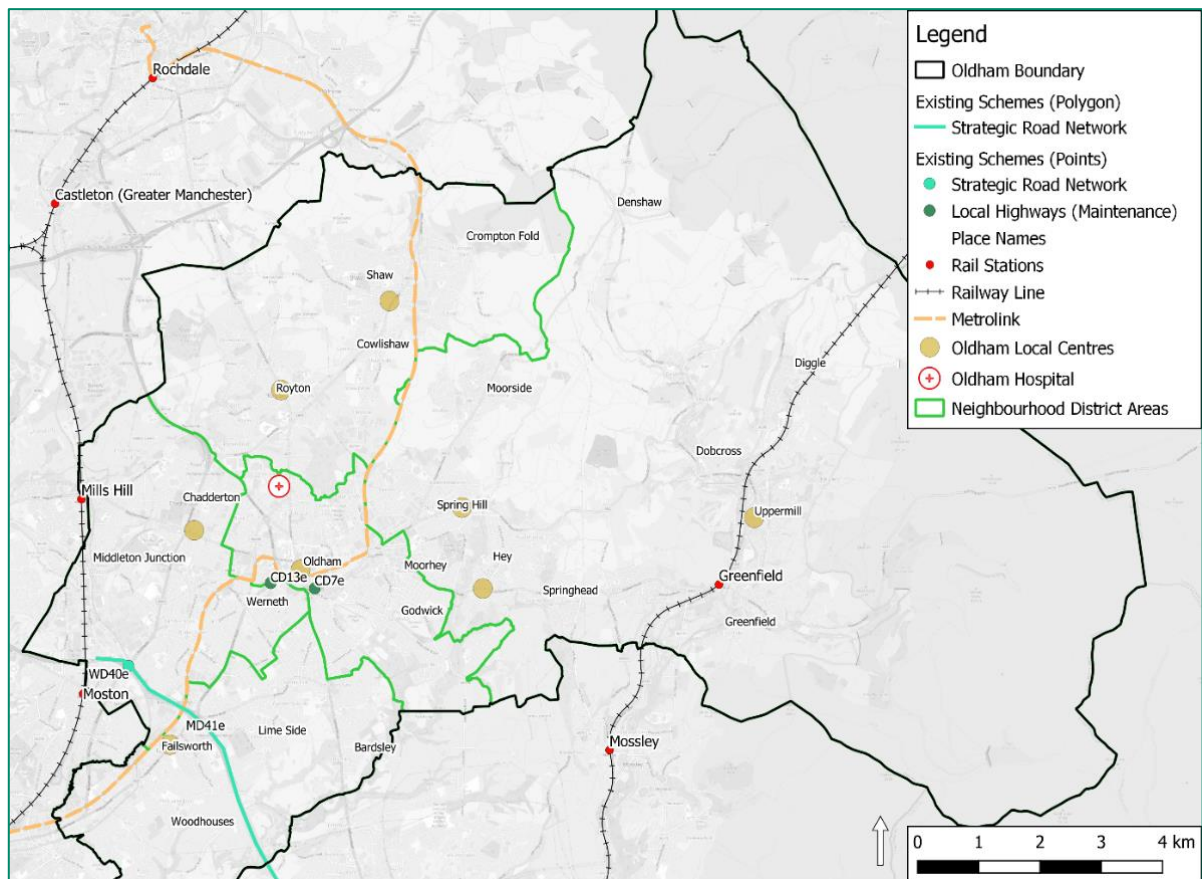
M60
A627 (M)
A663 Broadway (T)

Local highway connections to the SRN are vital for the Oldham economy and that of the wider region. This means Oldham residents and businesses require efficient connections to the M60 and A627(M) at M60 junctions 21 and 22, and the A627(M) at the Chadderton Way / A663 junction. There are a number of issues on the SRN that Oldham Council would like to see NH resolve, including restricted access to junction 22 at Hollinwood, which creates congestion and delay on the local road network. The council will influence the NH investment plans to address the congestion and journey reliability issues.

Need For Change

- The A627(M) / Chadderton Way / A663 junction experiences significant congestion at peak times and is the principal connection to the M62 for commuters and business users.
- The A663 Broadway / Shaw Road corridor experiences significant congestion due to traffic routing to both the motorway and for local trips. Improvements to the A627(M) / Chadderton Way / A663 junction should consider the corridor as a whole.
- At M60 J21, the Semple Way and Broadgate routes consistently experience congestion and this has continued throughout the Covid-19 pandemic.
- The A62 Oldham Road and A6104 Hollins Road are important connections with M60 Junction 22. They similarly experience frequent peak-time delays, which also impact frequent bus services routing through the junction.

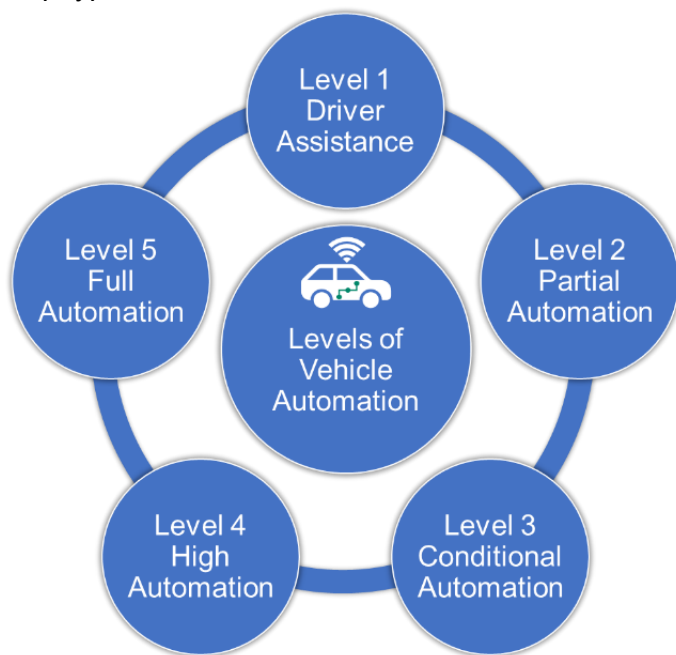
Figure 5-6: Existing Strategic Road Network Scheme Locations.



5.1.4.5 Preparing for Increased Vehicle Automation

Vehicles are increasingly being built with aspects of automation and sensors that will improve road safety, reduce shunt and bump type accidents and enable the network to be smarter using a vehicle’s internet connectivity.

Vehicle automation ranges from the current presence of ‘automated braking’ and ‘adaptive cruise control’ in vehicles now (**Level 1 automation**) to the very low volumes of vehicles that can accelerate, decelerate and change lanes themselves, but with the driver closely monitoring the vehicle (**Level 3 automation**). Over the next decade vehicles that are fully autonomous and do not need a driver at all (**Level 5**) are expected to operate on the national road network along with increasing automation generally. Freight operators and freight vehicle manufacturers are among the key innovators.



Need For Change

- The number of electric vehicles is rapidly growing in Oldham and across the country.
- Vehicles produced today increasingly feature connected and automated features, and vehicle automation is expected to increase over the next decade.
- Operators of the transport network need to better understand what electric and automated vehicles will need in terms of infrastructure, highway maintenance and data connections.
- Oldham’s varied highway topography requires a better understanding of what the increasing use of vehicle automation technology means with regard to highway infrastructure needs.
- Connected, battery powered micro-mobility, such as electric assisted bicycles, are growing in popularity and filling a travel gap for young people. The high cost of gaining a driving licence and car insurance are key reasons for the rapid adoption of micro-mobility in Britain in recent years.

The long-term aspiration for Oldham Council is to support and better understand the implications of increasing vehicle automation for the road network. However, this is unlikely to impact on the Oldham Transport Strategy in the short-term. For Oldham, this may mean the road network, including traffic signals, road signs and street lighting may need to increasingly connect with traffic and other sensors.

Oldham Council will aim to develop greater understanding of how the adoption of autonomous vehicles can be accommodated by changes to infrastructure on the road network. This means traffic signals manufacturers will increasingly offer system that are able to communicate to a car dashboard when a light is going red or green. Similarly, Oldham Council will stay abreast of how road signs and lighting may need to be maintained so that autonomous vehicles can read and recognise speed limit signs.

5.1.4.6 Mobility-as-a-Service

What is MaaS?

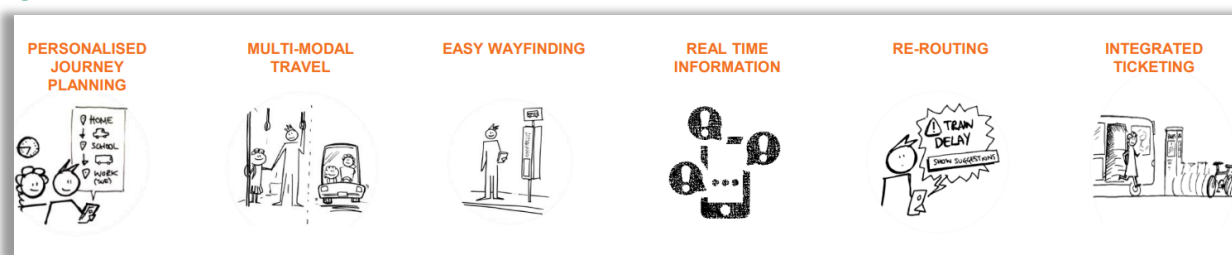
Mobility-as-a-Service brings together all the different ways we travel into one, easy-to-use app. Imagine if you could book a train, hire a car and find the quickest walking route all in one place. It has the potential to make all our journeys simpler, quicker and cheaper and our transport network more efficient.

Source: TfGM

Oldham Council will work with TfGM to support the development and roll-out of Mobility-as-a-Service (MaaS) and its implications for particular locations such as transport interchanges. Visible changes could include the addition of bicycle and car-club hire services at some Metrolink stops and bus stations so people can complete their journey to the door of a workplace or leisure destination. Proposed ‘Travel Hubs’ by TfGM, which will include multiple travel options, could be incorporated with MaaS.

Oldham Council will work with TfGM related to the setting of the MaaS service offer and pricing to ensure it is affordable and inclusive (**Figure 5-7**). MaaS will need to accommodate disabled and vulnerable users across the range of travel options.

Figure 5-7: MaaS Functionalities.



Source: TfGM / Atkins

5.1.4.7 Support Travel Hubs in Greater Manchester

The GMCA have rolled out a cycle hire service with provider Beryl since November 2021 (Figure 5-8), which is similar to cycle hire in London and other cities. The initial roll-out involves Manchester City Council, Salford City Council and Trafford Council. Oldham Council will work with partners at TfGM to understand the progress and successes with a view to expanding the scheme into Oldham in a later phase.

Figure 5-8: 'Beryl' cycle hire scheme rolled-out in Greater Manchester in 2021.



TfGM are planning the rollout of Travel Hubs. Travel Hubs provide a range of active travel needs and types of bicycles in one place, or a wide range of mobility needs including electric vehicle charging, car clubs and bus services that are in addition to the active travel offer.

Larger Mobility Hubs may also include e-cargo bikes to support small business transport and delivery needs, as well as accommodating some docking locations for the Beryl cycle hire scheme. Oldham Council is working with TfGM to identify potential locations in Oldham, which may include each Neighbourhood District Area, Oldham Town Centre, car parks, Metrolink Stops and Greenfield Station.

Similar to cycle hire, car clubs are a growing car hire innovation that often use dedicated on-street parking bays to enable people and businesses to access a car or small van when it is required. This can save users on both motoring costs and space by not having a vehicle sitting idle for large parts of the week. Oldham Council will similarly work with TfGM and service providers in Greater Manchester to consider the role car clubs in Oldham and where they may best be located.

Need For Change

- Many apprentices and trainees rely on car sharing from their peers to get to work and this is a key method of travel to support the post-pandemic recovery in Oldham.
- Car club services are not currently available in Oldham, whereas they are available in other districts in the city-region to the benefit of residents and businesses served by them.

Car sharing, whereby two or more people share a car or van for their journey to work, is an attractive form of travel for employees at the same workplace who would otherwise drive separately. Car sharing saves people money on motoring costs because the cost is shared. In addition, workplaces and educational facilities that encourage it can better accommodate their car parking needs and improve their environmental performance in terms of carbon reduction measures. Oldham Council will similarly work with TfGM and car share website providers to encourage the practice and expect developers and site managers in the borough to include car sharing in their Workplace Travel Plans.

5.1.4.8 Micro-Mobility; The Growing Popularity of Battery Powered Single Person Transport

Electric assisted bicycles, e-scooters and other battery powered single-person transport enable point-to-point travel and are increasingly popular and often bought online. However, they are at different stages of legislative backing for use on the highways in the UK and have been a divisive issue in the many areas that have trialled e-scooter hire with the DfT (**Figure 5-9**).

Legislation and research of the benefits or risks of e-scooters and other battery-powered transport is being developed by the UK Government. The UK Government is set to create a low-speed, zero-emission vehicle category which, will be 'independent from the cycle and motorcycle categories'. Oldham Council and partners at TfGM will remain abreast of the changes to legislation and plan accordingly, which could include changes to highway signage and travel information.

For many people, micro-mobility transport provides low cost, point-to-point transport links where there are perceived gaps in the public transport network related to journey needs and affordability. They can provide an affordable alternative to the high cost of motoring and other travel modes.

Micro-mobility and the Smartphone apps have supported the rise of employment opportunities in food courier services, known as 'aggregator services'. These business services and employment opportunities did not exist only a short time ago. They are expected to remain an import part of the economy and provide opportunities for work, training and entrepreneurship.

Figure 5-9: E-Scooter Trials: The UK Government has run trials in response to popular demand and to understand the widespread concerns before making proposed changes to legislation for their use.



Source: DfT / Guardian

Need For Change

- In the last decade travel consumer technology such as Smartphones, lower cost internet access and travel apps have transformed people's potential travel choices, and they should be available in Oldham where appropriate.
- The high cost of motor insurance for many people and public transport travel barriers for some deprived communities present a need, which shared mobility choices can help to mitigate.

5.1.5 Ambition 5: Accessible Oldham

Oldham has a higher proportion of deprived communities when compared to similar metropolitan areas nationally according to the English Indices of Multiple Deprivation. The disabled of all ages and abilities require safe access to the transport network in accordance with the Equality Act 2010.



Oldham has a higher average of people from BAME backgrounds than Greater Manchester. This means information and ticketing may need to be inclusive of people whose first language may not be English, or whose religion may influence their travel preferences including women unable to travel alone.

Oldham Council will work with TfGM and partners for the provision of supported travel and Travel Training, which is important for some people to raise their confidence and understanding of the transport network. In addition, people ‘not in employment, education or training’ (NEET) are a priority group for supported travel, which may require supporting them with free or discounted tickets to access interviews and events.

Gaps in the transport network remain for disabled access to platforms at Greenfield Station and improved pedestrian crossings on the road network.

Public realm areas and footways should be appropriately maintained, designed and illuminated to feel accessible for everyone. They should be accessible for people who are blind or partially sighted.

Perceptions of safety and ‘fear of harm’ factors are a barrier to travel for many disabled people and vulnerable groups. This means improving access is a priority and is important for reducing deprivation in Oldham.

Figure 5-10: Transport inclusion is important for all vulnerable groups to full access the network and to feel safe when doing at all times of the day.



Source: TfGM

Need For Change

- Rail and bus users should enjoy step-free access on all modes of travel as much as possible.
- Public realm and footways should be designed and maintained to provide safe access to disabled and partially sighted people.
- High streets should be safe for vulnerable groups at all times of day.
- There are areas in the borough underserved by public transport services, many of which include deprived communities according to the English Indices of Multiple Deprivation.

5.1.7 Ambition 6: Thriving Oldham

5.1.7.1 Transport Investment to Unlock Growth

Oldham Council will support new homes and employment land-uses in the district by working with developers and TfGM through the planning process to support sustainable development. This means development should be accessible to and connected with public transport services and walking and cycling links that are designed to the latest design standards (**Figure 5-11**).

Figure 5-11: Housing development with sustainable transport connections is essential for communities to thrive.



Source: [Transport Network.co.uk](http://TransportNetwork.co.uk)

Proposals in the Greater Manchester Transport Strategy 2040 and Oldham Local Implementation Plan will deliver significant investment in Metrolink stops, the Bee Network and road network. The council will also commission further studies related to improved public transport and active travel connections to major housing land allocations and employment centres.



5.1.7.2 Freight, Logistics and the 'Last-Mile'

Oldham Council will support the growth and development of the freight and logistics sector in Oldham and in neighbouring district areas. This is important to their operations and access by employees at all times of the day and night.

Locations such as Broadway Business Park in Oldham and neighbouring Stakehill Industrial Park and Kingsway Business Park in the Atom Valley MDZ, are important destinations for Oldham residents to access opportunities. However, access to the locations is often car dependent which means many people are unable to access those areas if they have no car or van.

The freight sector is continuing to diversify and their fleets for business and home delivery, especially in the 'last-mile'. This means Oldham Council and partners at TfGM will encourage a more efficient and sustainable freight fleet in our communities and low speed routes.

The delivery of goods is going through a shift to low emission and electric vehicles. The 'last mile' in particular is increasingly being served by buggies and bicycles, examples of which are shown in (**Figure 5-12**).

Oldham Council support this transition to zero emission vehicles by the freight and logistics sector because it is a thriving part of our economy and important to our communities. More efficient 'last mile'

What is the 'last mile'?

Relates to parcel delivery and collection over the final or first mile.

Concerns mostly urban parcel delivery between a distribution centre and a home or business.

Is a challenging part of the logistics supply chain because homes, offices and the routes vary so much.

This 'last mile' is increasingly used by small buggies or courier bicycles to be more efficient.

delivery and can support the growth in online retail and home-delivery and help improve both the safety and air quality of our streets.

Figure 5-12: Potential changes to the freight and logistics fleet in Oldham; increasing use of electric van, buggies and bicycles to service residential and commercial customers.



Source: DPD



Source: Royal Mail

5.1.7.3 Thriving Neighbourhood District Areas

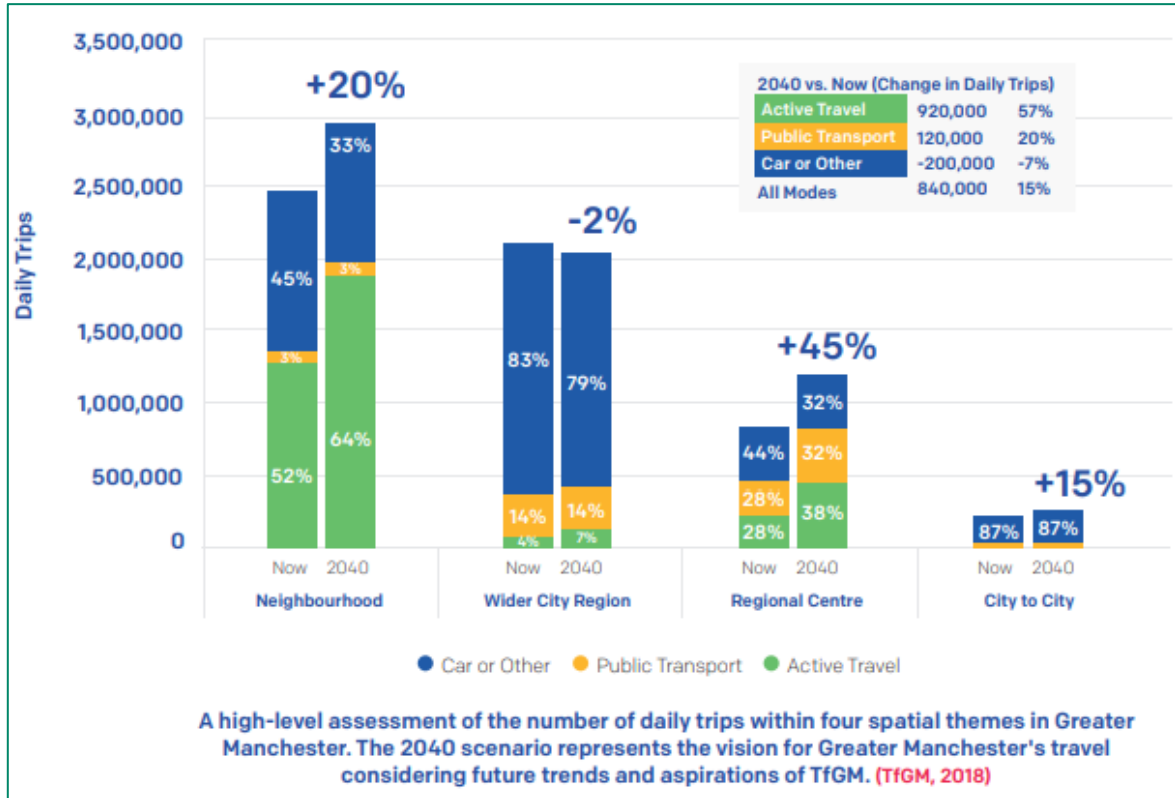
The Oldham Transport Strategy aims to support all neighbourhoods with measures that align to the six ambitions. Better sustainable travel choices are important for accessing all areas of Oldham by public transport, walking and cycling. Chapter 6 provides further details of the measures that will be taken forward in each Neighbourhood District Area. Travel needs include local, regional and city to city travel. This means trips either to the local high street or longer distance travel to another city are equally important to help people and businesses thrive.

Need For Change

- The Oldham Retail & Leisure Study 2020 reported the health of town centres have deteriorated and the proportion of vacant units in Oldham is around double the national average.
- Planned new and affordable housing will be better served with integrated services, including transport, health and wellbeing measures, and connections to green spaces and leisure uses.
- There is a need for greater social inclusion and wellbeing considerations, including access to green spaces and improved walking and cycle routes.

The council's ambitions align with Greater Manchester's ambitions for an increase in travel demand but with a greater proportion of trips using sustainable modes. The travel vision for each trip type in Greater Manchester is shown in **Figure 5-13**. In Oldham this means a higher proportion of trips will use walking, cycling and public transport and we will work partners to provide those facilities.

Figure 5-13: Greater Manchester Mode Share Growth and Vision by Trip Type.



Source: TfGM

6. Spatial Priorities of Oldham’s District Neighbourhoods

6.1 Introduction

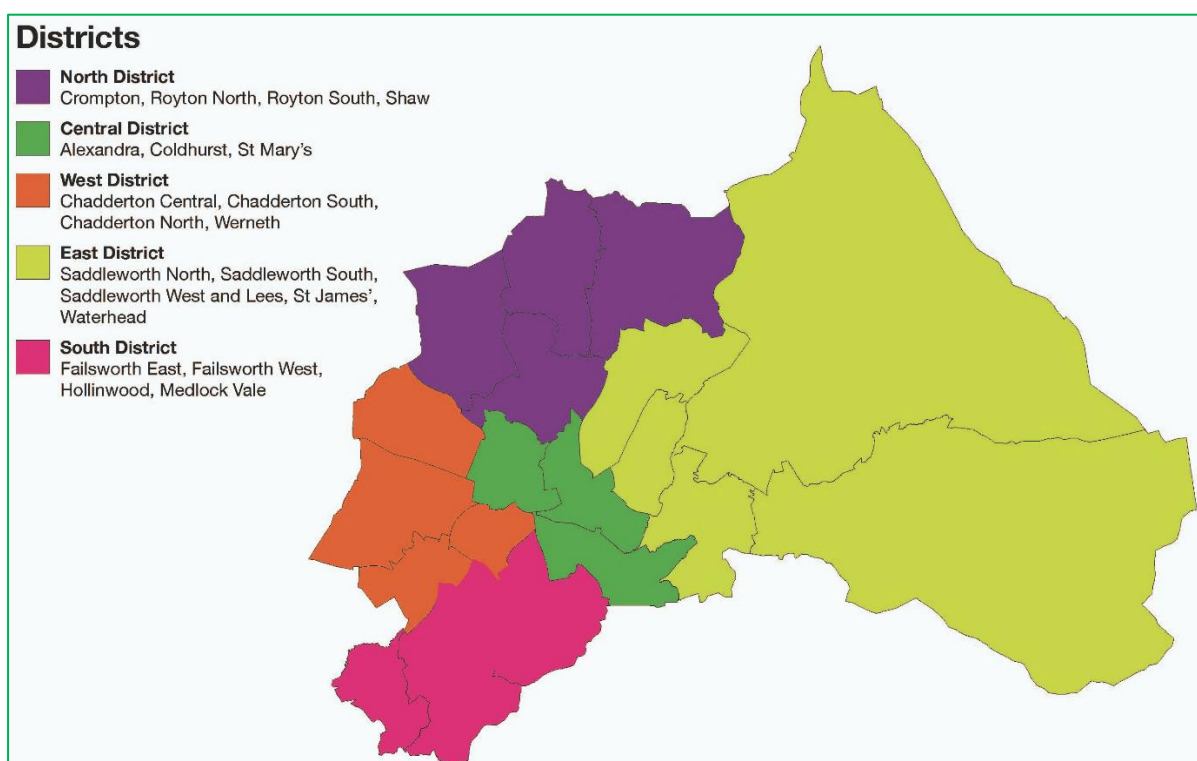
This chapter provides increased focus on the five district neighbourhoods of Oldham, the local regeneration ambitions, existing transport priorities and emerging needs that Oldham Council will develop. The five district areas are summarised in **Figure 6-1**.

The Oldham Transport Strategy aligns with the policy ambitions for Greater Manchester and the key national policy such as decarbonising transport. The Greater Manchester Combined Authority (GMCA) spatial development strategy; ‘Places for Everyone’, and the GMCA Transport Strategy 2040 identifies how we will respond and develop the transport network for growth with our neighbours. The Oldham Transport Strategy captures local neighbourhood priorities across each of our five district neighbourhoods to respond to the growth ambitions both in Oldham and across Greater Manchester.

Each of Oldham’s Neighbourhood District Areas are considered within the Oldham Transport Strategy including measures in the Greater Manchester Transport Strategy 2040; Local Implementation Plan. The differences in the number and type of measures in each Neighbourhood District Areas reflects the geography of Oldham, which is a mix of urban and semi-rural areas. This is reflected in both the measures identified for Oldham in the Greater Manchester Transport Strategy 2040, and Oldham Transport Strategy.

All areas will continue to attract the same level of commitment to communities’ transport needs over the short and long-term. The needs and issues of each Neighbourhood District Areas will be reviewed as funding opportunities and partnerships develop.

Figure 6-1: Five District Neighbourhoods of Oldham.



Source: Oldham Council

Oldham Council wants each district neighbourhood to be supported by sustainable transport services including better public transport, walking, cycling facilities and a good standard of road maintenance.

The six ambitions, a healthier, safe, clean, connected, accessible and thriving Oldham means better facilities that will improve travel in all five of the Neighbourhood District Areas. Local centres and transport services in each area are important to meet communities' day-to-day needs in terms of retail and key services. This means local district centres should be safely accessible for the disabled, women and children at all times of the year and with better street lighting.

Oldham Council will improve footways, Public Rights of Way, road safety and air quality, public transport services and access to public transport stops. This is important because our communities need to feel safe in using more sustainable transports services when they are provided.

The spatial priorities of each Neighbourhood District Area are considered within this chapter including mapping for each district that uses the referencing in **Table 6-1**.

Table 6-1: Neighbourhood District Area; Referencing of Measures.

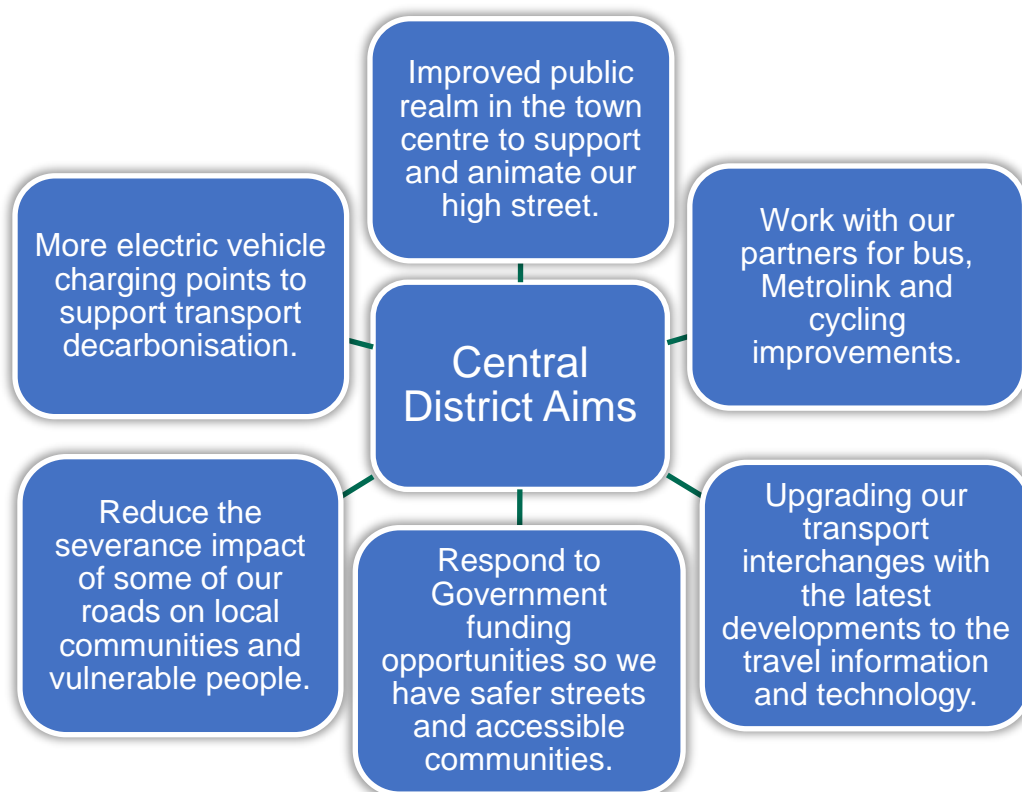
North District (ND)
Central District (CD)
West District (WD)
East District (ED)
South District (SD)
Scheme that relates to multiple districts (MD)
Other scheme that are not yet specific to a specific area or locality (O)

6.2 Central District

6.2.1 Introduction

This chapter aligns to the policies for transport nationally and the Greater Manchester Transport Strategy 2040. For the Central District, the measures we will develop are summarised below in **Figure 6-2** and mapped in **Figure 6-5**. The aims relate to key national and Greater Manchester policies including the High Streets Strategy and Greater Manchester Transport Strategy 2040 including the Local Implementation Plan for Oldham.

Figure 6-2: Central District Aims to Support the Six Oldham Transport Strategy Ambitions.



The Central District includes Alexandra, Coldhurst and St. Mary’s, and notably includes the town centre. The neighbourhood area has priorities to improve the town centre area with public realm, walking, cycling and public transport.

The neighbourhood area is separated by Oldham Way which forms both an important highway connection for the borough but also creates severance between Alexandra and the Town Centre and neighbouring residents and businesses south of Oldham Way. Improvements have been made to the existing crossings in the last decade including a new pedestrian bridge into Oldham Sixth Form College and the town centre, but improvement will be identified for safe pedestrian movement.



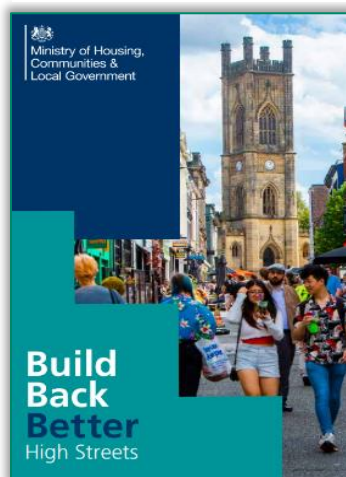
6.2.2 Background and Context

Transportation is important to bringing together all aspects of movement, accessibility and a better high street environment to support the regeneration of Oldham Town Centre. Oldham Council and our partners at TfGM require wanting to encourage lower carbon taxis and buses, better walking and cycling routes, and good public realm that supports the high street, education and connections with Metrolink.

Oldham Council is responding to the challenges for our high streets and retail sector, which were reported in the Oldham Retail & Leisure Study (2020). Our ambitions for safer pedestrian movement and public realm aligns with the Government’s High Streets Strategy (**Figure 6-3**), which also includes elements of transport need such as integration with public transport (**Figure 6-4**). This mean our transport interchanges for Metrolink are important for access to retail, leisure and educational facilities.

All transport services should respond to the needs of both the daytime and evening economy in terms of travel for work and leisure. For the town centre this means frequent services that run later into the evening on some days, such as Friday and Saturday. Oldham Council will advocate for such service improvements with partners at TfGM, bus partners and taxi and Private Hire Vehicle operators.

Figure 6-3: In 2021 the Government Published a Build Back Better High Streets Strategy.



6.2.3 Vision for Oldham Town Centre

Oldham Council’s success at securing funding from the Government for the town centre will help deliver public realm improvements, cultural destinations and support other regeneration needs such as affordable housing. The Oldham Transport Strategy includes commitments and ambitions to support he vision becoming a reality.

Figure 6-4: Proposed Town Centre Linear Park and High Standard of Public Realm.



The Transport Strategy incorporates the draft ‘Oldham Covid-19 Recovery Plan’⁸, including ‘championing a green recovery’. Sustainable travel modes, zero-emission fleets and integrating transport needs with town centre ambitions are notable.

Oldham Council is progressing the Town Centre Vision:

- Acquiring Spindles Shopping Centre.
- Repurposing vacant units for new office, leisure, culture and a permanent new home for Tommyfield Market.
- Releasing the site of Tommyfield Market Hall for an urban linear park and new homes.

⁸ Oldham Council, 2021, online: https://www.oldham.gov.uk/downloads/file/6875/coronavirus_recovery_plan_report

Without the changes and improvements to the town centre summarised above, the trends for a struggling town centre that were identified in the Oldham Retail & Leisure Study (2020) could continue. The Oldham Transport Strategy aims to support lasting positive changes in Oldham Town Centre.

6.2.4 Town Centre Funding Successes

Oldham Council has had recent success with funding applications to make the vision for the Town Centre a reality. This has included:

- **Government funding for Oldham**
 - Towns Fund £24.4m award.
 - Future High Streets Fund £10.7m award.
- **Greater Manchester Combined Authority Funding for Oldham**
 - Active Travel Fund - providing improvements to active travel in the Town Centre and Royton, such as walking and cycling facilities, including for the disabled.
 - MCF for cycling schemes and Active Neighbourhoods, which will provide improved, safe cycling and walking facilities according to design standards.

Oldham Council has been working with partners on a range of transport schemes to date with a focus on the town centre and improving connectivity through the **Accessible Oldham** programme, which is a programme of public realm and highway improvements in and around Oldham Town Centre.

The delivery of **Accessible Oldham Phase 1** is underway, with funding secured from the Local Growth Deal, the Greater Manchester MCF and the Future High Streets Fund. The programme includes Oldham's first Bee Network CYCLOPS junction at St. Mary's Way / Rock Street which will improve safety for pedestrians and cyclists (**Figure 6-6** Error! Reference source not found.).

The Accessible Oldham works will complement the Oldham Town Centre Linear Park (**Figure 6-6**) and the Cultural Quarter access and public realm works. These measures are key elements of the Town Centre Vision.

6.2.5 Transport Commitments and Priorities

Error! Reference source not found. **Figure 6-5** and **Table 6-2** illustrate the existing commitments by Oldham Council to deliver transport improvements in the Central District either with partners or independently using funding that has been secured. The Greater Manchester Transport Strategy 2040; Local Implementation Plan (LIP) for Oldham includes many of the existing commitments and delivery timescales. The delivery timescales for each are illustrated in Chapter 7 Delivery Plan later in this report.

Figure 6-5: Central District Potential Schemes.

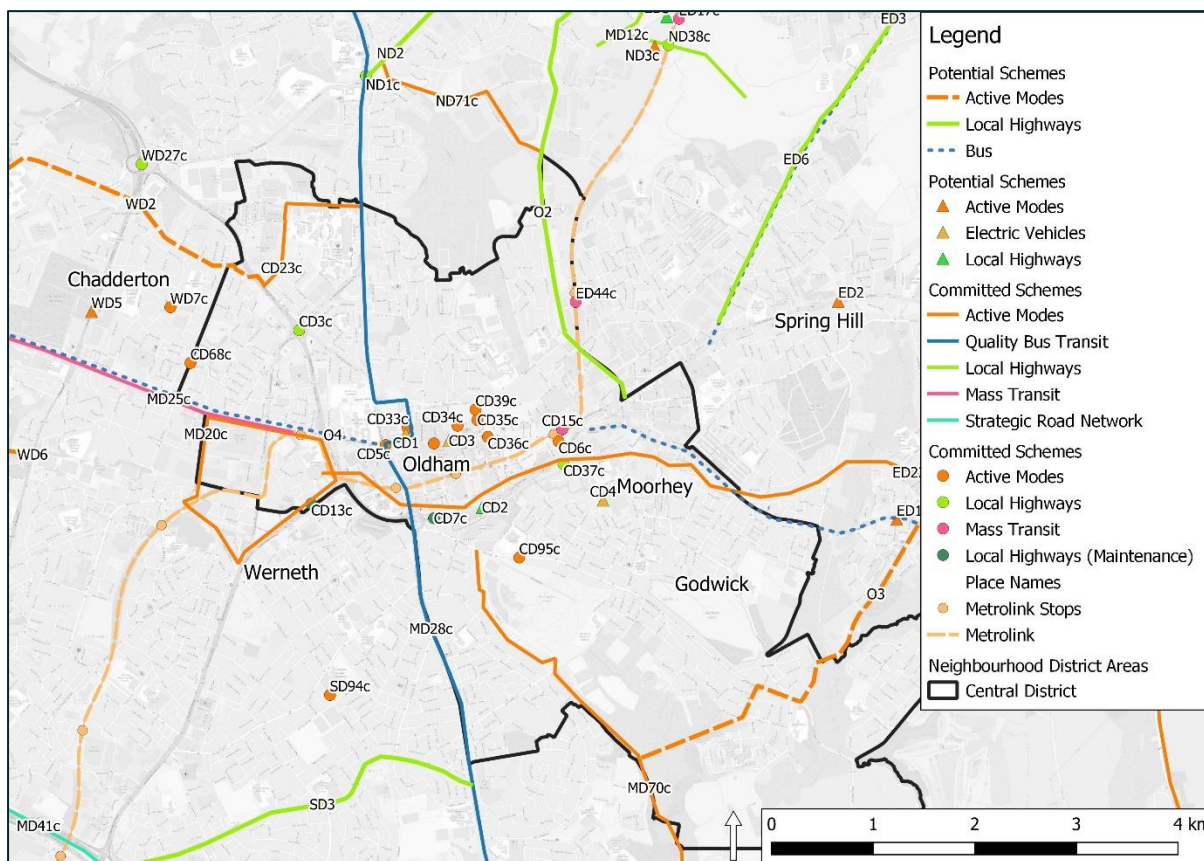


Table 6-2: Mapped Scheme Numbers - Transport Improvement and Maintenance Schemes in the Central District.

Map Ref.	Transport Schemes	Committed	Potential / Non-Committed
CD2	Oldham Way Severance Reduction		✓
CD8	Town Centre Highway Access Study of key town centre routes and function		✓
CD6c	Oldham Mumps Corridor Improvements (CRSTS)	✓	
CD7c	Oldham Way KRN Structures Refurbishment: Waterloo Street and Wellington Street Bridges	✓	
CD3c	Featherstall Road Roundabout Partial Signalisation		✓
CD13c	Oldham Way KRN Structures Refurbishment: Manchester Street Viaduct Refurbishment (CRSTS)	✓	
CD15c	Oldham Mumps Interchange Redevelopment	✓	
CD10	Expansion of Oldham Town Centre Bee Network		✓
CD23c	Royal Oldham Hospital: Westhulme Avenue cycle route (ATF2)	✓	
CD3	Expand the Publicly Funded Electric Vehicle Recharging Network		✓
CD4	Provide dedicated electric vehicle charging infrastructure for taxis / PHVs	✓	

Map Ref.	Transport Schemes	Committed	Potential / Non-Committed
CD6c	Oldham Town Centre Parking Strategy Refresh	✓	
CD7	Expansion of GM Car Clubs into Oldham		✓
CD33c	Accessible Oldham: Civic Hub and High Street Public Realm Improvements	✓	
CD34c	Accessible Oldham Town Centre: Town Centre Linear Park	✓	
CD35c	Accessible Oldham Town Centre Phase 2: St Mary's Way Streets for All scheme.	✓	
CD36c	Accessible Oldham Town Centre: Cultural Quarter - access and public realm improvements.	✓	
CD37c	Accessible Oldham: Southlink New Access and Signal Improvements	✓	
CD11	Northern Roots Accessibility Study		✓
CD39c	Egerton Street / St Mary's Way Cyclops Junction (MCF)	✓	
CD9	Accessible Oldham Town Centre - Southlink internal access infrastructure		✓
CD5	Accessible Oldham Town Centre - George Street – Manchester Chambers connectivity		✓
CD68c	Bee Network: Chadderton Improvements (funded)	✓	
CD94c	Oldham Town Centre: Accessible Connectivity Phase 1	✓	
CD95c	Bee Network: Park Road NCN 626 Town Centre Connection (MCF)	✓	

Note: the suffix 'c' denotes a committed scheme that is ongoing at the time the Oldham Transport Strategy was prepared.

6.2.5.1 Transport Priorities for the Town Centre

The development of the Oldham Transport Strategy has identified additional priorities for Oldham Town Centre that will either enhance existing schemes or introduce new measures that will respond to technological changes, such as electric vehicle recharging points (**Figure 6-6, Figure 6-7 and Table 6-2**).

The existing priorities for Oldham Town Centre are measures that Oldham Council with partners at TfGM have identified in the Greater Manchester Transport Strategy 2040. In addition, improvement and maintenance measures that Oldham Council will bring forward within their existing pipeline of works are considered here.

Figure 6-6: Oldham Town Centre Committed Schemes.

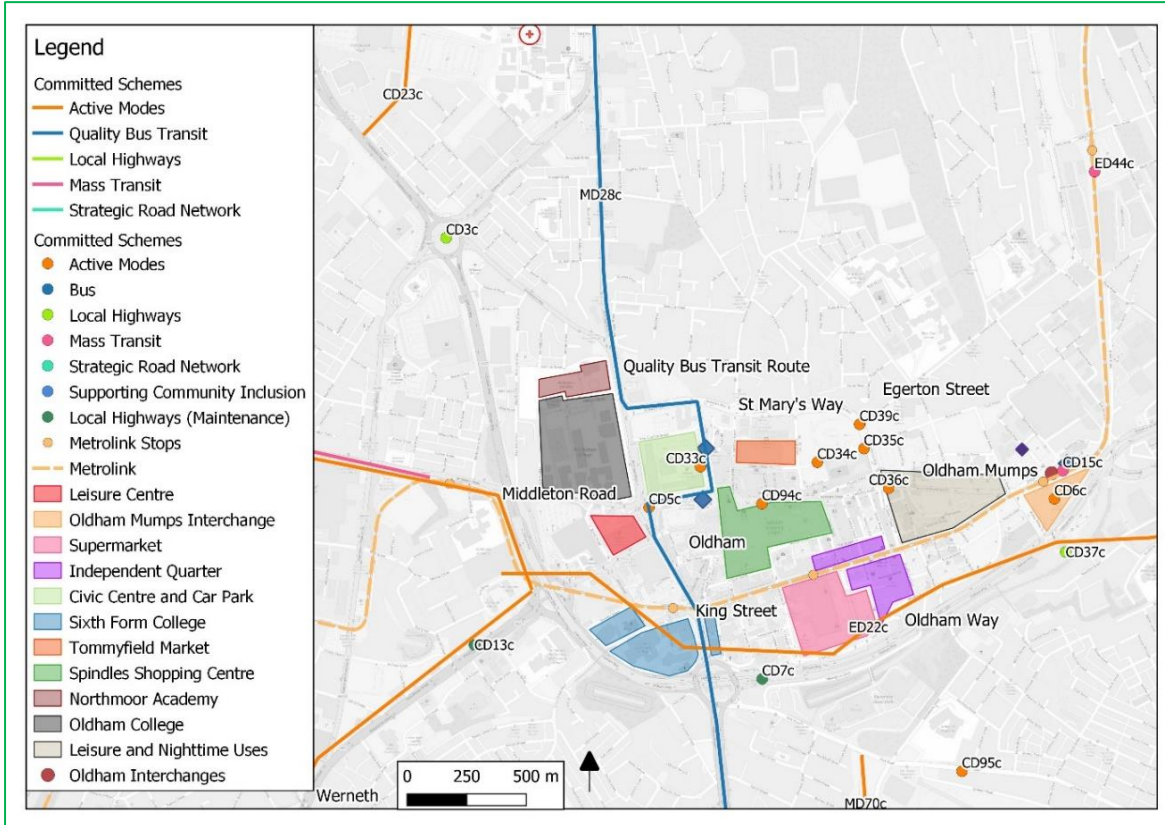
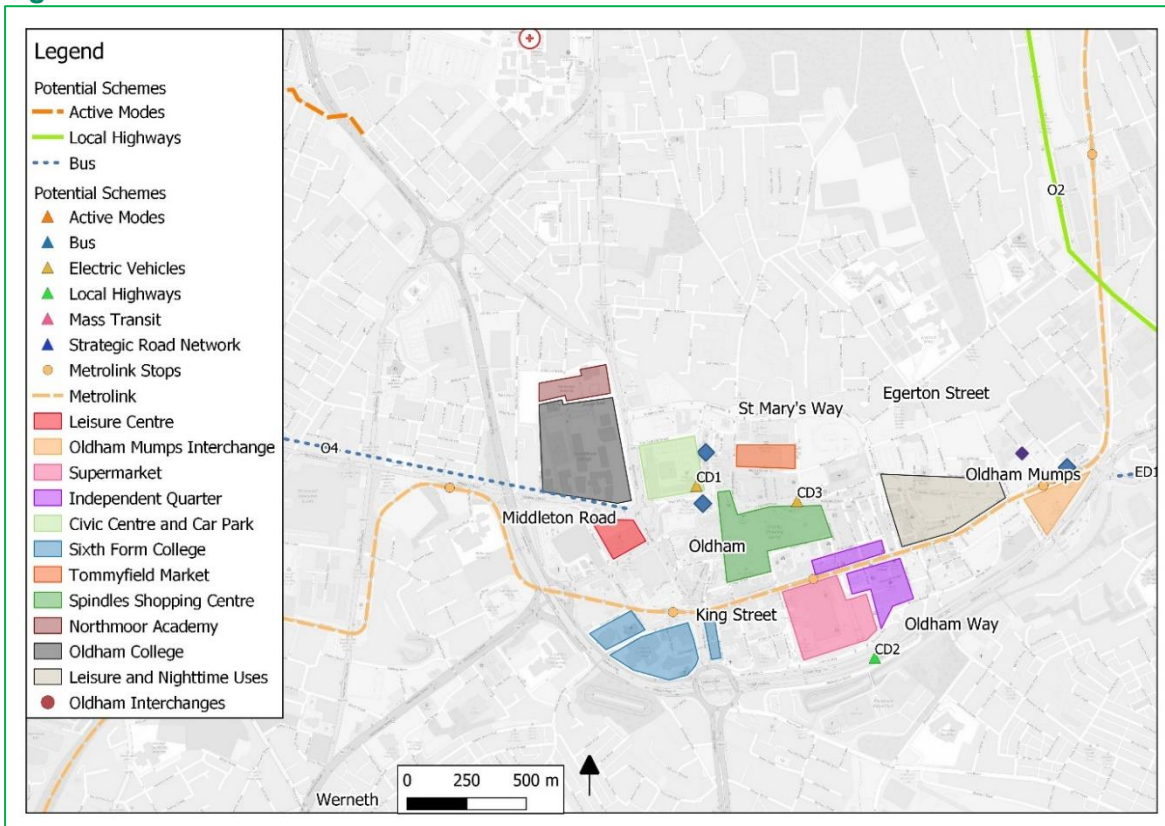


Figure 6-7: Oldham Town Centre Potential Schemes.



Oldham Way is the principal highway route around the town centre and is important both for local trips and longer distance travel. It is an important winter resilience route and provides people with connections to Metrolink and bus services. However, Oldham Way also creates

a barrier to movement for residents in Glodwick and other areas to the south of the town centre due to limited or less suitable pedestrian routes across it.

Improvements have taken place to pedestrian links at King Street Roundabout and a dedicated pedestrian bridge into Oldham Sixth Form College but there is a need to reduce the severance effect of Oldham Way further. A highway access study of town centre routes and functions will be prepared with the aim of identifying longer-term options for improving pedestrian movement (CD2 in **Figure 6-6**).

6.2.5.2 Oldham Town Centre Parking Strategy Update

Car parking in Oldham Town Centre is being reviewed as part of the Oldham Town Centre Parking Strategy Update. This will identify how facilities may be reconfigured to enable the delivery of the town centre masterplan.

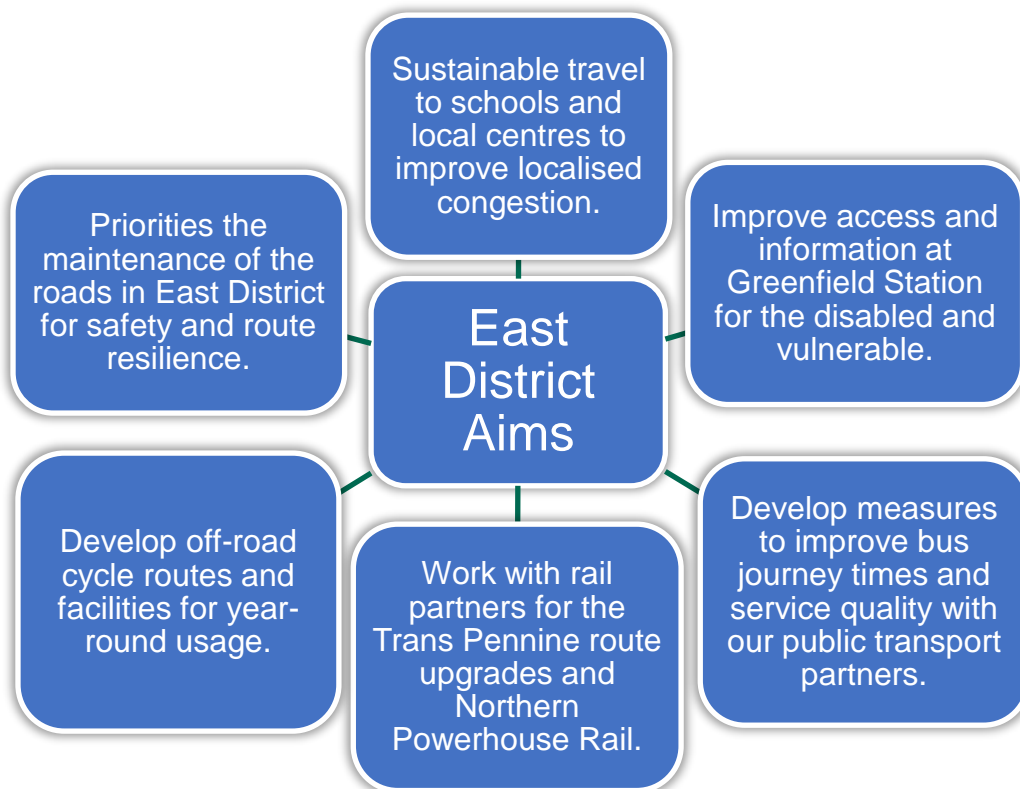
6.3 East District

6.3.1 Introduction

The East District neighbourhood area includes Saddleworth North, Saddleworth South, Saddleworth West and Lees, St James', and Waterhead. The area is notably in the Pennine Fringe with a semi-rural landscape and lower density population that require particular focus for public transport services and transport resilience. We want the East District to benefit from same connectivity that other districts get with regard to rail, bus services and active travel. For the East District, the measures we will develop are summarised below in **Figure 6-8** and mapped in **Figure 6-9**.

The hills and topography present road and rail maintenance needs that are associated with the higher elevation, bridge structures across waterways and the attraction of the areas Public Rights of Way and cycle ways, which are important for local businesses that serve visitors to the area. Larger businesses operate in the area at Greenfield and Uppermill that require reliable roads and access to skills.

Figure 6-8: East District Aims to Support the Six Oldham Transport Strategy Ambitions.




6.3.2 Trans Pennine Routes

The borough of Oldham includes a number of Pennine routes to West Yorkshire and connector roads to the M62, which are all important for commuters, leisure travel and winter resilience. Oldham Council will prioritise with partners the routine investments and maintenance in the East District for the benefit of Oldham, Greater Manchester and the Pennine connections. Oldham Council will work closely with the GMCA to focus regional priorities on the engineering needs associated with Trans Pennine routes

Winter Resilience, Essential for Freight, Bus and Key Road Users

In recent years the winter resilience of trans Pennine routes such as the M62 and A672 Ripponden Road has been challenged by disruptive winter weather. This means traffic routing to and from Greater Manchester rely on routes through Oldham when bad weather events occur and trans Pennine travel is disrupted. The A635 Holmfirth Road and the A62 Manchester Road east of Diggle provide alternative trans Pennine connections other than connecting with the M62. If there are problems on the M62 these routes provide travel resilience.



6.3.3 Transport Commitments and Priorities

Figure 6-9 illustrates the existing commitments by Oldham Council and the potential schemes to deliver transport improvements in the East District either with partners or independently using funding that has been secured.

The schemes include highway improvements, bus corridors and rail accessibility improvements at Greenfield Station, the only heavy railway station in Oldham.

Figure 6-9: East District Schemes.

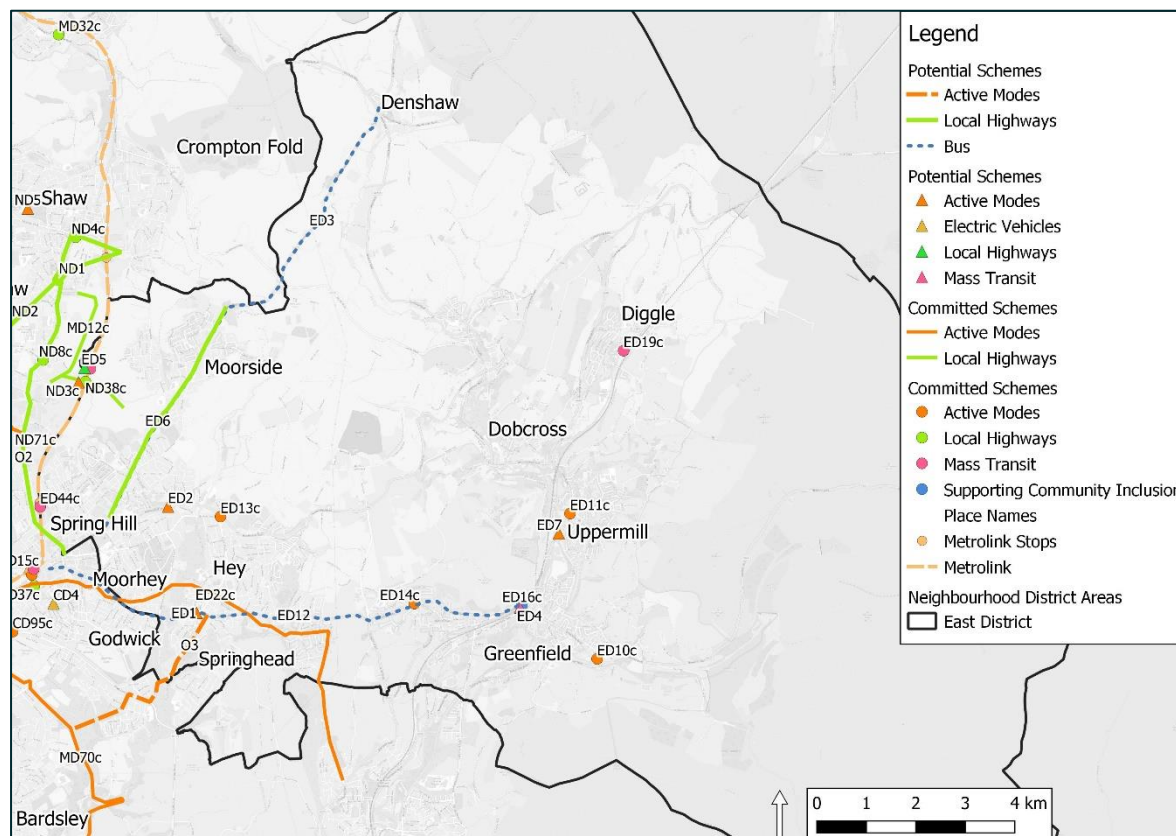


Table 6-3: Mapped Scheme Numbers - Transport Improvement and Maintenance Schemes in the East District.

Map Ref.	Transport Schemes	Committed	Potential / Non-Committed
ED1	Lees Local Centre access improvement		✓
ED2	Huddersfield Road Local Centre access improvement		✓
ED7	Uppermill Local Centre access improvement		✓
ED4	Greenfield Station accessibility improvements and upgrade to better function as an interchange		✓
ED5	Cop Road access and active mode improvements (for proposed Metrolink stop)		✓
ED19	Diggle New Rail Station and Park and Ride		✓
ED3	Denshaw Bus Improvements		✓
ED16c	Greenfield Station Disabled Access (trackside elevator access to Platform 2)	✓	
ED17c	New Cop Road Metrolink Stop and Travel Hub / Park & Ride	✓	
ED10	Improvements to orbital cycling route - Ashton-Oldham Greenway (NCN 626)		✓
ED6	A672 Ripponden Road Corridor Study		✓
ED44c	Derker Metrolink Stop Park and Ride Expansion and Multi-Modal Travel Hub	✓	
ED9	Trans Pennine Route Upgrade		✓
ED8c	Br306 Shaws Lane Footbridge, Uppermill	✓	
ED10c	St Marys Primary School, Chew Valley Road, Greenfield - Zebra Crossing (ATF2)	✓	
ED11c	Safer Roads – Zebra Crossing and Traffic Calming (High Street, Uppermill)	✓	
MD71c	Bee Network Crossings (MCF)	✓	
ED12	Improvements to Bus Services/Routes		✓
ED13c	Safety Scheme: Stamford Road / Dunham Street / Oldham Road Junction Improvement	✓	
ED14c	A669 Oldham Road, Grasscroft – Pedestrian Improvement Scheme	✓	
MD6c	Oldham Mumps Corridor Improvements (CRSTS)	✓	
O1	A669 Greenfield – Oldham – Middleton Bus Corridor Improvements		✓
O3	Lees - Holts Lane - Glodwick Lows Orbital Cycling Improvements		✓

Note: the suffix 'c' denotes a committed scheme that is ongoing at the time the Oldham Transport Strategy was prepared.

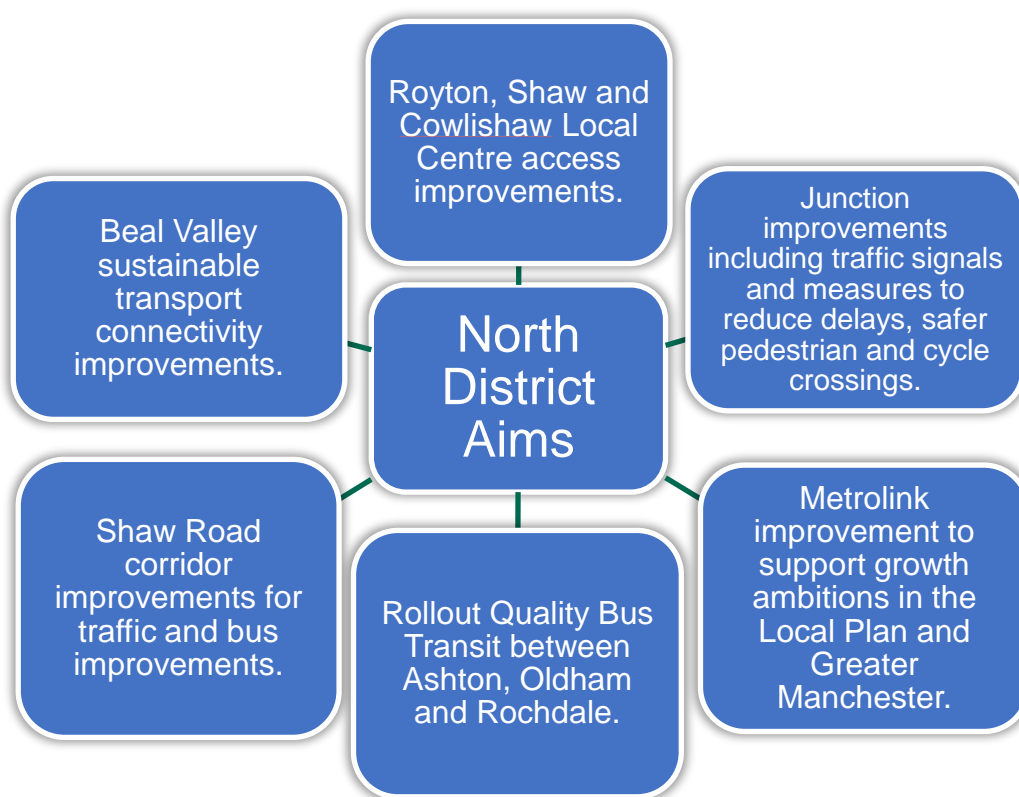
6.4 North District

6.4.1 Introduction

The North District neighbourhood area includes Crompton, Royton North, Royton South and Shaw. The area includes Royton, which has a masterplan in place for the improvement of the local district centre for improved public realm, pedestrian and cyclist access. The council and partners at the GMCA have identified potential housing and employment growth for Shaw and Crompton in the Greater Manchester Spatial Development Strategy, which will necessitate improvements to public transport and local roads.

The measures are broadly summarised in **Figure 6-10** below and relate to policies for improving sustainable transport provision and public transport services, and addressing air quality problems. The transport ambitions for a health, safe, clean, connected, accessible and thriving Oldham are all supported by the aims.

Figure 6-10: North District Aims to Support the Six Oldham Transport Strategy Ambitions.



The North District is served by frequent bus services between the Town Centre, Rochdale and Ashton-under-Lyne. Oldham Council will develop the bus services and highway into a Quality Bus Transit corridor, which means the improvements at junctions and pinch points will improve bus journey times and service reliability.

The North District has important cross-boundary connections with Rochdale and the Atom Valley MDZ, which is an ambition of the GMCA. We will work with GMCA and our partners to open up the opportunities that the MDZ presents by improving transport connections with the Kingsway Business Park by public transport and active travel. In addition, we will prioritise road maintenance and improvements at key junctions that are important for businesses and bus operators.

6.4.2 Transport Commitments and Priorities

Figure 6-11 illustrates the existing commitments by Oldham Council and the potential schemes to deliver transport improvements in the North District either with partners or independently using funding that has been secured.

Figure 6-11: North District Existing and Potential Schemes.

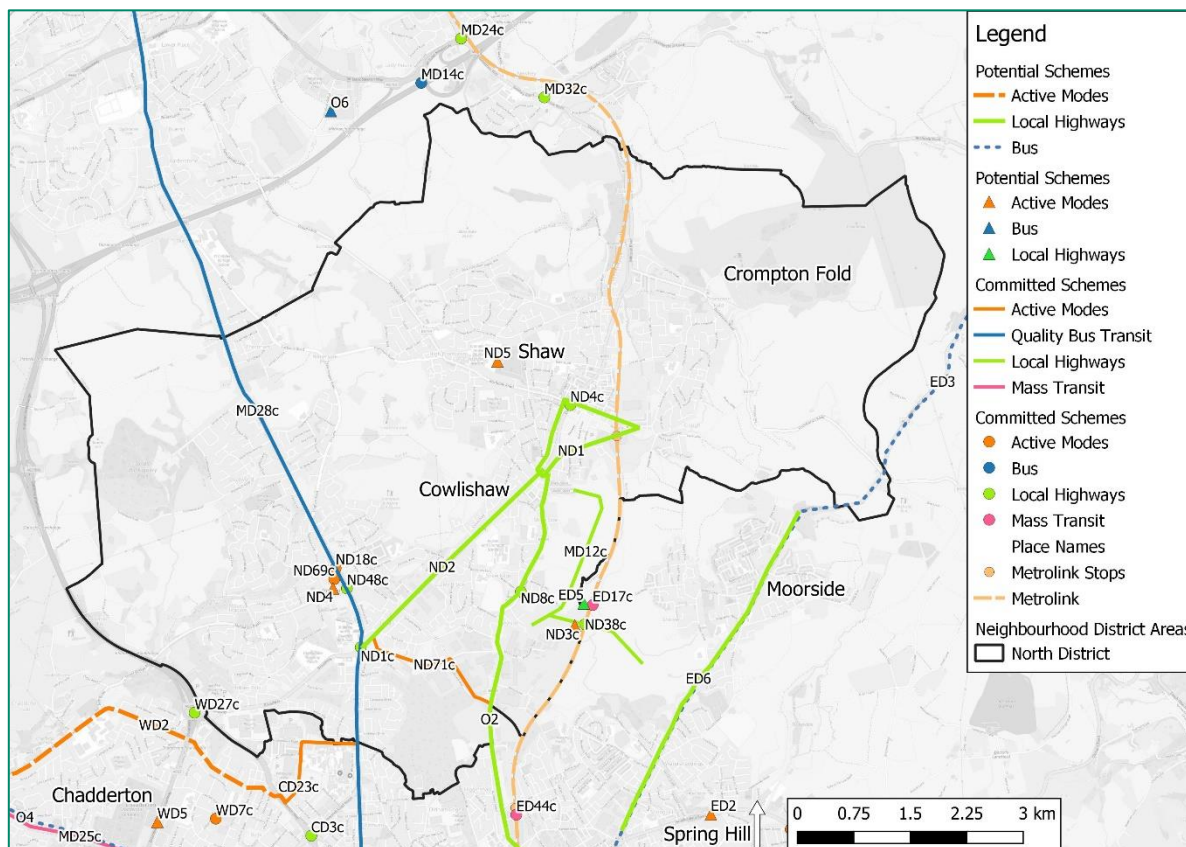


Figure 6-11 shows the North District schemes notably include junction and corridor improvements to improve journey time reliability and mitigate congestion on the busy Shaw Road, Oldham Road and connection with the A627(M). The schemes complement existing bus plans for a north-south Quality Bus Transit corridor to Oldham Town Centre, as well as Bee Network cycling schemes. Without the improvements identified, plans for housing growth in the north of the borough identified in the Greater Manchester Places for Everyone proposals would be limited by congestion.

Table 6-4: Mapped Scheme Numbers - Transport Improvement and Maintenance Schemes in the North District.

Map Ref.	Transport Schemes	Committed	Potential / Non-Committed
ND4c	Royton Local Centre access improvement	✓	
ND5	Shaw Local Centre access improvement		✓
ND1	Cowlshaw traffic signal upgrades (for buses)		✓
ND3c	Northern Beal Valley Transport Connectivity (CRSTS)	✓	
ND1c	Improvement of A663 Shaw Road / A671 Oldham Road junction - UTC SCOOT improvements	✓	
ND18c	Royton Town Centre Streets for All Improvements (part of the QBT)	✓	

Map Ref.	Transport Schemes	Committed	Potential / Non-Committed
ND2	A663 Shaw Road Corridor Study		✓
ND48c	A671 Rochdale Road / B6195 High Barn Road / A671 Oldham Road / B6195 Middleton Road	✓	
ND69c	Bee Network: Royton Town Centre Connection (funded)	✓	
ND71c	Bee Network: Higginshaw Link to Royton	✓	
ND4c	Improvement of A663 Crompton Way / Rochdale Road / Beal Lane	✓	
ND8c	Improvement of B6194 Heyside / Water Street / Bullcote Lane junction	✓	
ND38c	Metrolink Overbridge	✓	
ND39c	Footway Widening and Parallel Zebra Crossing, Church Road, Shaw (ATF2)	✓	
MD28c	Quality Bus Transit scheme – Rochdale-Oldham-Ashton Corridor	✓	
MD29c	Bee Network Crossings (MCF)	✓	

Note: the suffix 'c' denotes a committed scheme that is ongoing at the time the Oldham Transport Strategy was prepared.

6.4.3 Royton Town Centre Masterplan

The Royton Town Centre Masterplan includes the proposal for the A671 to be traffic calmed in the vicinity of the Royton high street with improved bus services and pedestrian spaces.

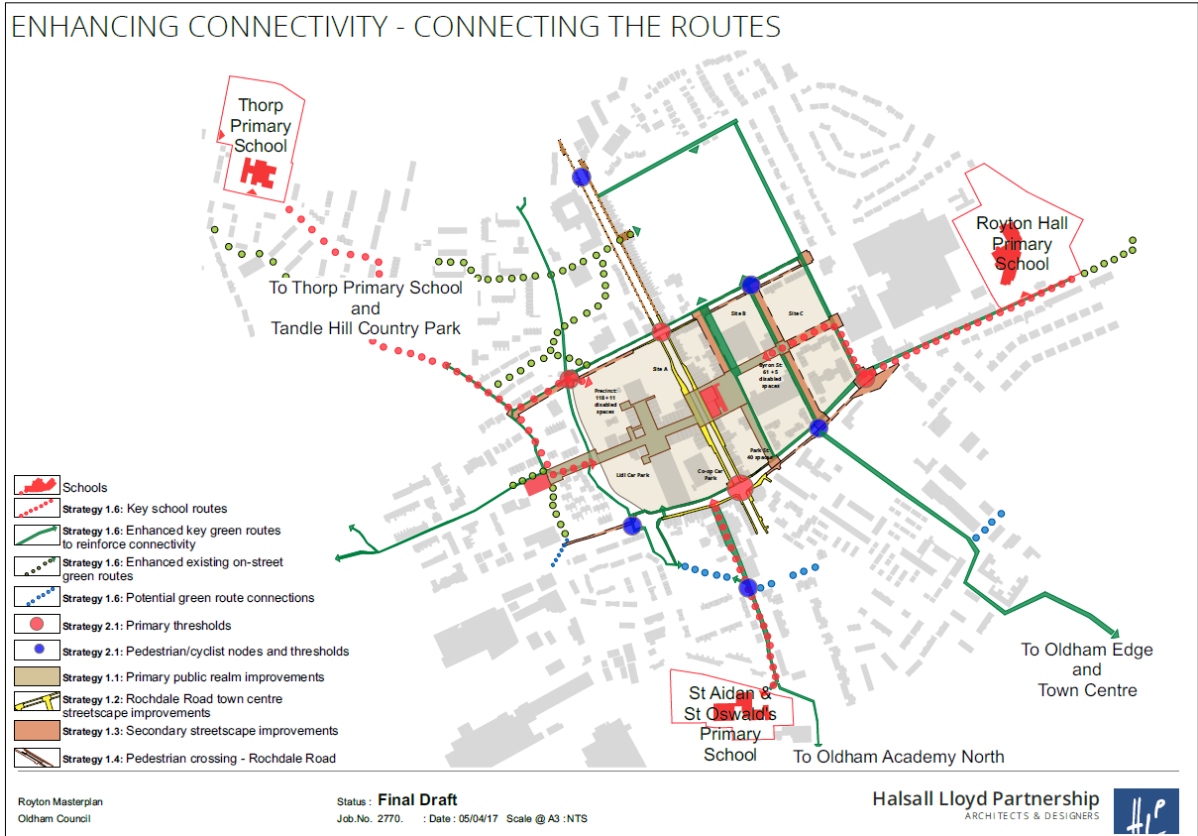
The document represents a spatial masterplan that establishes a vision for Royton and acts as guidance for future development over the next 10 years. The masterplan includes proposals to diversify and enhance the retail, leisure and cultural offer to foster new opportunities and jobs. The masterplan will also investigate transport requirements and improve public realm. **Figure 6-12** illustrates how the masterplan may provide better connections.

The Transport Strategy supports the Royton Town Centre Masterplan by tying into the masterplan complimentary measures to public realm and streetscape including **bus facilities, active modes and safer pedestrian crossings, enhanced connectivity, and electric vehicle charging.**

The Transport Strategy will address challenges including:

- Air pollution and avoiding the exceedance of legal level of NO_x emissions in the near-term.
- Severance issues within Royton Town Centre caused by congested highways.
- Integration of the masterplan for the high street with accessible and affordable transport services.

Figure 6-12: Royton Town Centre Masterplan - Enhancing Connectivity.



Source: Oldham Council, 2021

6.5 South District

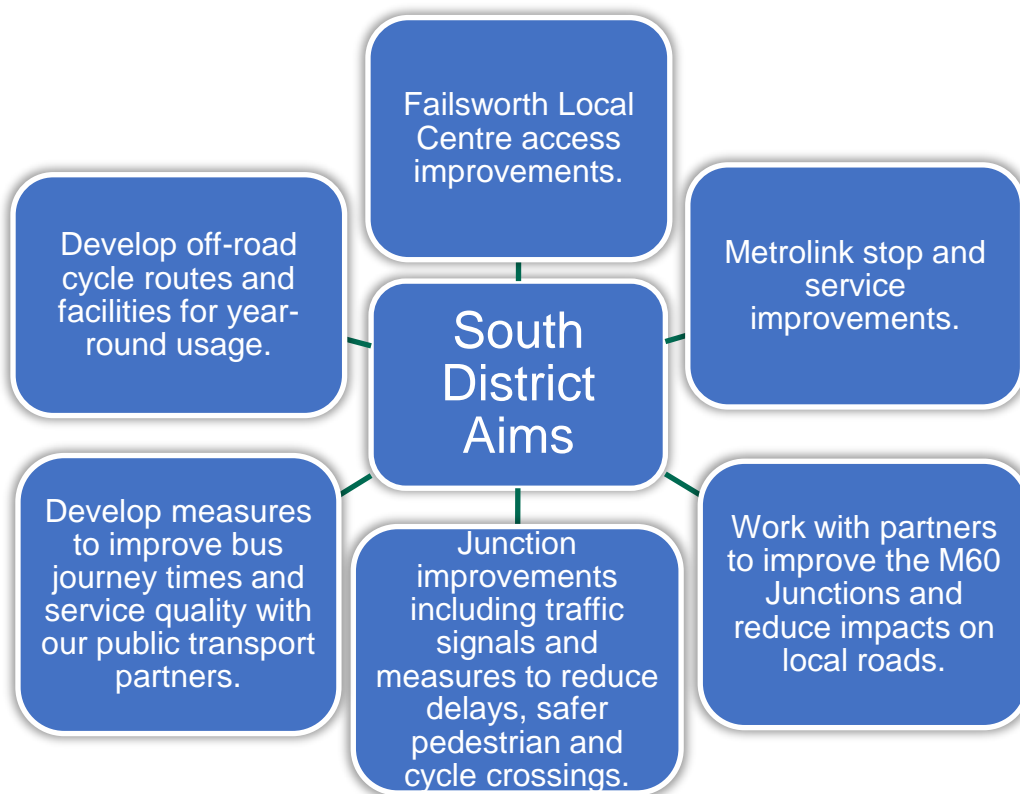
6.5.1 Introduction

The South District neighbourhood area includes Failsworth East, Failsworth West, Hollinwood and Medlock Vale. The area includes the Failsworth Local District Centre and important transport connections with:

- Metrolink.
- The A62 corridor to Manchester City Centre and the frequent bus services that route via A62.
- Broadway key highway route.
- The M60 and junctions 21 and 22.
- Route 66 Bee Network cycle route.

The measures for the South District are broadly summarised in **Figure 6-13** below. They relate to policies to support local high streets, improve public transport services, and addressing air quality problems on the road network with measures to improve delays at junctions.

Figure 6-13: South District Aims to Support the Six Oldham Transport Strategy Ambitions.



The neighbourhood area also includes pockets of community deprivation that require better connections to opportunities in neighbouring Manchester district and the city centre. We will improve shorter-distance connections with Broadway Business Park and the town centre, as well as links by walking and cycling bus and Metrolink services in the area. This is important to support access to key services and opportunities for communities in the area.

6.5.2 Transport Commitments and Priorities

Figure 6-14 and Table 6-5 illustrates the existing commitments by Oldham Council and potential schemes to deliver transport improvements in the South District either with partners or independently using funding that has been secured.

Figure 6-14: South District Schemes.

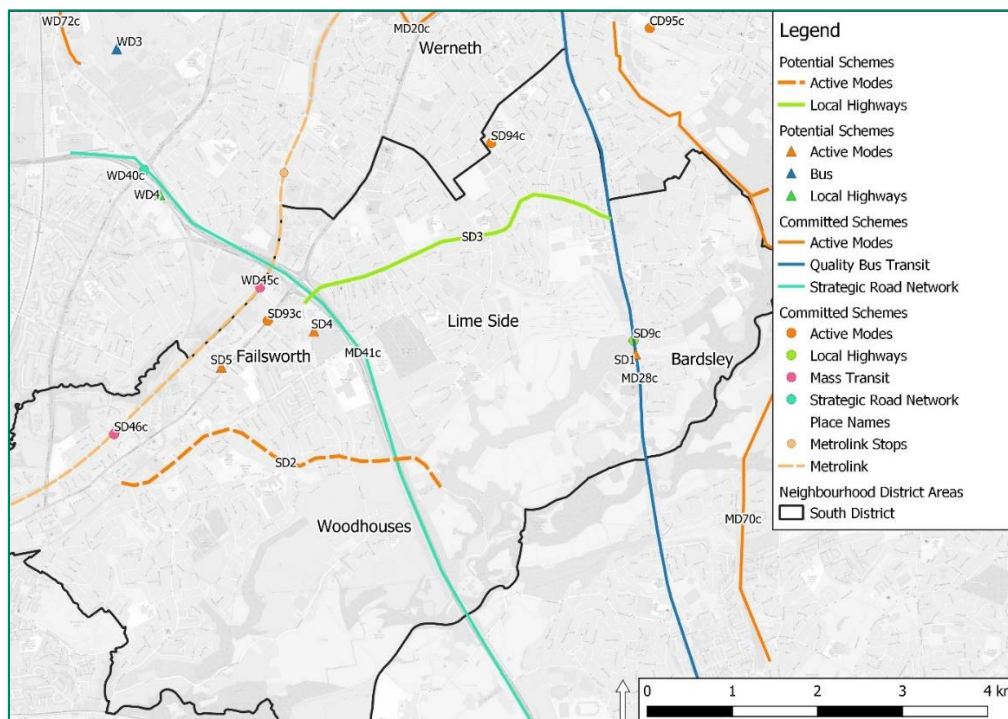


Table 6-5: Mapped Scheme Numbers - Transport Improvement and Maintenance Schemes in the South District.

Map Ref.	Transport Schemes	Committed	Potential / Non-Committed
SD1	QBT Mobility Hub and access connections for Lime Side (Land South of Coal Pit Lane Housing Site)		✓
SD4	Hollinwood Junction Travel Hub Proposed Location		✓
SD5	Failsworth Local Centre access improvement		✓
SD2	Woodhouses - Ashton Road East - Canal Towpath Cycling Corridor		✓
SD3	A6104 Hollins Road Corridor Study		✓
SD9	Improvement of Coal Pit Lane/A627 Ashton Road Junction		✓
SD46	Failsworth Metrolink Stop Improvements		✓
SD93c	Wickentree Lane / A62 Oldham Road / Wrigley Head, Failsworth - Junction Improvement and Width Restriction Scheme	✓	
SD94c	Chamber Road – School Safety Zone	✓	
MD28c	Quality Bus Transit scheme – Rochdale-Oldham-Ashton Corridor	✓	
MD41c	M60 Junctions 21-24 Smart Motorway (National Highways scheme)	✓	

Note: the suffix 'c' denotes a committed scheme that is ongoing at the time the Oldham Transport Strategy was prepared.

6.6 West District

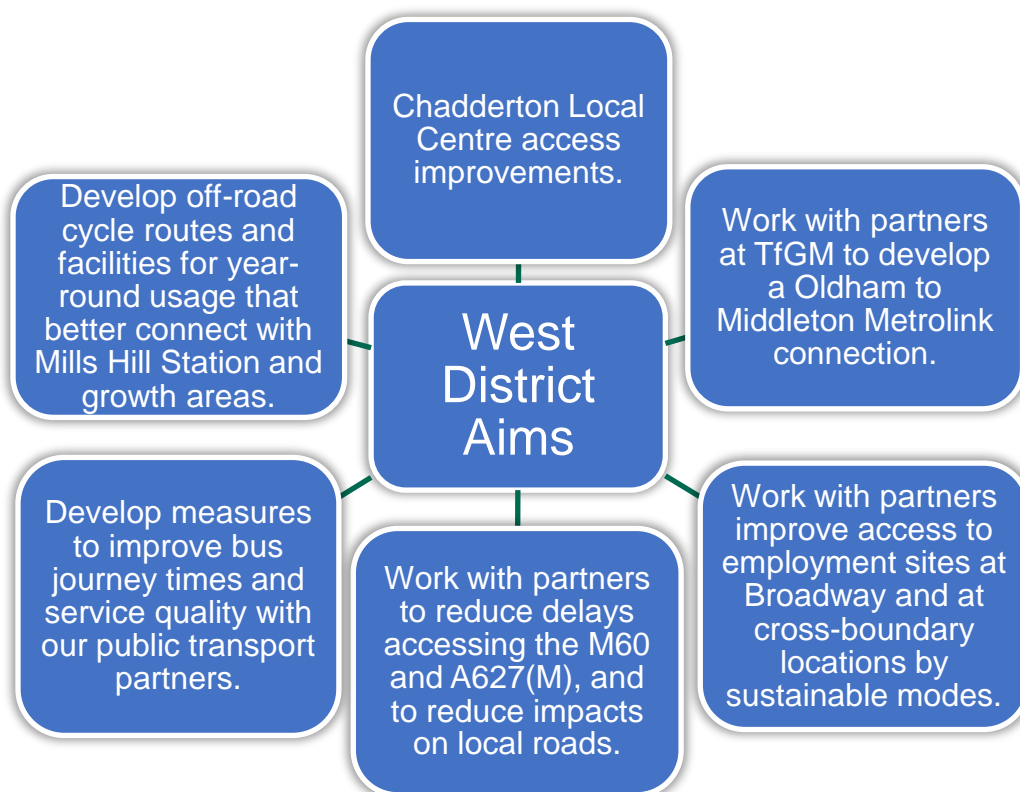
6.6.1 Introduction

The West District neighbourhood area includes Chadderton Central, Chadderton South, Chadderton North and Werneth. We will work with TfGM to identify improvements for the important east-west movement into Oldham Town Centre and cross-boundary into neighbouring Manchester District.

The long-term policy aims by TfGM and Oldham Council include a proposed Metrolink connection between Oldham and Middleton to improve orbital connectivity. Oldham Council want to improve the Middleton Road bus corridor to improve bus journey time reliability and integration of bus services with rail services at Mills Hill Station. This relates to the Oldham Transport Strategy ambitions for a safer, cleaner and more accessible Oldham.

Figure 6-15 below summarises the aims for the West District.

Figure 6-15: West District Aims to Support the Six Oldham Transport Strategy Ambitions.



The West District needs better connections with employment and training opportunities in other Neighbourhood District Areas such as the Town Centre, Broadway Business Park and cross-boundary to Stakehill and the Atom Valley MDZ in Rochdale. This means we will work with partners to develop public transport and other infrastructure to support walking and cycling journeys that are safe and accessible. Oldham Council want to support deprived communities in the West District with the Transport Strategy ambitions for cleaner, safer, healthier and accessible travel choices that support communities to thrive.

6.6.2 Transport Commitments and Priorities

Figure 6-16 and Table 6-6 illustrates the existing commitments by Oldham Council and potential schemes to deliver transport improvements in the West District either with partners or independently using funding that has been secured. The area includes schemes that are specific only to the district and measures that span multiple Neighbourhood Districts.

Figure 6-16: West District Schemes.

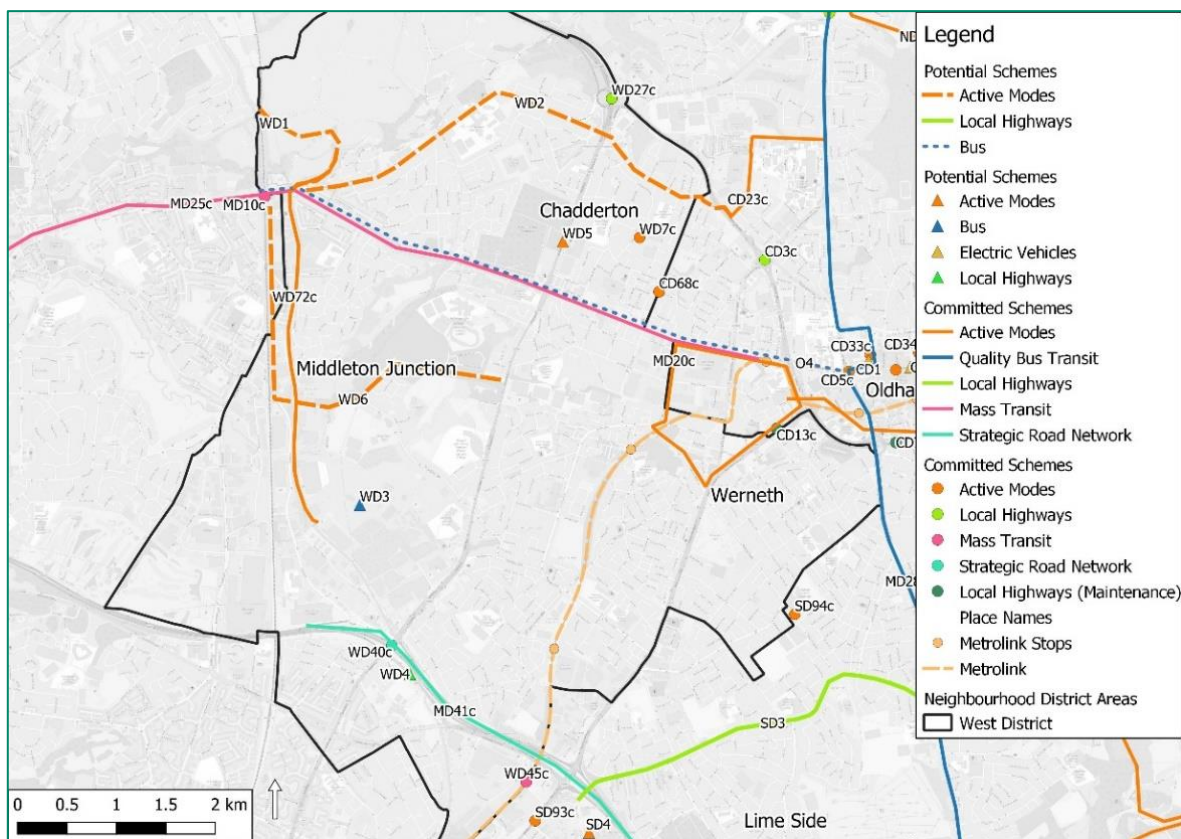


Table 6-6: Mapped Scheme Numbers - Transport Improvement and Maintenance Schemes in the West District.

Map Ref.	Transport Schemes	Committed	Potential / Non-Committed
WD5	Chadderton Local Centre access improvement		✓
WD6	Mills Hill to Lydia Becker Way / Broadway Cycling Improvements	✓	
WD2	Burnley Lane to Westhulme Avenue (Hospital) Orbital Cycling Improvements		✓
WD3	Broadway Bus Accessibility Improvements (DRT or other)		✓
WD4	Semple Way Clockwise Access at M60 J21		✓
WD40c	M60 J21 / A663 Broadway Junction upgrade (HE scheme)	✓	
WD45c	Hollinwood Metrolink Stop Park and Ride Expansion and Multi-Modal Travel Hub	✓	
WD72c	Bee Network: Chadderton - Broadway Canal Link	✓	
WD27c	Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange	✓	
WD7c	Chadderton North & Westwood Active Neighbourhood (MCF)	✓	
MD25c	Middleton to Oldham Metrolink Extension	✓	

Note: the suffix 'c' denotes a committed scheme that is ongoing at the time the Oldham Transport Strategy was prepared.

7. Delivery Plan

7.1 Introduction

This chapter sets out the transport measures and proposed timeline for developing them. The Oldham Transport Strategy considers the Oldham Neighbourhood District Areas (**Figure 2-4**). Some measures fall within multiple districts or are not specific to a district or locality.

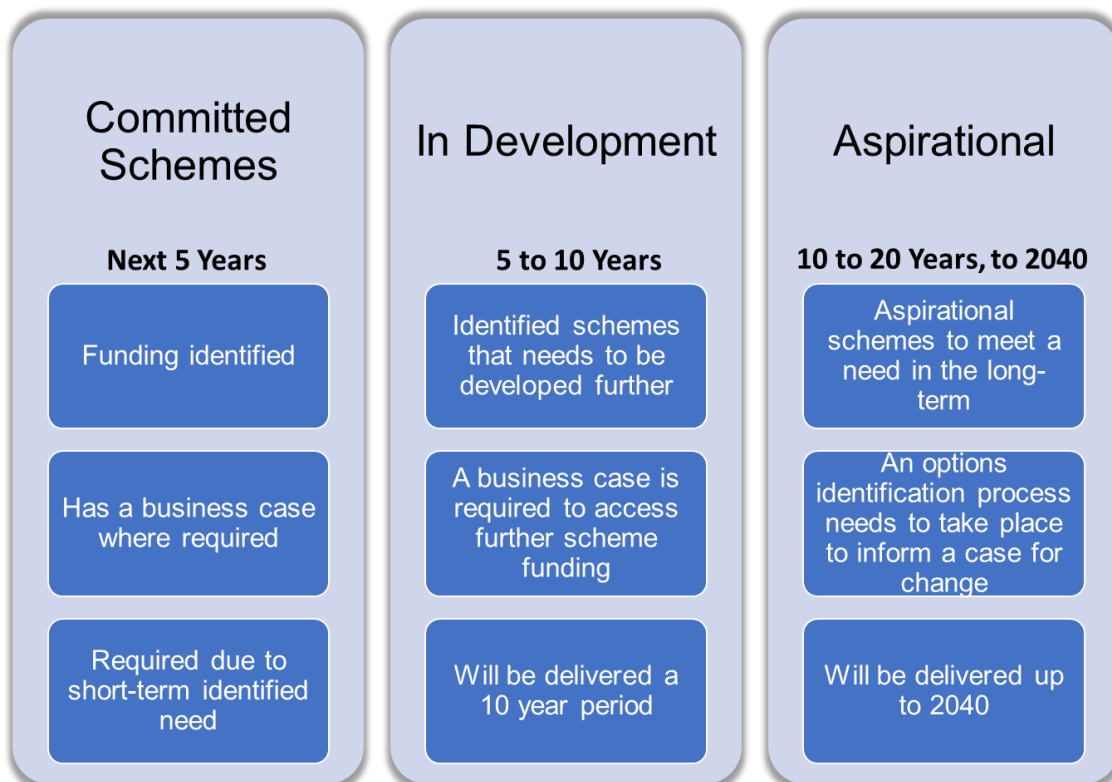
Consultation with our communities

The programmes and measures in the Oldham Transport Strategy are indicative and will benefit from further consultations. The Oldham Transport Strategy has a 20-year timescale and is not expected to realise all the measures in the first 5-years. The Oldham Transport Strategy fully aligns to measures identified for Oldham in the Greater Manchester Transport Strategy 2040 and Oldham Council is fully committed to that delivery strategy. Oldham Council will continue to work closely with TfGM and our communities to realise the ambitions for all Neighbourhood District Areas across Oldham.

7.1.1 Delivery Periods to 2040

The three delivery periods align with similar periods for the Greater Manchester Transport Strategy 2040 and are explained in **Figure 7-1**.

Figure 7-1: Delivery Periods and Criteria.



The Delivery Plan for each of the Neighbourhood District Areas includes existing and proposed schemes that are prefixed with an alphanumeric reference that relates to the respective Neighbourhood District Area where the scheme is located (**Table 7-1**). The referencing does not relate to a ranking.

Table 7-1: Neighbourhood District Area Delivery Plan Referencing.

North District (ND)
Central District (CD)
West District (WD)
East District (ED)
South District (SD)
Scheme that relates to multiple districts (MD)
Other scheme that is not specific to a specific area or locality (O)

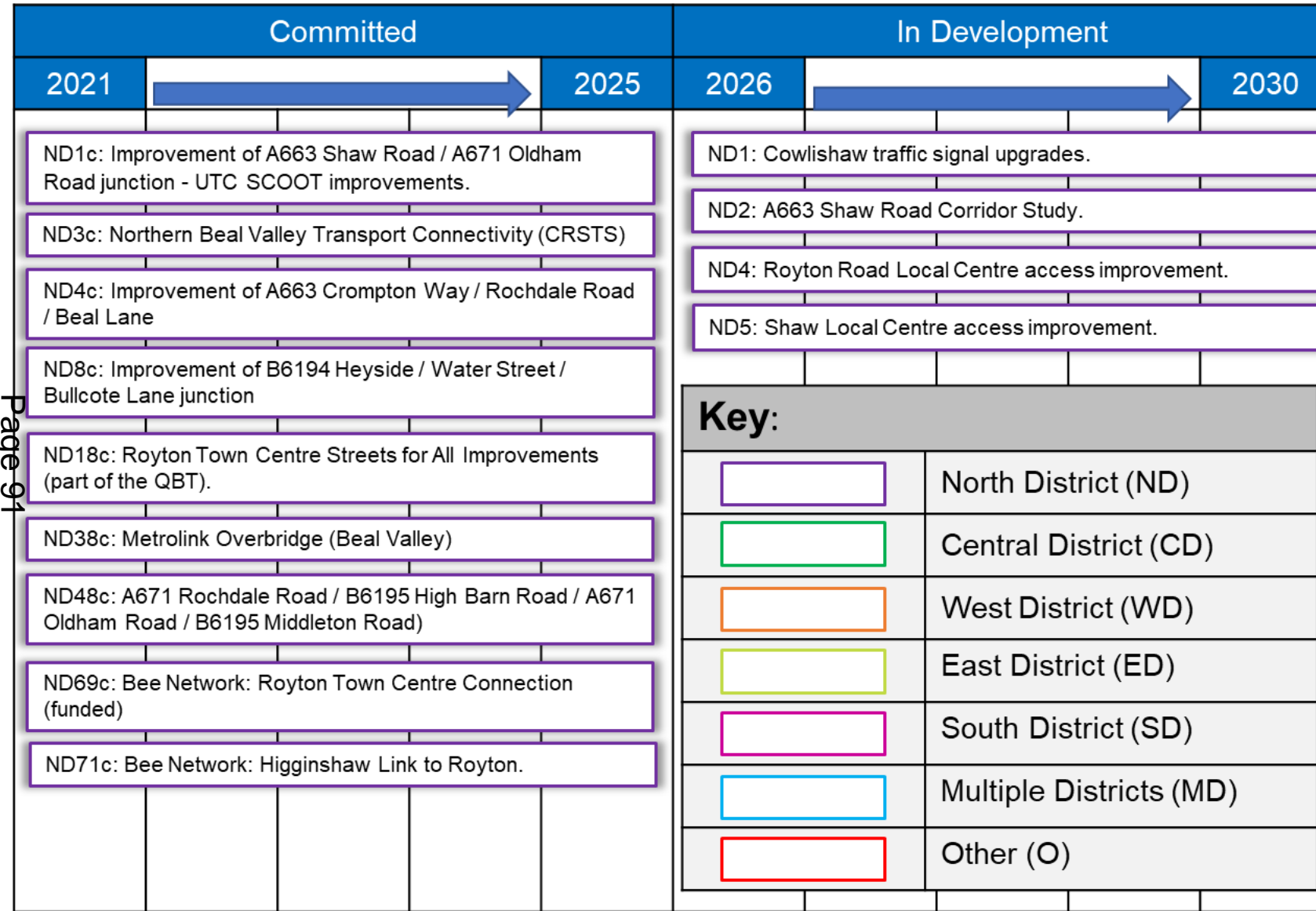
The Delivery Plan timelines for each Neighbourhood District Area are shown in **Figure 7-2** to **Figure 7-8**. The timelines show the measures for each district over the delivery periods and gives an indication of the range and types of priorities in each. The variation occurs because the district may or may not have a key transport route or network within it, such as Metrolink or the Motorway network.

7.1.2 Delivery Plan Timelines for Each Neighbourhood District Area

- **Figure 7-2** shows the North District Schemes Delivery Plan.
- **Figure 7-3** shows the Central District Schemes Delivery Plan.
- **Figure 7-4** shows the West District Schemes Delivery Plan.
- **Figure 7-5** shows the East District Schemes Delivery Plan.
- **Figure 7-6** shows the South District Schemes Delivery Plan.
- **Figure 7-7** shows the Multiple Districts Schemes Delivery Plan.
- **Figure 7-8** shows the Other Schemes Delivery Plan.

The Central District has the highest number of measures listed including public realm and public transport interchange improvements. The West District and South District appear to have the least number of measures listed in their areas. However, both districts include multiple district (**Figure 7-7**) measures because they are orientated in the south and west which means Metrolink, Quality Bus Transit and Motorway measures span multiple areas. In addition, the other schemes delivery plan (**Figure 7-8**) includes measures that may either apply to all of Oldham or are yet to be developed further.

Figure 7-2: North District Schemes Delivery Plan.



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Figure 7-3: Central District Schemes Delivery Plan.

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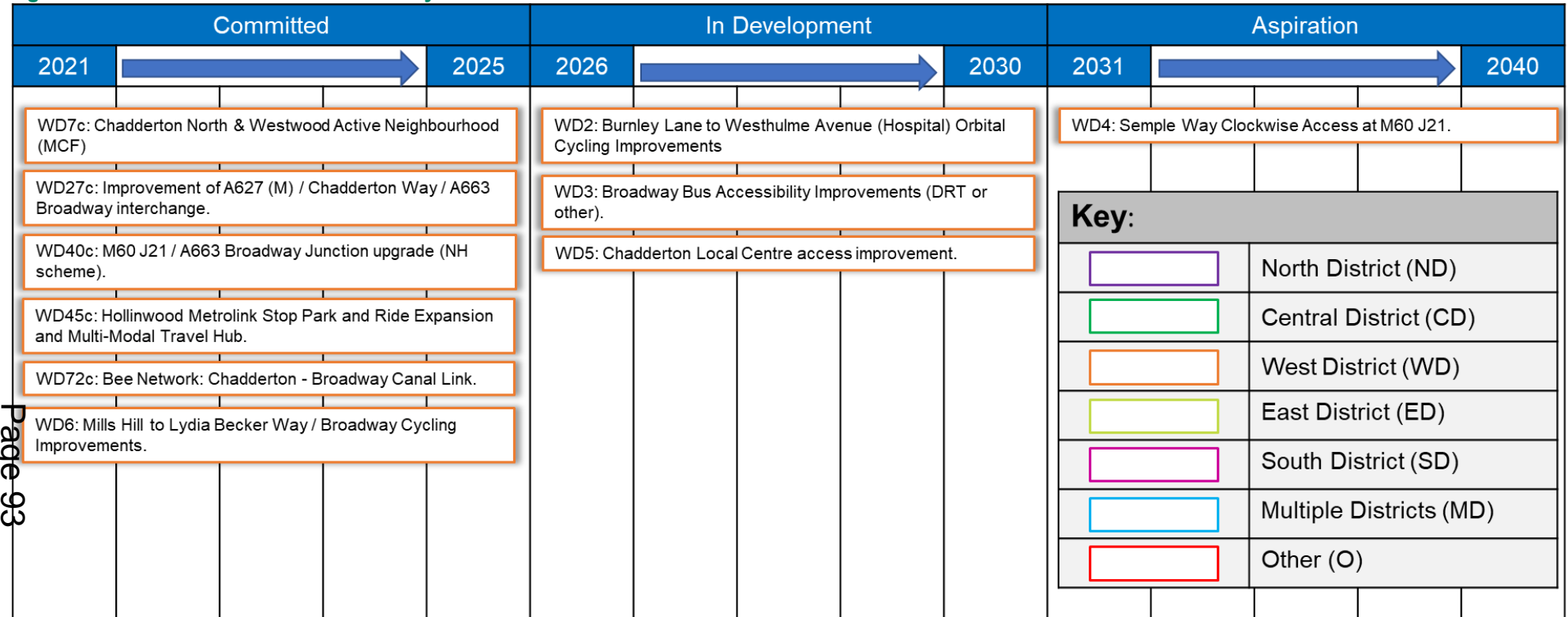
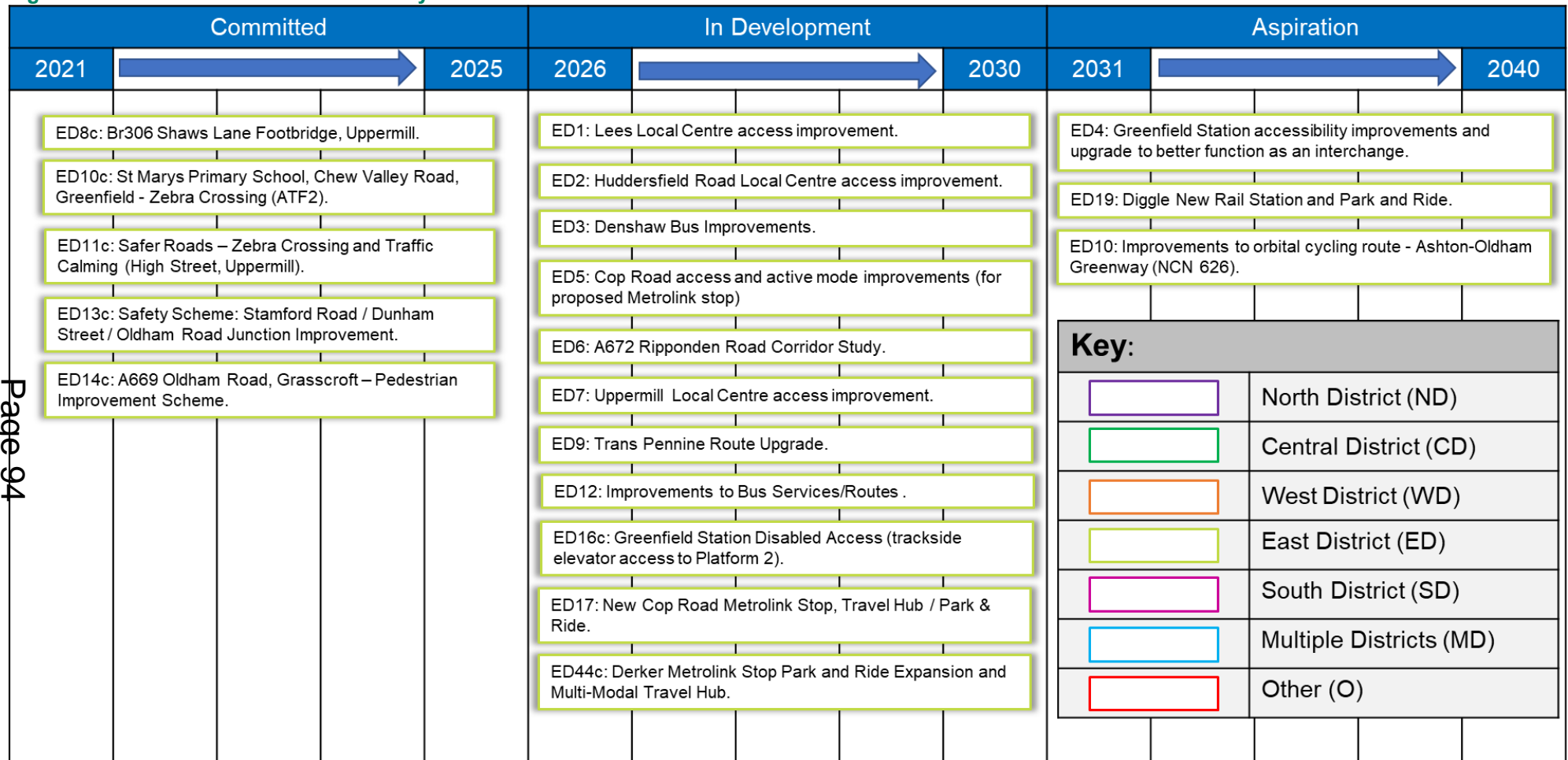
Committed			In Development			Aspirational																			
2021	→		2025	2026	→		2030	2031	→		2040														
CD15c: Oldham Mumps Interchange Redevelopment.			CD1: Oldham Council fleet rapid charging points.			CD2: Oldham Way Severance Reduction.																			
CD33c: Accessible Oldham: Civic Hub and High Street Public Realm Improvements.			CD3c: Featherstall Road Roundabout Partial Signalisation.			CD8: Town Centre Highway Access Study of key town centre routes and function.																			
CD34c: Accessible Oldham Town Centre: Town Centre Linear Park.			CD5: Accessible Oldham Town Centre - George Street – Manchester Chambers connectivity.																						
CD35c: Accessible Oldham Town Centre Phase 2: St Mary’s Way Streets for All scheme.			CD7: Expansion of GM Car Clubs into Oldham.																						
CD36c: Accessible Oldham Town Centre: Cultural Quarter - access and public realm improvements.			CD9: Accessible Oldham Town Centre - Southlink internal access infrastructure.																						
CD37c: Accessible Oldham: Southlink New Access and Signal Improvements.			CD10: Expansion of Town Centre Bee Network.																						
CD39c: Egerton St / St Mary’s Way Cyclops Junction.			CD11: Northern Roots Accessibility Study.																						
CD68c: Bee Network: Chadderton Improvements (funded)																									
CD94c: Oldham Town Centre: Accessible Connectivity Phase 1																									
CD95c: Bee Network: Park Road NCN 626 Town Centre Connection (MCF)																									
CD6: Oldham Mumps Corridor Improvements.																									
CD13c: Oldham Way KRN Structures Refurbishment: Manchester Street Viaduct Refurbishment.																									
CD4: Provide dedicated electric vehicle charging infrastructure for taxis / PHVs.																									
<p>Key:</p> <table border="1"> <tr> <td></td> <td>North District (ND)</td> </tr> <tr> <td></td> <td>Central District (CD)</td> </tr> <tr> <td></td> <td>West District (WD)</td> </tr> <tr> <td></td> <td>East District (ED)</td> </tr> <tr> <td></td> <td>South District (SD)</td> </tr> <tr> <td></td> <td>Multiple Districts (MD)</td> </tr> <tr> <td></td> <td>Other (O)</td> </tr> </table>													North District (ND)		Central District (CD)		West District (WD)		East District (ED)		South District (SD)		Multiple Districts (MD)		Other (O)
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	East District (ED)																								
	South District (SD)																								
	Multiple Districts (MD)																								
	Other (O)																								

Figure 7-4: West District Schemes Delivery Plan.



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Figure 7-5: East District Schemes Delivery Plan.



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Figure 7-6: South District Schemes Delivery Plan.

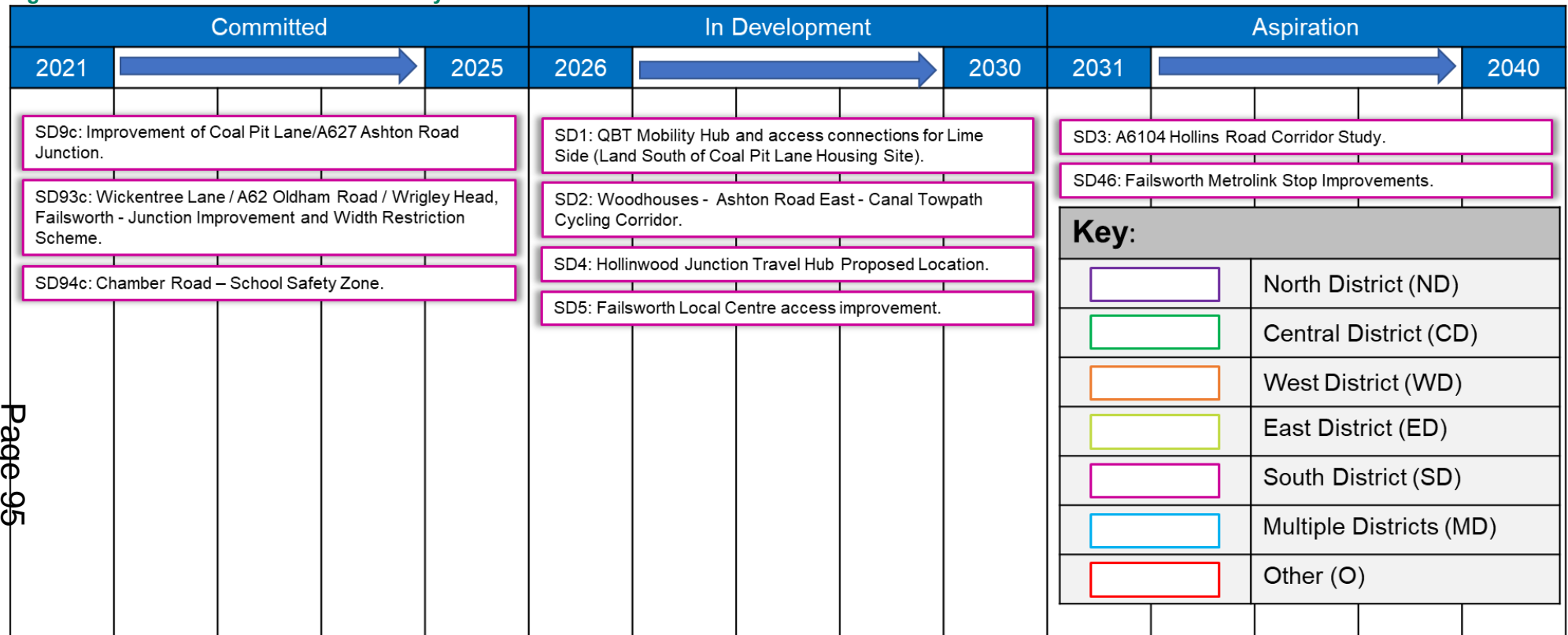


Figure 7-7: Multiple Districts Schemes Delivery Plan.

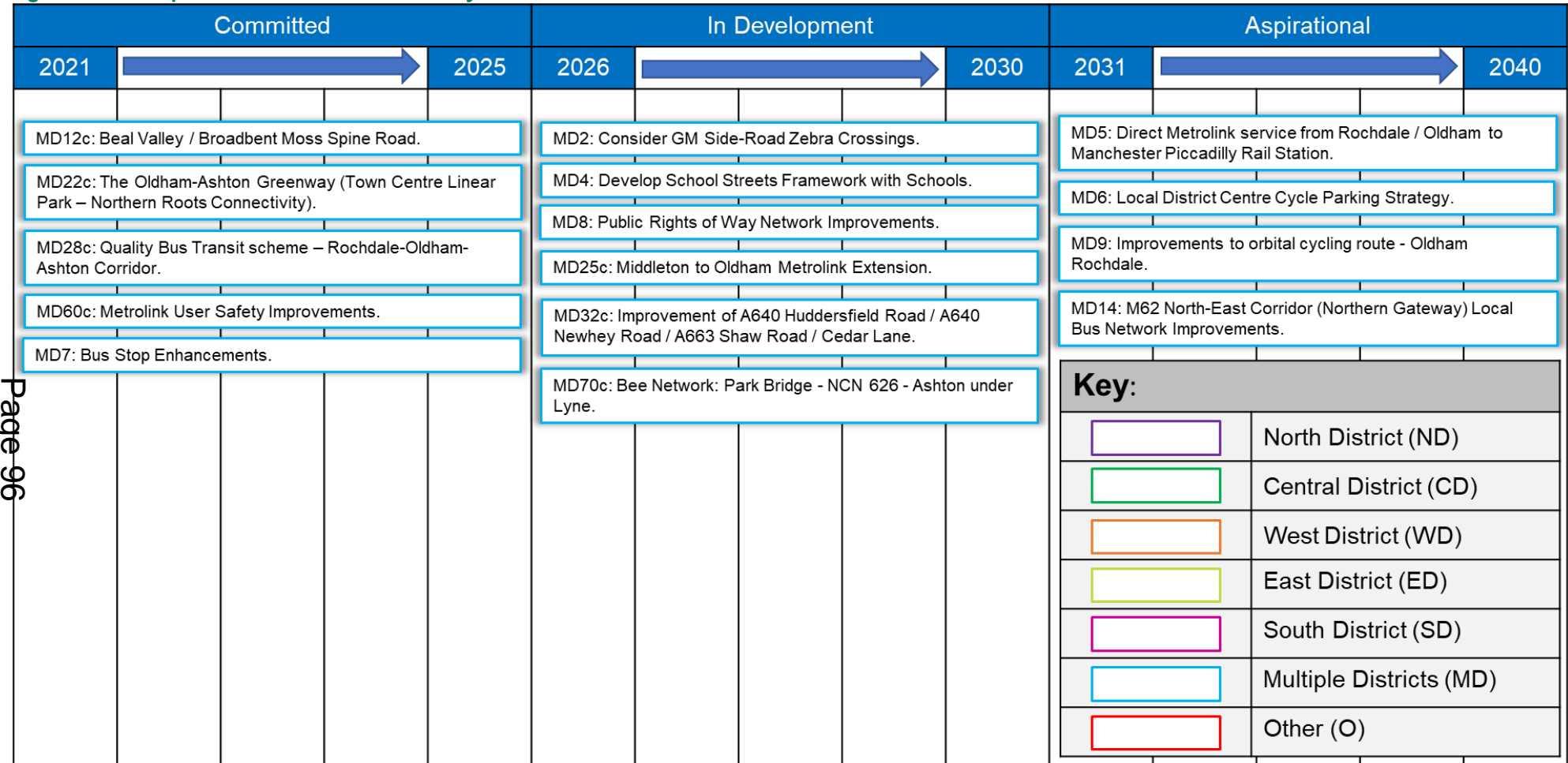
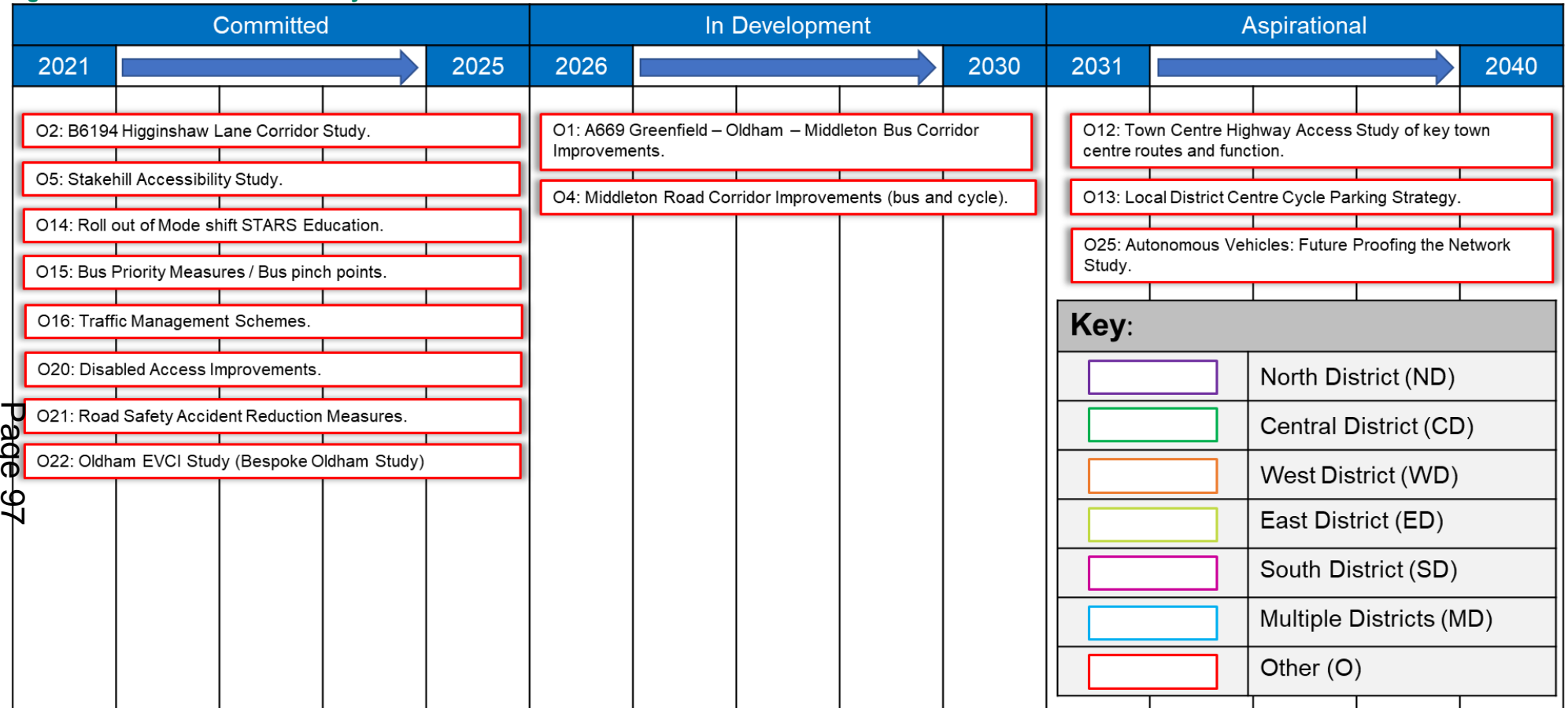


Figure 7-8: Other Schemes Delivery Plan.



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Northern Care Alliance NHS Group Oldham Care Organisation

Update on employment support and local recruitment.

1. Introduction



Saving lives, Improving lives

NHS Northern Care Alliance NHS Foundation Trust

Our Social Value Mission: “the deliberate and purposeful use of our people to support the economic development of place to improve population health and wellbeing.”

 NCA FLOURISH Air	 NCA FLOURISH Place	 NCA FLOURISH People	 NCA FLOURISH Purchasing	 NCA FLOURISH Anchor
<p>Every decision we take, every choice we make. NCA Green Plan is updated separately</p> <p>https://www.northern-care-alliance.nhs.uk/application/files/1716/3585/0002/NCA_Green_Plan_2021.pdf</p>	<p>Supporting place based initiatives to overcome structural inequalities. Anchor our economic, social and human capital into our communities by delivering on Vision10</p> <p>https://www.northern-care-alliance.nhs.uk/about-us/corporate-priorities-values/vision10</p>	<p>Increase to 60% local employment by creating pipelines to employment. Inspire children and young people.</p> <p>https://www.northern-care-alliance.nhs.uk/research-education/workstart</p>	<p>To increase our local influenceable spend by 10% with specific focus on our large capital programmes</p>	<p>To influence the local and national debate regarding by sharing our learning wider and inter connect with our Intentional Inclusion Strategy.</p> <p>https://www.northern-care-alliance.nhs.uk/about-us/equality-diversity-inclusion</p>

Enabled by Group – Delivered in place
Twice a year **NCA Community of Practice** to support and challenge

The NCA is one of the largest employers in Oldham. In September 21 an update was provided to the Oldham Overview and Scrutiny Committee on employment support and local recruitment. Questions were asked in that report which are summarized here alongside with a general update on progress.

Questions from the September 21 Report	Progress
Oldham Council to identify an officer who can promote this to schools particularly those who work with the most disadvantaged young people	Continue to work reactively with schools as they approach the NCA. Keen to ensure we are focusing this work into the most disadvantaged young people.
Action: Committee Members are asked to consider potential recurrent funding options to continue to develop the pre-employment programme for young people into 2023.	Our dedicated programme, for young people was funded until October 2022 initially funded through GMCA and then extended through funding from the Prince’s Trust. We do not currently have the resource to continue this.
Action: Committee Members are asked to consider potential recurrent funding options to enable the place-based pre-	We continue to look for funding to maintain place-based programmes and have some small success with housing providers on a small scale. However, numbers will not be

employment programme to continue beyond March 2022.	as they have in 2021 and 2022 without a dedicated resource.
------------------------------------------------------------	-------------------------------------------------------------

NCA has agreed by 2025 the following ambitions:

- Create 1000 pre-employment opportunities across the NCA for those furthest away from the employment from a baseline of 320.
- 85% of pre-employment learners will be supported into paid work from NCA
- 60% of those employed by the NCA to be residents of Bury, Rochdale, Oldham, and Salford.
- Support 1000 staff to become NHS Career Ambassadors by 2023

2. Work with Oldham Schools

In an ideal world we would inspire children and young people about NHS careers and job opportunities much earlier. The evidence is compelling: a young person who has four or more encounters with an employer is 86% less likely to be unemployed or not in education or training and can earn up to 22% more during their career. Importantly the earlier these encounters take place the better because research shows that:

- Children at age 6 see jobs and future pathways as gendered
- Almost half of children aged 7 base their career aspirations on people they know.
- Children at age 9 they are becoming more aware of potential constraints on their futures based on perceptions of social class, perceived intelligence, and social mobility.

The NHS Career Ambassadors Programme is a national programme which relies on NHS staff volunteering and then acts as a broker with schools. This has been hugely successful with over 823 staff within the NCA registered as NHS Career Ambassadors in September. Between April and June 2022 72 NCA staff reached 1440 people (mainly young people) equivalent to volunteering 340 hours and thirty minutes. The NCA has brought forward our ambition to have 1000 NHS Career Ambassadors from 2025 to 2023. However, are changes to the way Greater Manchester Career Hub is being funded which hosts the NHS Career Ambassador infrastructure. We are continuing to work with them to understand the impact but in the meantime, we continue to increase the number of carer ambassadors and remain keen to work with Oldham Council to ensure we have a more proactive approach targeting the schools within low-income communities.

3. Work with Oldham College.

The government is bringing in changes to technical education. In the last report the OSC were updated on our joint work with Oldham College to influence the design of the new T levels. We now regularly support up to 20 T level students in adult nursing each year on each of our sites. We have also taken students from the digital T level, health scientist programme and therapy. We are looking to expand into business administration as well as working with the college on adapting some existing course to have a health focus.

Through this work with Oldham College we have been recognised as being one of the leading NHS organisations and is showcased in the report we recently published with the Gatsby Foundation including publication, blogs, cases studies and other materials and can be accessed <https://haso.skillsforhealth.org.uk/t-levels/>

We have taken this learning from Oldham and developed the Northern Care College Alliance which brings together Oldham College, Bury College, Salford City College, and Hopwood Hall College to share learning and T level design. This vehicle enables us to develop curriculums quicker and be in the position to respond to additional opportunities.

4. Recruitment initiatives

There are over 350 careers in the NHS. Yet, the public tend to think of doctors and nurses and assume you need to go to university before getting a job at Royal Oldham Hospital. Between December 2021 and March 2022, we obtained a small amount of money from Greater Manchester Health and Social Care Partnership to innovate our recruitment process. This has resulted in us taking a much more place-based approach to recruitment rather than relying on job adverts. I am pleased to share that in partnership with DWP, Get Oldham Working and other health and social care employees we are running a one stop recruitment event 18th January 2023 at Queen Elizabeth Hall. This is aimed specifically at “level entry roles” including Health Care Support Workers, Porters, Domestic, Catering staff, Pharmacy Assistants and Estates staff. This means Oldham residents can turn up receive advice, complete an application form, undergo a functional maths, and English test, have an interview, and receive a conditional job offer all in the same day.

5. Providing Pre-employment opportunities

However, we know for some people even a simplified recruitment process there are still barriers to employment. In Q1 2022 (April to June 2022) we supported 72 people across the NCA on their pre-employment journey with plans to support a further 271 in Q2 (July to September 22). As was updated in the last report the NCA in partnership with other providers including the Prince’s Trust “Get into Hospitals” employability programme which supports young, disadvantaged people 16-30 years old (NEETs, care leavers, careers, those with mental health or physical health conditions and those with learning disability). We also deliver a Pennine Pre employment programme with no age specific criteria. There have been two dedicated programmes in Oldham (alongside our Group wide programmes one focusing on young people run with Positive Steps and a place-based programme running out of Coldhurst and Limeside). Unfortunately, we do not have any further funds to continue these into 2023. It is likely that these numbers will reduce unless we can find an alternative funding source.

6. Outcomes

7.

Fundamentally this is about the NCA employing more local people. In July 19 45% of our people lived within the towns/City of Bury, Rochdale, Oldham, or Salford in June 2022 this had risen to 58.53% with over £50million salary contribution to the Oldham economy.

Donna McLaughlin

Director of Social Value Creation

5th December 2022

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POLICY OVERVIEW AND SCRUTINY COMMITTEE

Policy Overview and Scrutiny Committee Work Programme 2022/23

Chair: Councillor Colin McLaren

Lead Officer: Elizabeth Drogan, Statutory Scrutiny Officer

Report Author: Constitutional Services

13th December 2022

Purpose of the Report

For the Policy Overview and Scrutiny Committee to review the Committee's proposed Work Programme for 2022/23.

Recommendations

The Policy Overview and Scrutiny Committee is asked to note and comment on the attached Policy Overview and Scrutiny Committee Work Programme 2022/23.

1. Background

- 1.1 Overview and Scrutiny Procedure Rule 4.1 requires each Overview and Scrutiny Committee to prepare and maintain a Committee Work Programme.
- 1.2 The Policy Overview and Scrutiny Committee Work Programme presents the issues that the Committee will be considering and scrutinising during the 2022/23 Municipal Year. The Policy Overview and Scrutiny Committee works to the following terms of reference as agreed by the Council in June 2020 -
- a) To lead the development of the overview and scrutiny process in Oldham Metropolitan Borough Council, including responsibility for Member development with regard to overview and scrutiny.
 - b) To undertake strategic level scrutiny (having regard to the Prioritisation Framework where relating to significant policy/service change or an area of public or local interest) relating to:
 - Oldham Council.
 - Wholly owned Local Authority Companies.
 - Strategic Partners and Partnerships.
 - Greater Manchester Combined Authority (GMCA), Association of Greater Manchester Authorities (AGMA) and the city region generally.
 - Education (ensuring there is appropriate statutory representation of co-opted members).
 - Community issues which would include crime and disorder, cohesion, housing and environment and regeneration issues etc and
 - Area based issues.
 - c) To develop proposals for submission to the Cabinet and/or to scrutinize proposals of the Cabinet in respect of Policy Framework items, such items being as described at Article 4.1 to the Council Constitution.
 - d) To develop proposals for submission to the Cabinet and/or to scrutinize proposals of the Cabinet in respect of the Budget and related strategies etc., such items being as described at Article 4.1 to the Council Constitution.
 - e) To be the designated 'crime and disorder' committee pursuant to s19 of the Police and Crime Act 2006.
 - f) To establish Task and Finish groups, Inquiries etc to give in depth consideration to issues within the purview of the Committee.
 - g) To consider all Call-Ins (with the exception of called in business from the Commissioning Partnership Board) (In the event a call-in related to an education issue, the statutory co-optees would be invited to participate in that matter at the meeting).
 - h) To consider relevant matters referred from Council in accordance with Council Procedure Rule 10.11(g).
 - i) To make recommendations to the Cabinet or to any partner organisation on issues scrutinised relevant to those bodies, and where appropriate, direct to Council.
- 1.3 In drafting the Committee Work Programme, the work programme and outcomes from the 2021/22 Municipal Year have been reviewed to ensure continuation of

business where appropriate. The business likely to come forward through the year has been considered and, where possible, scheduled in the programme. Such items particularly relate to the Committee's more 'strategic' roles of scrutinising the Council's key policy items, annual budget proposals, proposals with significant service and or budgetary implications, and considering the implications for the Borough and for the Council of proposals being developed at the Greater Manchester (GM) level and by the Council's strategic partners.

- 1.4 Overview and scrutiny should be regarded as a 'dynamic' process in that issues should be expected to pass from one Committee to another at appropriate times: for example, activities and services following from approval of a Policy would in many cases be expected to be monitored by the Performance Overview and Scrutiny Committee. Variation from this approach would be where this Committee reserves a particular issue for its own consideration on the basis that the item is deemed 'strategic'. In addition, any issue that falls within the terms of reference of the Health Scrutiny Committee would, in the first instance, be assumed to be the responsibility of the Health Scrutiny Committee. In all cases, the flow of business across Committee will be managed by the Statutory Scrutiny Officer in consultation with the Chairs and Vice Chairs of the Overview and Scrutiny Committees. It should, however, be noted that the scheduling of Committee business is, to some degree, in the hands of others: for example, consideration of GM-level business will need to reflect the decision-making timetable of the GM Combined Authority.
- 1.5 The Policy Overview and Scrutiny Committee Work Programme at this stage only notes business scheduled for meetings of the Committee and those items where there is a realistic prospect of consideration within the year. However, the use of workshops or of task and finish groups are a tool of the overview and scrutiny function, enabling longer and more in-depth consideration of issues than is possible in a committee setting. Such events will be recorded in the Work Programme as they are called for, scheduled and held.
- 1.6 The initial Policy Overview and Scrutiny Committee Work Programme 2022/23 is attached as an Appendix to this report. The Work Programme will be updated and re-submitted to each meeting of the Committee (excluding dedicated budget meetings) as the year progresses.

2 Options/Alternatives

- 2.1 Option 1 – To receive and consider the Committee Work Programme for 2022/23.
Option 2 – Not to consider the Work Programme.

3 Preferred Option

- 3.1 Option 1 is the preferred option as there is a Constitutional requirement for the Committee to have a Work programme.

4 Consultation

- 4.1 Consultation has taken place with lead Officers around scheduling and consideration of business relevant to the Committee. Initial consultation with the

Chair were undertaken and will continue with the Chair and the Committee through the Municipal Year.

5 Financial Implications

5.1 N/A

6 Legal Services Comments

6.1 N/A

7. Co-operative Agenda

7.1 N/A

8. Human Resources Comments

8.1 N/A

9 Risk Assessments

9.1 N/A

10 IT Implications

10.1 N/A

11 Property Implications

11.1 N/A

12 Procurement Implications

12.1 N/A

13 Environmental and Health & Safety Implications

13.1 N/A

14 Equality, community cohesion and crime implications

14.1 N/A

15 Equality Impact Assessment Completed?

15.1 No

16 Key Decision

16.1 No

17 Key Decision Reference

17.1 N/A

18 Background Papers

18.1 None.

19 Appendices

19.1 Appendix 1 – Policy Overview and Scrutiny Committee Work Programme 2022/23.

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POLICY OVERVIEW AND SCRUTINY COMMITTEE

WORK PROGRAMME 2022/23

Tues 14 th June 2022	Young People Not in Education, Employment or Training (NEET)	To receive an update on participation and NEET rates and on activities looking to ensure appropriate opportunities for 16-18 year olds.	Portfolio – Education and Skills. Managing Director – Children and Young People. Amanda Youlden, Education and Skills Officer.	Part of the Employment, Work and Training – ‘themed’/significant issue consideration
	The Digital Sector: Developing a workshop to review apprenticeships across Oldham and the offering of digital apprenticeships by the Council.	To report back to the Committee on the Workshop delivered to the Youth Council on 23 rd March 2022	Portfolios – Education and Skills/Employment and Enterprise Executive Director Place and Economic Growth/ Managing Director – Children and Young People	Part Employment, Work and Training/part young people ‘themed’/significant issue considerations.
	The Youth Council and results of the ‘Make Your Mark’ ballot	To receive details of the annual ‘Make Your Mark’ ballot and hear the report of Youth Council representatives	Portfolio – Education and Skills Managing Director – Children and Young People Chris Lewis, Lead Youth Worker	Part of the young people ‘themed’/significant issue considerations.
	Corporate Plan	To scrutinise the draft Council Corporate Plan	Portfolio – Leader of the Council Executive Director Place and Economic Growth. Jonathon Downs, Corporate Policy Lead.	Policy Framework item

	The Oldham Plan	To scrutinise the draft Oldham Partnership Plan (sustainable community strategy)	Portfolio – Leader of the Council Executive Director Place and Economic Growth. Jonathon Downs, Corporate Policy Lead	Policy Framework item
Tues 26 th July 2022	Covid Update	Update on local matters related to the Covid pandemic.	Portfolio – Health and Social Care Deputy Chief Executive. Katrina Stephens, Director of Public Health	Update report required by the Committee, 20 th January 2022
	Creating a Better Place	To receive updates one year after adoption of Creating a Better Place and acquisition of the Shopping Centre.	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth. Chris Lewis, Strategic Lead - Creating a Better Place	Update report required by the Committee, 9 th November 2021
Tues 20 th September 2022	Greater Manchester Streets for All Strategy	To be briefed on/the Greater Manchester Streets for All Strategy, a sub-strategy of the GM 2040 Transport Strategy.	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy.	Update required by the Committee, 1 st September 2021
	Homelessness Prevention and Reduction Strategy	To consider the Homelessness Prevention and Reduction Strategy 2021-26	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth. Fiona Carr, Principal Housing Officer	Update report required by the Committee, 21 st September 2021

	Place Based Working	To receive an update on the development of the Place Based Model	Portfolio - Neighbourhoods Deputy Chief Executive	Item requested by former Overview and Scrutiny Board. Scheduling to be determined.
Tues 8 th November 2022	Youth Justice Plan 2022/23	To scrutinise the Youth Justice Plan for 2022/23.	Portfolio - Children and Young People. Managing Director – Children and Young People. Paul Axon, Director – Young People’s Services, Positive Steps.	Policy Framework item.
Thurs 10 th November 2022 (if required)	Admin Budget, tranche 1	To consider any initial budget proposals that may be presented by the Administration		
Tues 22 nd November 2022 (if required)	Opposition Budget, tranche 1	To consider any initial budget proposals that may be presented by the Lead Opposition Groups		
Tues 13 th December 2021	Transport Strategy	To scrutinize proposals prior to Cabinet’s consideration	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy	

	Northern Care Alliance (NCA) NHS Group - employment support, local recruitment, and ongoing items.	Update on employment and training issues related to the Royal Oldham Hospital/NCA NHS Group, including T Levels, post-Covid/Covid compliant plan, and apprenticeships.	Donna McLaughlin, Director of Social Value, Northern Care Alliance.	Update report required by the Committee, 21 st September 2021. Scheduling to be determined.
	Policing in Oldham	Updates, including crime rates, actions taken against criminality, and policing in Oldham.	Chief Superintendent Chris Bowen, Greater Manchester Police.	Linkage to the 'crime and disorder overview and scrutiny committee' function. Recommendation - The Committee is asked to consider on future scheduling of updates.
Thurs 19 th January 2023	Selective Licensing of Private Rented Properties Scheme			This item had previously been listed on the Committee work programme and a Scheme was agreed by the Cabinet in March 2022. Recommendation - The Committee is invited to indicate whether it wishes to receive details of the Scheme and an initial report on implementation.
	Equalities Strategy - Update	Following consideration of a draft Strategy in June 2021, the Equality, Diversity and Inclusion (EDI) Strategy "Building a Fairer Oldham"	Portfolio – Corporate Services Assistant Chief Executive. Jonathon Downs, Corporate Policy Lead.	

		was adopted by the Council in September 2021. The Committee had asked for a further report, including a programme, to be submitted.		
Thurs 26 th January 2023	Administration Budget Proposals and related Matters	To consider budget proposals presented by the Administration together with the Housing Revenue Account and Schemes, Strategies and Programmes related to the Council Budget.	Portfolio - Finance and Low Carbon and Deputy Leader Anne Ryans, Director of Finance	
	Participation of Young People aged 16 – 18 in Education, Employment or Training (EET)	A further report be submitted to the Committee in early 2023 providing updates on rates of participation and of those not in education, employment or training, the development of the proposed Partnership and Strategy, and further matters considered by the Committee, alongside individual Case Studies showing the pathways of individuals into education, employment or training.	Portfolio – Education and Skills. Managing Director – Children and Young People. Amanda Youlden, Education and Skills Officer.	The annual NEET report, to the Committee and can work towards a January 2023 date
Tues 7 th February	Opposition Budget Proposals	To consider budget proposals presented by the Lead Opposition Groups	Opposition Finance Spokesperson(s) Mark Stenson, Assistant Director of Corporate	

			Governance and Strategic Financial Management	
Tues 21 st March	Green New Deal and related issues	Issues considered in 2021/22 included funding arrangements for the Oldham Green New Deal; Council, GMCA and government priorities and initiatives in green/low carbon issues; developing a strategic partnership for low carbon infrastructure; and development of a Strategic Low Carbon Investment and Delivery Partnership	Portfolio – Regeneration and Housing Andy Hunt Directorate for Place and Economic Growth	The Committee gave particular attention to these issues during 2021/22 as a 'major issue'.

PENDING ISSUES

Joint Places for Everyone Development Plan Document (DPD)	To scrutinise the proposals contained within the proposed DPD for jobs, new homes and sustainable growth developed by nine of the local authorities in Greater Manchester, prior to their consideration by Council and/or Cabinet.	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth Elizabeth Dryden-Stuart, Team Leader – Strategic Planning	Policy Framework item - Final consideration after Public Examination/prior to formal adoption. The timetable for further consideration is still to be advised.
Greater Manchester Streets for All Strategy	To be briefed on/the Greater Manchester Streets for All Strategy, a sub-strategy of the GM 2040 Transport Strategy.	Portfolio – Regeneration and Housing Assistant Chief Executive.	Update required by the Committee, 1 st September 2021

		Helen Fallon, Principal Officer Transport and Highways Policy.	
The Local Plan	To scrutinize proposals in respect of the Oldham Plan prior to their consideration by Council and/or Cabinet.	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth Elizabeth Dryden-Stuart, Team Leader – Strategic Planning	Policy Framework item - The draft for consultation programmed for approval in September 2022. Timing of scrutiny and its position within process being considered.
GM 2040 Strategy and Sub-Strategies	To receive updates in the Strategy and be briefed/scrutinise a number of draft GM 2040 sub-strategies GM2040 Sub Strategies are still in development. Timescales to be confirmed but likely: <ul style="list-style-type: none"> a. Freight and Servicing and Road Danger Reduction will likely come forward for January 2023 b. Local Bus Strategy and Streets for All Guidance is likely to be available in February 2023 	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy	The scheduling of items to be determined in line with GMCA timescales.
Economic Recovery Plan	To be consulted/scrutinize the draft Economic Recovery Plan which will encapsulate the Work and Skills Strategy with the Business Growth and Investment Strategy into one document and which will	Portfolio – Employment and Enterprise Executive Director – Place and Economic Growth Jon Bloor, Assistant Director Economic Growth.	Part of the Employment, Work and Training – ‘themed’/significant issue consideration.

	provide a key focus on youth unemployment, with Care Leavers also featuring as part of the action plan.		



Report to POLICY OVERVIEW AND SCRUTINY COMMITTEE

Key Decision Document

Portfolio Holder: Various

Report Author: Constitutional Services

13th December 2022

Purpose of the Report

For the Policy Overview and Scrutiny Committee to review and note the latest published Key Decision Document.

Executive Summary

Overview and Scrutiny has access to the Key Decision Document and the timetable for decisions and intentions for consultation. For the Policy overview and Scrutiny Committee, the Key Decision Notice provides an opportunity for the Committee to identify those decisions it considers as having particular significance and priority over which it would wish to maintain an overview of the implementation.

Recommendations

The Policy Overview and Scrutiny Committee is asked to note the Key Decision Document and to provide any comments.

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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Report of the Director of Finance - Tender for Enforcement Services	Director of Finance – Anne Ryans	December 2022	Cabinet
<p>Description: To detail the tender for enforcement services provision. Document(s) to be considered in public or private: Proposed Report Title: Tender for Enforcement Services</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Private due to it containing confidential, commercial information.</p>				
	Northern Roots- Visitor Centre & External Works; Bike Hub	Director of Economy – Paul Clifford	November 2022	Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				
	Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula	Director of Education, Skills & Early Years - Richard Lynch, Director of Finance – Anne Ryans	December 2022	Cabinet
<p>Description: Schools funding formula for 2023/24 in relation to the National Funding Formula. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula Background Documents: Appendices</p> <p>Report to be considered in public.</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Award of contract for the provision of School Swimming Transport services		November 2022	Cabinet
Description: Document(s) to be considered in public or private:				
	Backlog Maintenance 2022/2025	Executive Director for Place & Economic Growth - Emma Barton	Before November 2022	Cabinet
Description: Backlog Maintenance Priorities for the Council Corporate Property Portfolio Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 2A 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.				
	Wrigley Head Solar Farm	Executive Director for Place & Economic Growth - Emma Barton		Cabinet
Description: Update report on the Wrigley Head Solar Farm project and options for taking the project forward. Document(s) to be considered in public or private:				
	Performance Space	Executive Director for Place & Economic Growth - Emma Barton	Before November 2022	Cabinet
Description: Approval of Outline Business Case Document(s) to be considered in public or private: Cabinet Report (Part A only)				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Report of the Director of Finance – Forecast Budget Reduction Requirement 2023/24 to 2027/28	Director of Finance – Anne Ryans	November 2022	Cabinet
<p>Description: To present the outcome of a review of the forecast Budget Reduction Requirement for 2023/24 and future years over the revised Medium Term Financial Strategy period for a further four years to 2027/28. This includes a review of estimates and assumptions underpinning the previous forecasts reported at full Council on 2 March 2022.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Forecast Budget Reduction Requirement 2023/24 to 2027/28</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Public</p>				
Page 121	Brownfield Register	Executive Director for Place & Economic Growth - Emma Barton	December 2022	Executive Director - Economy, Skills and Neighbourhoods
<p>Description: Document(s) to be considered in public or private:</p>				
	Strategic Housing Land Availability Assessment	Executive Director for Place & Economic Growth - Emma Barton	December 2022	Executive Director - Economy, Skills and Neighbourhoods

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To seek approval for the publication of Oldham Council's Strategic Housing Land Availability Assessment (SHLAA) as of 1 April 2022. Document(s) to be considered in public or private:</p>				
	Local Development Scheme	Executive Director for Place & Economic Growth - Emma Barton	September 2022	Executive Director - Economy, Skills and Neighbourhoods
<p>Description: The Local Development Scheme is the project plan for the Local Plan. It sets out details and timetables about the planning documents that will be prepared. Document(s) to be considered in public or private:</p>				
	Report of the Director of Finance – Treasury Management Strategy Statement 2023/24	Director of Finance – Anne Ryans	February 2023	Cabinet
<p>Description: To consider the Council's Treasury Management Strategy for 2023/24 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Statement 2023/24 Background Documents: Appendices –Report to be considered in Public</p>				
	Report of the Director of Finance – Revenue Budget 2023/24	Director of Finance – Anne Ryans	February 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: To consider the Administration’s detailed revenue budget for 2023/24 and budget reduction proposals incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Budget 2023/24</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Public</p>			
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 19</p>	<p>Report of the Director of Finance – Medium Term Financial Strategy 2023/24 to 2027/28</p>	<p>Director of Finance – Anne Ryans</p>	<p>February 2023</p>	<p>Cabinet</p>
	<p>Description: The presentation of the Medium Term Financial Strategy for the Council 2023/24 to 2027/28 incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance –</p> <p>Medium Term Financial Strategy 2023/24 to 2027/28</p> <p>Background Documents: Appendices –Various</p> <p>Report to be considered in Public</p>			

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Joint Report of the Executive Director Place and Economic Growth and Director of Finance – Housing Revenue Account Estimates for 2023/24 to 2027/28 and Projected Outturn for 2022/23	Director of Finance – Anne Ryans, Executive Director for Place & Economic Growth - Emma Barton	February 2023	Cabinet
<p>Page 124</p>	<p>Description: The Housing Revenue Account (HRA) Outturn Estimates for 2022/23, the detailed budget for 2023/24 and the Strategic HRA Estimates for the four years 2024/25 to 2027/28. Document(s) to be considered in public or private: Proposed Report Title: Housing Revenue Account Estimates for 2023/24 to 2027/28 and Projected Outturn for 2022/23 Background Documents: Appendices –Report to be considered in Public</p>			
	Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2023/24 budget setting process	Director of Finance – Anne Ryans	February 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2023/24 budget setting process. 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 2023/24 budget setting process</p> <p>Report to be considered in Public</p>			
Page 12	Report of the Director of Finance – Capital Programme & Capital Strategy for 2023/24 to 2027/28	Director of Finance – Anne Ryans	February 2023	Cabinet
	<p>Description: To consider the Council’s Capital programme and capital strategy. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Capital Programme & Capital Strategy for 2023/24 to 2027/28</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>			
	Report of the Director of Finance – Council Tax Reduction Scheme 2023/24	Director of Finance – Anne Ryans	February 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To determine the Council Tax Reduction Scheme for 2023/24 Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Council Tax Reduction Scheme 2023/24</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
Page 126	Report of the Director of Finance Budget 2023/24 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes	Director of Finance – Anne Ryans	January 2023	Cabinet
<p>Description: The Determination of the Tax Bases for Council Tax Setting and for Business Rates Income for use in 2023/24 budget deliberations. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance Budget 2023/24 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes</p> <p>Background Documents: Appendices - Various</p> <p>–Report to be considered in Public</p>				
	Report of the Director of Finance – Treasury Management Strategy Mid-Year Review 2022/23	Director of Finance – Anne Ryans	November 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: Review of the performance for the first half of the financial year in relation to the Treasury Management Strategy for 2022/23. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Mid-Year Review 2022/23.</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>			
Page 12	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3	Director of Finance – Anne Ryans	March 2023	Cabinet
	<p>Description: The report provides an update on the Council’s 2022/23 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2022 (Quarter 3) Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>			
	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Month 8	Director of Finance – Anne Ryans	February 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 128	<p>Description: The report provides an update on the Council’s 2022/23 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 November 2022 (Month 8) Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Month 8 Background Documents: Appendices – Various Report to be considered in Public</p>			
	<p>Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 2</p>	<p>Director of Finance – Anne Ryans</p>	<p>November 2022</p>	<p>Cabinet</p>
	<p>Description: The report provides an update on the Council’s 2022/23 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 September 2022 (Quarter 2) Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 2 Background Documents: Appendices – Various Report to be considered in Public</p>			
<p>TBC</p>	<p>Care Home Contracting Tender Proposals</p>	<p>Director of Adult Social Care (DASS) – Jayne Ratcliffe</p>	<p>October 2022</p>	<p>Cabinet</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To update the contract arrangements for residential and nursing home provision in the borough and seeks approval to conduct an open tendering exercise.				
Document(s) to be considered in public or private: Public				
	National Careers Service Contract- Get Oldham Working		September 2022	Cabinet
Description: Document(s) to be considered in public or private:				
Page 129	Bulky Collections & LWP Contract Report	Director of Environment - Nasir Dad	December 2022	Cabinet
Description: The report seeks approval to award a new contract for the collection of bulky waste and provision of goods within the Council's local welfare provision scheme.				
Document(s) to be considered in public or private: Private.				
	Update on Sites of Biological Importance	Executive Director for Place & Economic Growth - Emma Barton	October 2022	
Description: This report outlines changes to SBIs from site surveys carried out by the Greater Manchester Ecology Unit (GMEU).				
Document(s) to be considered in public or private: Report on update to sites of biological importance				
	Vehicle Replacement Programme	Director of Environment - Nasir Dad	November 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To seek approval for the purchase of new and replacement Council vehicle fleet for financial years 2022/23, 2023/24 and 2024/25. Document(s) to be considered in public or private: Private. It is not in the public interest to disclose the information because it relates to the commercial affairs of the Council and its contractors.</p>				
Page 130	Oldham's Monitoring Report 2021-22	Executive Director for Place & Economic Growth - Emma Barton	December 2022	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
<p>Description: Under Regulation 34 and 35 of The Town and Country (Local Planning) (England) Regulations 2012 local planning authorities must make monitoring information available for inspection as soon as possible after the information becomes available. The Monitoring Report covers the previous financial year that is 1 April 2021 to 31 March 2022.</p> <p>In line with the Regulations the Monitoring Report provides details on whether the council is meeting the milestones set out in the Local Development Scheme (LDS) for preparing the various Local Plan documents. Performance is monitored against the LDS that was in place at the start of the monitoring period. The Monitoring Report also monitors a range of planning indicators, such as housing, employment and biodiversity, which seek to assess the effectiveness of the council's land-use planning policies, and whether they are achieving their objectives and delivering sustainable development. This is our 18th Monitoring Report.</p> <p>Document(s) to be considered in public or private: Oldham's Monitoring Report 2021 - 2022</p>				
	Wrigley Head Solar Farm – delivery options	Director of Economy – Paul Clifford	December 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 11 NOVEMBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To provide a decision on the recommended delivery option for Wrigley Head Solar Farm Document(s) to be considered in public or private: Public				
	PSDS3a grant acceptance – energy works at Spindles	Director of Economy – Paul Clifford	December 2022	Cabinet
Description: To accept a Public Sector Decarbonisation Scheme grant for energy works at the Spindles Document(s) to be considered in public or private: Public				

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 relevant 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 Members are as follows: Councillors Chadderton (Leader), Abdul Jabbar MBE (Deputy Leader), Elaine Taylor (second Deputy Leader), Shaid Mushtaq, Mohon Ali, Eddie Moores, Shoab Akhtar and Barbara Brownridge.
3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report is likely to be considered in private) can be found via the online published plan at: <http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0>

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