

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

Date Tuesday 4 September 2018

Time 6.00 pm

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

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Lori Hughes at least 24 hours in advance of the meeting.
  2. CONTACT OFFICER for this agenda is Lori Hughes on Tel. 0161 770 5151 or email [lori.hughes@oldham.gov.uk](mailto:lori.hughes@oldham.gov.uk)
  3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Thursday, 30 August 2018.
  4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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

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

**MEMBERSHIP OF THE OVERVIEW AND SCRUTINY BOARD**  
Councillors Ball (Vice-Chair), J Larkin, Leach, McLaren (Chair), Sheldon, Taylor, Toor and Williamson

- Item No
- 1 Apologies For Absence
  - 2 Declarations of Interest

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

3 Urgent Business

Urgent business, if any, introduced by the Chair

4 Public Question Time

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

5 Minutes of Previous Meeting (Pages 1 - 6)

The Minutes of the Overview and Scrutiny Board held on 24<sup>th</sup> July 2018 are attached for approval.

6 Minutes of the Performance and Value for Money Select Committee (Pages 7 - 10)

The minutes of the Performance and Value for Money Select Committee meeting held on 28<sup>th</sup> June 2018 are attached for noting.

7 Minutes of the Health Scrutiny Sub-Committee (Pages 11 - 16)

The minutes of the Health Scrutiny Sub-Committee held on 20<sup>th</sup> March 2018 are attached for noting.

8 Minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee (Pages 17 - 26)

The minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee meeting held on 13<sup>th</sup> July 2018 are attached for noting.

9 Minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee (Pages 27 - 36)

The minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee meeting held on 12<sup>th</sup> July 2018 are attached for noting.

10 Minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee (Pages 37 - 46)

The minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee meeting held on 19<sup>th</sup> June 2018 are attached for noting.

11 Who Put That There?: A Street Charter for Oldham (Pages 47 - 74)

- 12 Land Value Taxation (Pages 75 - 88)
- 13 Single Use Plastics (Pages 89 - 100)
- 14 Oldham Cares (Pages 101 - 110)
- 15 Council Motion: Restricting New Hot Food Takeaways Near Schools (Pages 111 - 114)

16 General Exceptions and Urgent Decisions

The Board is requested to note decisions that have been taken under Rule 16 or 17 of the Council's Constitution since the last meeting of the Overview and Scrutiny Board held on 24<sup>th</sup> July 2018. The Board is requested to note that there were no decisions taken under Rule 16 or 17 since the last meeting.

17 Overview and Scrutiny Board Work Programme (Pages 115 - 124)

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

18 Key Decision Document (Pages 125 - 140)

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

19 Date and Time of Next Meeting

The date and time of the next Overview and Scrutiny Board meeting will be Tuesday, 16<sup>th</sup> October 2018 at 6.00 p.m.

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**OVERVIEW AND SCRUTINY BOARD**  
**24/07/2018 at 6.00 pm**

**Present:** Councillor McLaren (Chair)  
Councillors Leach, Sheldon, Taylor, Toor, Phythian (Substitute)  
and Harkness (Substitute)

Also in Attendance:

Dami Awobajo	Head of Business Intelligence
Tom Stannard – Item 11 only	Director of Economy and Skills
Merlin Joseph – Item 16 only	Interim Director of Children’s Services
David Stringfellow – Item 16 only	Subject Matter Expert – Children’s Transformation
Ray Ward – Item 17 only	Deputy Chief Executive Corporate and Commercial Services
Chris Kesall – Item 17 only	Housing PFI (Private Finance Initiative) Programme Manager
Fabiola Fuschi	Constitutional Services Officer

1           **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Ball and Williamson.

2           **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

3           **URGENT BUSINESS**

There were no items of urgent business received.

4           **PUBLIC QUESTION TIME**

5           **MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the minutes of the Overview and Scrutiny Board meeting held on 19<sup>th</sup> June 2018 be approved as a correct record.

6           **MINUTES OF THE HEALTH SCRUTINY SUB-COMMITTEE**

**RESOLVED** that the minutes of the Health Scrutiny Sub-Committee meeting held on 20<sup>th</sup> March 2018 be noted.

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

**RESOLVED** that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committee meeting held on 8<sup>th</sup> March 2018 be noted.

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

**RESOLVED** that the minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and

Skills Scrutiny Committee held on 13th April 2018 and on 8<sup>th</sup> June 2018 be noted.

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

**RESOLVED** that the minutes of the Greater Manchester Combined Authority (AGMA) Housing, Planning and Environment Overview and Scrutiny Committee meeting held on 5<sup>th</sup> June 2018 be noted.

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

**RESOLVED** that the minutes of the Greater Manchester Combined Authority (AGMA) Corporate Issues and Reform Overview and Scrutiny Committee meeting held on 18<sup>th</sup> April 2018 be noted

11 **OLDHAM WORK AND SKILLS STRATEGY UPDATE**

Consideration was given to a progress report of the Head of Lifelong Learning, Investment, Employment and Skills on Oldham Work and Skills Strategy which had been previously presented to this Committee in July 2017.

The Director of Economy and Skills was in attendance to present the report and address the enquiries of the Committee. It was explained that the Work and Skills Strategy 2016-20 was one of the three components of the Oldham Strategic Investment Framework (SIF) together with business investment and housing and infrastructure. The strategy had four main goals:

- Create jobs;
- Social Regeneration and in work progression;
- Deliver the Oldham Education and Skills Commission and improve colleges;
- Support a thriving private sector.

It was explained that the Work and Skills Strategy was developed around an Outcomes framework which committed the Council and its partners to working collaboratively in pursuit of 12 priority themes. The Committee was provided with up to date information on each of the 12 themes and the following trends were highlighted:

- Oldham performed well in upskilling young people but was not successful in retaining them as the majority went to work out of the area;
- Significant improvement achieved by Oldham College which was ranked “most improved” college in Greater Manchester; the college had received approval from the Further Education Commissioner to maintain its “stand alone” status. Following from the Area-based review, the Council continued to support the College through a financial recovery plan and re-shaping the offer to meet the demand of local employers.
- Improvement in the uptake of the Apprenticeship programme for citizens

- Work was ongoing between the Council, the local education providers and the key stakeholders to ensure that the skills provision was in line with the six key sectors for Oldham.
- Get Oldham Working had been very successful and over 3,500 work related opportunities had been filled.
- The Career Advancement Service was currently working with over 300 residents to improve skill levels for residents who were already in work. The project had been showcased at a national conference by the relevant portfolio holder and it had been very well received. There was potential for upscaling it at Greater Manchester level.
- The learner loans had been superseded by a new national retraining scheme. This was an opportunity to make the scheme more flexible and accessible to learners.
- The higher level skills and Higher Education strategy remained a priority. The Council was supporting Oldham College to develop a Construction Skills College.
- The Community Learning and Lifelong Learning provision continued to be rated “outstanding” by Ofsted. From 2019/20 the devolution of the Adult Education Budget which would be administered by the Greater Manchester Combined Authority (GMCA) as a new commissioning environment presented new risks and opportunities.

There were some key areas on skills and employability that Oldham Council intended to bring to the attention of the Government and GMCA:

1. Localising of Apprenticeship Levy and ability for city region to topslice underspent levy allocation; the Apprenticeship levy should be an “apprenticeship and adult retraining” levy providing greater flexibility;
2. Advanced learners loans – devolving facility to make affordability of training easy to manage for family. Revamp the individual learner account scheme – levy and advanced learner system and a more personalised programme for residents;
3. Universal Credit – work on potential impact on “minimum income floor” – people on low wage who struggled to start their own business – future devolution deal could look at freezing “minimum income floor”;
4. Ensuring that Oldham’s sectorial priorities were met by the Area Based Review via GMCA;
5. Strong case for Oldham lifelong learning service – last remaining provider rated by OFSTED “outstanding”; opportunity for a cluster at Greater Manchester level to use budget for geography greater than Oldham.

Members sought and received clarification / commented on the following points:

- Oldham College and its future sustainability – It was explained that quality outcomes for students had improved significantly in comparison to other colleges

and a cautious financial strategy had been put in place. However, the situation of further education providers would be more challenging in future years as they would have to rely more on private capital as the Government's funding would decrease consistently. There was a role for the Council to bring education partners together to work effectively.

- Would the Government secure £1.4M European Social Fund after the UK left the European Union? – It was explained that the Government had declared that it would underwrite EU funded contracts for their entire duration if these had been signed before March 2019.
- Get Oldham Working successful results but work experience placements below target – It was explained that it was necessary to work more intensively with local businesses to increase employers engagement and to work with neighbouring authorities to expand opportunities to create work experience placements.
- Aligning Oldham College offer to employers' demand – it was explained that this depended on the financial health of the provider, its ability to engage with employers, offer of a technical education route and capital investment in facilities. The Council was currently working on a significant investment to create a state of the art facility for construction skills.

**RESOLVED** that:

1. The content of the report be noted;
2. A progress report be presented in July 2019;
3. A discussion with the relevant portfolio holder be arranged to look at the five key points above and their prioritisation.

12 **GENERAL EXCEPTIONS AND URGENT DECISIONS**

There were no decisions taken under Rule 16 or 17 to note

13 **OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME 2018/19**

**RESOLVED** that the Overview and Scrutiny Board Work Programme 2018/19 be noted.

14 **KEY DECISION DOCUMENT**

**RESOLVED** that the Key Decision Document be noted.

15 **EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph 3



of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

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### **GETTING TO GOOD - CHILDREN'S IMPROVEMENT PROGRAMME**

Consideration was given to a presentation of the Interim Director of Children's Services on the current performance of Oldham's Children Social Care and Early Help. An Ofsted inspection had taken place in 2015 and Oldham had received an overall judgment of "Requires Improvement". An action plan had been devised (i.e.: Getting to Good plan) and progress was measured against each of the 15 recommendations received.

The Interim Director of Children's Services was accompanied at the meeting by the Subject Matter Expert - Children's Transformation; they both addressed the enquiries of the Committee.

It was explained that in 2017, Ofsted had introduced a new inspection framework. Consequently, a Focused Visit, one of the components of the new inspection regime, had been carried out in Oldham in March 2018 to look at specific service areas.

The presentation outlined information concerning service demand profiles, financial performance, progress against the Ofsted recommendations and strengths and challenges of the service.

Members sought and received clarification and commented on various points of the presentation.

Members requested that a review of Children's Services be undertaken.

#### **RESOLVED** that:

1. The content of the presentation be noted;
2. An update be provided to the Chair of the Board in September 2018;
3. A progress report be presented in January 2019.

At this point in the proceedings Councillor Toor left the meeting.

17

### **SMART UPDATE**

Consideration was given to a progress report of the Deputy Chief Executive Corporate and Commercial Services on the outcome of the review of the Unity Partnership Ltd and the action taken to align its function and form with the delivery of the Council's strategic requirements.

The Deputy Chief Executive Corporate and Commercial Services and the Housing PFI (Private Finance Initiative) Programme Manager were in attendance to present the information and address the enquiries of the Committee.

The Committee sought and received clarification and commented on some aspects of the report.

The Board thanked the Deputy Chief Executive Corporate and Commercial Services for the successful conclusion of the negotiation.



**RESOLVED** that:

1. The content of the report ne noted;
2. The recommendations 1 and 2 as detailed within the report be noted.

18

**DATE AND TIME OF NEXT MEETING**

**RESOLVED** that it be noted that the next meeting of the Overview and Scrutiny Board take place on Tuesday 4<sup>th</sup> September 2018 at 6pm

The meeting started at 6.00 pm and ended at 8.06 pm

## OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY

### SELECT COMMITTEE

28/06/2018 at 6.00 pm



**Oldham**  
Council

**Present:** Councillor Ahmad (Chair)  
Councillors Davis, Phythian, Stretton and Byrne (Substitute)

Also in Attendance:

Neil Consterdine	Head of Business Intelligence Head of Service Public Health, Youth and Leisure
Stuart Lockwood	Chief Executive, Oldham Community Leisure Limited
John McAuley	Joint Authority Private Finance Initiative (PFI) Project Manager
Mark Stenson	Head of Corporate Governance
Fabiola Fuschi	Constitutional Services Officer

#### 1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Curley, Harkness, Malik and Qumer.

#### 2 **URGENT BUSINESS**

There were no items of urgent business received.

#### 3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

#### 4 **PUBLIC QUESTION TIME**

There were no public questions received.

#### 5 **MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committee meeting held on 8<sup>th</sup> March 2018 be agreed as a correct record.

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

**RESOLVED** that the minutes of the Overview and Scrutiny Board meeting held on 16<sup>th</sup> January 2018 and on 6<sup>th</sup> March 2018 be noted.

#### 7 **ELECTION OF VICE-CHAIR**

The Committee was asked to nominate a Vice-Chair for the duration of the current Municipal Year.

**RESOLVED** that Councillor Stretton be elected Vice-Chair of the Overview and Scrutiny Performance and Value for Money Select Committee for the duration of the Municipal Year 2018/19.

#### 8 **OVERVIEW AND SCRUTINY TOOLKIT**

A training session on the framework for Overview and Scrutiny at Oldham Council took place before the commencement of today's meeting. Members and Substitutes of the Select

Committee attended the training session. The Overview and Scrutiny Toolkit was used as main reference for the training.



**Oldham**  
Council

9

**RESOLVED** that the Overview and Scrutiny Toolkit be noted.

### **COUNCIL MOTION - STREET LIGHTING**

Consideration was given to a report of the Director of Environmental Services on the Council's position on replacing street lighting with LED. The report sought to address the issues raised through the motion agreed at the meeting of full Council on 13<sup>th</sup> December 2017. The motion had highlighted the potential to achieve significant savings in the Council's budget, to reduce the emissions of carbon dioxide and to decrease light pollution via switching to LED street lights.

The report was presented by the Joint Authority Private Finance Initiative (PFI) Project Manager who also addressed the enquiries of the Select Committee.

It was explained that the Council had undertaken a high level review on the current energy efficient apparatus as against replacing all apparatus with LED which would require a capital investment of £6.5 Million. The payback period on the investment would be 15 years. As detailed in the report, this option would not be financially feasible and it would bring with it significant risk/liability on the part of the Council with regard to the running of the PFI contract.

Members were informed that the existing PFI contract terms included the replacement of lanterns at no additional cost for the Council. The service provider was already planned to replace 20% of the lighting estate using LED lanterns in 2023/24. This represented the preferred way forward that involved a step by step approach to the replacements of lanterns with LED.

Members sought and received clarification / commented on the following points:

- Who sustained the cost of street lighting energy consumption? – It was explained that it was Council's responsibility.

**RESOLVED** that:

1. The content of the report be noted;
2. The Select Committee support the current approach to replace street lighting with LED as part of the ongoing maintenance programme which had been negotiated within the current PFI contract arrangements.

10

### **EXCLUSION OF THE PRESS AND PUBLIC**

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

**OLDHAM COMMUNITY LEISURE LIMITED**

Consideration was given to a report of the Strategic Director of Reform on the current performance of Oldham Community Leisure Limited (OCLL). The Head of Service Public Health, Youth and Leisure and the Chief Executive of OCLL attended the meeting to present the information and address the enquiries of the Select Committee.

Members sought and received clarification and commented on some aspects of the report.

**RESOLVED** that:

1. The content of the report be noted;
2. Option 3 as outlined at paragraph 2.17 of the report be endorsed;
3. A progress report be presented in 2019.

The meeting started at 6.00 pm and ended at 6.37 pm

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**HEALTH SCRUTINY**  
**20/03/2018 at 6.00 pm**

**Present:** Councillor McLaren (Chair)  
Councillors Goodwin, Toor and Williams

Also in Attendance:

Michelle Bradshaw	Bridgewater Trust
Oliver Collins	Principal Policy Officer
Mark Drury	NHS
Tracey Harrison	Joint Commissioning for People (Health & Social Care)
Lori Hughes	Constitutional Services
Mark Warren	Director, Adult Social Care

1           **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Williamson.

2           **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

3           **URGENT BUSINESS**

There were no items of urgent business received.

4           **PUBLIC QUESTION TIME**

There were no public questions received.

5           **MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the minutes of the Health Scrutiny Sub-Committee meeting held on 30<sup>th</sup> January 2018 be approved as a correct record.

6           **MINUTES OF THE JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE FOR PENNINE CARE FOUNDATION TRUST**

**RESOLVED** that the minutes of the Joint Health Overview and Scrutiny Committee for Pennine Care Foundation meeting held on 30<sup>th</sup> November 2017 be noted.

7           **MINUTES OF THE JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE FOR PENNINE ACUTE HOSPITALS NHS TRUST**

**RESOLVED** that the minutes of the Joint Health Overview and Scrutiny Committee for Pennine Acute Hospitals NHS Trust meeting held on 3<sup>rd</sup> October 2017 be noted.

8           **GM HEALTH AND SOCIAL CARE PARTNERSHIP MINUTES**

**RESOLVED** that the minutes of the GM Joint Health and Social Care Partnership meeting held on 13<sup>th</sup> October 2017 be noted.

9           **GREATER MANCHESTER JOINT HEALTH SCRUTINY COMMITTEE**



**RESOLVED** that the minutes of the GM Joint Health Scrutiny meeting held 8<sup>th</sup> November 2017 be noted.

10 **MINUTES OF THE HEALTH AND WELLBEING BOARD**

**RESOLVED** that the minutes of the Health and Wellbeing Board held on 12<sup>th</sup> December 2017 be noted.

11 **MEETING OVERVIEW**

**RESOLVED** that the Meeting Overview for the meeting held on 20<sup>th</sup> March 2018 be noted.

12 **RESOLUTION AND ACTION LOG**

**RESOLVED** that the resolutions and actions from Health Scrutiny Sub-committee meeting held on 30<sup>th</sup> January 2018 be noted.

13 **URGENT PRIMARY CARE**

The Sub-Committee gave consideration to a report which provided an update on the outcome of the recent public consultation on the future model for urgent primary care in Oldham and subsequent decisions taken by the Clinical Commissioning Group (CCG) Governing Body on the implementation of the changes. An Equality Health Impact Assessment had been conducted which identified the most likely differential impact being upon people with disabilities or low incomes who may be adversely affected by the change of location of services.

The case for change was outlined in the report. Greater Manchester Devolution encouraged both innovation and financial support to bring about clinically led change across health and social care which included urgent primary care. This was reinforced by national NHS England guidance.

The options outlined considered were Option WI (Walk In) and Option HU (Urgent Care Hubs). Both options were set out in detail in the prospectus. It was noted that 58% of the 2,493 consultees had expressed a preference in the main survey for Urgent Care Hubs as opposed to 42% which wished to retain a Walk-In Service.

The CCG's Governing Body had agreed to proceed with the proposal for a number of Urgent Care Hubs located around Oldham which offered bookable urgent treatment appointments with core characteristics outlined in the report as well as additions to the original proposal.

Members sought and received clarification a definition of urgent care. Members also sought clarification ensuring the availability of phone lines, retention of walk-in alongside urgent care and how that was managed, the impact on accident and emergency and communications. Members were informed that phone lines would trip through and would not get lost in the system. The walk-in appointments would be addressed by the hubs. Communication was recognised as a key point. Members commented about the walk-in centre and limited times which



added pressure on Accident & Emergency. Members were informed that clusters would need to target times and were also informed that the out of hours GP services would still be available.

Members raised that the key to success was communications to the wider community. Members were informed when the time was appropriate, changes would be promoted and sustained. This was also recognised as a significant piece of work. An update would be provided to the governing body next month.

**RESOLVED that:**

1. The update on the future model on urgent primary care in Oldham be noted.
2. An update on the timeline for implementation be brought to the next meeting of the Health Scrutiny.

14

**INTEGRATED CARE ORGANISATION**

The Sub-Committee gave consideration to an update on the progress of the development of the Integrated Care Organisation and the work to develop the five integrated cluster teams. The integration of front-line services aimed to provide quality co-ordinated care within a community setting to residents as and when needed. It was hoped that this model would alleviate the extreme pressure which was seen at the Royal Oldham Hospital A&E Department.

Members were informed that the development was linked to the National and Greater Manchester picture. Members were informed about the integrated care model, consolidation of funding and local workforce plan. Financial challenges were also highlighted. Adult social care had been redesigned in Oldham which featured two elements in the new locality care: Commissioning and Provider. NHS and Council funding would be pooled under a S.75 agreement and services would be brought together through a phased approach over the next three years. Members were informed of the single line management and working arrangements across the five clusters. Residents would be supported locally through coordinated care services. A key issue was a common IT infrastructure for staff to facilitate one care plans for residents.

Members asked how performance and services would be monitored. Members were informed that this was a key issue as the NHS had its own performance monitoring performance standards with a range of indicators as did social care. Divisional management teams would review performance and this would form part of the governance arrangements. Every management meeting would be summarised with key messages to staff.

Members asked about the challenge of recruiting qualified staff. Members were informed that keeping qualified staff was difficult, however, the service would continue to make Oldham an

attractive place work and provide options under the service delivery plans.

Members commented that the outcome would be a health service providing services to those who needed them, and were informed that this was linked to the Thriving Communities agenda which was aligning work with cluster models with residents through early help.

Members commented that there was an ongoing need to monitor progress and understand the direction of travel as well as the transition from Phase 1 to Phase 2. Members would be informed when team meetings would be held and be invited to attend.

**RESOLVED that:**

1. The update and progress made in the development of the Integrated Care Organisation be noted.
2. A further update be received by the Health Scrutiny Sub-Committee in the new Municipal Year.

15

**BRIDGEWATER NHS TRUST**

The Sub-Committee gave consideration to an update from the Bridgewater NHS Trust which included:

- The implementation of the Right Start Service;
- Performance Reporting and emerging outcomes; and
- The impact of the Trust's CQC inspection findings and subsequent action plan on the Right Start Service in Oldham.

The aim of the service was to tackle a number of key early childhood outcomes through the delivery of a number of statutory functions which were:

- Health visiting mandated visits
- Healthy child programmes 0-5 and 5 – 19
- Children's Centres

And outcomes:

- Child Development at 2 – 2.5 years
- Prevalence of breastfeeding at 6 – 8 weeks
- Improvement following a package of care delivered at universal/universal plus
- Take up of 2 year old entitlement.

Members were informed of the range of indicators on expected level of development which included: communication; gross motor; fine motor; problem solving and personal/social development. A case study was outlined to members and also informed that data was being refined that could track children who had problems before school. Oldham was leading across Greater Manchester which was a testament to the Council.

Members asked where referrals came from and were informed that this was through a range of places which included children's centres, audiology, nurseries and health services.

Members asked about the focus on parenting and were informed that every child had visits from health visitors which were critical. The assessment in using the Ages and Stages Questionnaire (ASQ) were parent led by educating parents on developmental milestones.

Members asked if percentage information was available for each ward and that the details could be shared with district teams. Members were informed that ward level information was shared at local advisory boards and members were encouraged to participate in the boards.

Members asked about work with parents who did not have English as a first language. Members were informed that bilingual workers in the service were used as well the interpreter's service and also followed best guidance. Children were started in their mother tongue and it was noted that this service was highlighted in the SEND report as an area of good practice. All assessments were carried out in the home language which was valued by the inspectors.

Members noted the quarterly percentages and were informed that percentages were approximate the same per quarter and the four quarters for the year equated to the birth rate. Members asked about patterns emerging across the wards. It was confirmed that patterns had emerged and an analysis would be completed and included in the end of year report.

Members asked about the implementation of the restructure and were informed that this was almost complete. The HR process was ongoing and staff had moved into the districts.

The Bridgewater Trust had also been subject of a trust wide CQC inspection and had developed an action plan which addressed the identified areas of concern. Members were informed that there was nothing specific to Oldham in terms of the action plan but another inspection was due.

**RESOLVED that:**

1. The update on the implementation of the Right Start Service, Performance reporting and the impact of the CQC inspection findings on the Right Start Service be noted.
2. The annual summary be reported to Health Scrutiny in June 2019.
3. A summary of figures for the 2018 be circulated as part of the Work Programme at the meeting in July 2018.

into the provision of child safeguarding provision in the borough. Two focus areas had been identified which were:

- Development of a more engaging and practical core safeguarding training package for elected members; and
- Continued development of the multi-agency offer.



Key actions were identified in the report.

The follow-up meeting was due to be re-arranged. Members agreed to receive a written update and that a further meeting be arranged in the new municipal year.

**RESOLVED that:**

1. The updated on the Children's Safeguarding Task Group be noted.
2. A written update be provided to the Task Group.
3. A further meeting be organised in the new Municipal Year.

17

**MAYOR'S HEALTHY LIVING CAMPAIGN**

The Sub-Committee gave consideration to an update on the Mayor's Health Living Campaign.

The Sub-Committee were informed that a meeting had been arranged with the incoming Mayor to discuss themes during his term of office.

**RESOLVED** that the update on the Mayor's Healthy Living Campaign be noted.

18

**COUNCIL MOTIONS**

There were no Council motions related to Health to be noted.

19

**2018/19 FORWARD PLAN**

The Sub-Committee gave consideration to the Oldham Health Scrutiny Sub-Committee Forward Plan for the 2018/19 Municipal Year.

Members referred to the future agenda item on Tobacco Control and asked that the use of shisha and e-cigarettes be included. The Annual Public Health Report would also be included on the work programme.

**RESOLVED that:**

1. The Health Scrutiny Sub-Committee Forward Plan for the 2018/19 Municipal Year be noted.
2. The suggestions made by the Health Scrutiny Sub-Committee members be included on the 2018/19 Work Programme.

The meeting started at 6.00 pm and ended at 7.51 pm

**DRAFT GREATER MANCHESTER COMBINED AUTHORITY (GMCA)**  
**ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE**  
**13 JULY 2018 AT 6.00 pm AT THE GMCA OFFICES**

Present: Councillor Michael Holly (Rochdale) (in the Chair)  
Bolton: Councillor Susan Haworth  
Bury: Councillor Robert Caserta  
Bury: Councillor Mary Whitby  
Oldham: Councillor Chris Goodwin  
Oldham: Councillor Valerie Leach  
Rochdale: Councillor Raymond Dutton (substitute)  
Salford: Councillor Karen Garrido  
Salford: Councillor Kate Lewis  
Stockport: Councillor Jude Wells  
Stockport: Councillor Mark Hunter  
Tameside: Councillor Yvonne Cartey  
Wigan: Councillor Charles Rigby

### **In attendance**

Other Mike Blackburn, Chair GM LEP  
Tim Newns, Chief Executive, MIDAS

GMCA Simon Nokes, Executive Director Policy and Strategy  
John Holden, Assistant Director Research and Strategy  
John Steward, Principal: Digital Growth and Internationalisation Policy  
Susan Ford, Statutory Scrutiny Officer  
Emma Stonier, Governance and Scrutiny Officer

### **E47/18 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Luke Raikes (Manchester), Daniel Meredith (Rochdale) and Barry Brotherton (Trafford).

### **E48/18 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

The Chair requested that Item 6 – Brexit Impacts was taken before Item 5 - Local Enterprise Partnership.

### **E49/18 DECLARATIONS OF INTEREST**

There were no declarations of interest received.

### **E50/18 MINUTES OF THE LAST MEETING HELD ON 8 JUNE 2018**

The minutes of the meeting held on 8 June 2018 were submitted for approval.

### RESOLVED:

That the minutes of the last meeting held 8 June 2018 be approved as a correct record.

### E51/18 BREXIT IMPACTS

John Holden, Assistant Director Research and Strategy, GMCA, presented a report which updated Members on the latest position on the impacts and potential implications of Brexit on Greater Manchester.

Key areas highlighted were;

- There was still significant uncertainty for businesses and workers in the UK about what to expect after the UK's exit from the EU.
- Forecasted economic growth in the UK had been the highest in the G7 and this was now the lowest.
- Purchasing Manager's Surveys (PMIs) indicated continued, but slower, economic growth.
- There had been strong trade performance in 2017 helped by the weak pound. It was noted that trade performance going forward may struggle.
- Businesses have indicated in the majority that expected levels of investment had not changed compared to pre-referendum.
- Businesses have expressed concern about potential customs delays and attracting and retaining talent.
- Retail performance remained strong with continued consumer confidence, however there was some evidence this was beginning to flatten.
- Trade, regulations and access to EU funding were bound up with EU negotiations meaning that it was not possible to understand impacts relating to these. GM had successfully secured significant EU funding in recent years and Universities had reported concerns about future access to research funding and employees with relevant skills. The Government would be consulting shortly on their proposed Shared Prosperity Fund.
- Performance in the property investment, housing and planning markets remained strong.
- Unemployment had increased in recent months and the number of people in GM claiming unemployment benefits was at a 46 month high. The weak pound and inflation had also caused the cost of living to rise and concerns about the impact of these on economic inclusion were highlighted.
- Government had undertaken regional analyses of the potential impact of different Brexit scenarios but have not formally released these. In March 2018 the House of Commons Exiting the European Union Committee released a summary and this suggested that there will be an adverse effect on the economy of the UK and all its regions, with the North West one of the four regions hit the hardest under both 'soft' and 'hard' Brexit scenarios.
- The GMCA had undertaken analysis to understand the potential cost which could be imposed on key sectors of the GM economy when the UK leaves the EU. Potential additional costs for GM of an increase in non-tariff barriers would be £170m per annum for deal similar to the EEA, £320m for a deal similar to the average Free Trade

Agreement or £380m if there were no deal and the UK was to trade under World Trade Organisation (WTO) rules.

- Employment sectors most at risk from a reduction in access to EU workers and skills shortages had been identified as; distribution, hotels and restaurants, banking and finance, manufacturing and public admin, health and education.
- The Government had published the White Paper on the future relationship between the UK and the EU on 12 July 2018. The GMCA was going to undertake analysis of this to assess what this might mean for the GM economy.

Questions and comments from Members included;

- What was the GM's role in relation to building resilience and contingency planning? Officers confirmed that the role of GM was; to understand the risks and ensure partners are aware of these to enable them to be factored into business decisions; to ensure that specific GM issues are articulated and understood by Government and that the North of England and GM has voice in the Brexit negotiations. GM was part of a Department for Exiting the European Union working group providing information to Government and were pushing for the regional impact analyses undertaken by Government to be shared. Additionally ensuring GM had the necessary leverage to enable residents to be provided with the requisite skills for the local labour market was a crucial role.
- The Brexit Impacts analysis indicated negative outcomes. It was asked whether GM had identified opportunities arising from Brexit. The review of the analysis from independent research organisations across the UK suggests an overall negative impact on the UK economy. Potential opportunities were outlined as; the possibility of negotiating trading arrangements with countries which were more flexible and transparent, and the lobbying of government regarding the economic framework of the UK.
- Whether, in relation to exports from GM to the EU, it was possible to identify areas within the conurbation which may be more significantly affected by Brexit and provide more focused assistance? The Growth Company works with specific businesses and advises them on the potential impact of Brexit and risks and is in a position to support businesses through the transition period.
- How the GM unemployment figures compared to national figures? It was confirmed that overall more people in GM were unemployed than the national average. Members also asked whether this was as a result of Brexit. It was noted that it was difficult to ascertain exactly what was driving a rise in unemployment due to the range of factors which can contribute to this.
- Members questioned whether officers could provide comment on the positive findings from the GM Chamber of Commerce's economic survey. Officers noted that currently the majority of business were focusing on the 'day job' and that Brexit was not affecting day-to-day decision making.
- How GM can ensure residents and businesses are prepared for Brexit? The GMS ambitions were to ensure that GM residents were equipped for future jobs. There was also a broader work programme in place around skills and employment and devolution of the Adult Education Budget (AEB) which would provide GM with more flexibility around providing residents with relevant skills. It was also highlighted that furnishing GM residents with the relevant education/skills for the labour market was a journey which began from school readiness onwards.

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- A Member noted that section 3.6 outlined four necessary steps to manage the risks and take advantages of the opportunities from Brexit and asked for a progress update relating to these. The following updates were provided;
  - The Local Industrial Strategy was under development and supply of skills was expected to be a key component of this.
  - There had been no progress in securing Government commitment to undertake a deeper regional analyses of the potential impacts of Brexit. Government have not published the analysis undertaken due to concerns around the weakening of their negotiating position.
  - Meetings have taken place between the Mayor of Greater Manchester and other metro Mayors and the Department for Exiting the European Union but no commitment has been made to GM or the North having a formal voice in negotiations.
  - The return of powers is bound up in negotiations and therefore can only be settled once a final agreement has been reached with the EU. GM has been having discussions with the Scottish and Welsh Governments also.
- Whether it was felt that the analysis undertaken was overly pessimistic or optimistic? It was stressed that economic forecasting was not an exact science, however from the analysis undertaken it was clear that reducing access to markets and restricting trade had a long term impact on growth.
- Had the 'proper assessment' of potential Brexit deals on GM (referenced in 3.5 of the Brexit Monitor) been carried out? Analysis undertaken so far was a first assessment of potential impacts. Officers also noted the need for Government to carry out deeper regional analyses of Brexit Impacts. It was also noted that GM analysis would be updated once there was a better understanding of the Government's White Paper.

### RESOLVED:

1. That the Brexit Impacts update report be noted.

### E52/18

### LOCAL ENTERPRISE PARTNERSHIP

Mike Blackburn, Chair GM Local Enterprise Partnership (LEP), presented a report which gave an update on the work of the GM LEP in overseeing the delivery of the Greater Manchester Strategy (GMS).

Key areas highlighted were;

- The LEP is a private-sector led body working in partnership with the public sector and the GMCA.
- LEPs are provided with £500k funding from Government to strengthen capacity and deliver strategic priorities. In GM the Board has committed this funding to focus on key thematic areas including refreshing the GMS and supporting the development of the GM research and evidence base.
- A Government review of LEPS and their membership and governance was currently underway. This was expected to report soon and initial feedback for GM had been positive.



- The work which the LEP had contributed to in GM, which included; a key role in the development of a Local Industrial Strategy (this has included the convening of Foresight Group to think about strategy for between the next 10-30 years), the Internationalisation Strategy, development of the Transport 2040 strategy, development of a Manufacturing Strategy and the Manufacturing Institute supporting the extension of leadership capabilities in smaller companies and the securing of around £500m of Growth Deal funding for GM.
- The LEP has played a fundamental role in bringing together LEP Chairs across the North of England and has led on bringing Growth Hubs together also.
- Through NP11 LEPs had been asked to assist with the development of an economic strategy for the North of England. The GM LEP had been made the lead for investment.
- Transport for the North had invited LEP Chairs to be on their Board to ensure there was business representation when developing transport strategy.
- That the LEP was committed to operating in a transparent and accountable manner and had put in place a number of key standards and practices to ensure governance and decision making was fit for purpose. Meetings were held in public and in a recent governance audit undertaken by Government the GM LEP had been rated outstanding or good in all areas.

Members welcomed the report and looked forward to having sight of the outcome of the Governments review into LEPs.

Questions and comments from Members included;

- Were inclusive growth and social value on the agenda for the GM LEP? Members were updated that the LEP had been involved in the development of the Working Well programme and the skills and employment agenda which would assist with driving inclusive growth across GM. The LEP was also supportive of the Mayor's work to develop a good employment charter and was encouraging employers to sign up this charter once finalised. Work was also underway with the Greater Manchester Centre for Voluntary Organisations (GMCVO) with regards to how social value can be incorporated into the private sector. This work was looking at how local authorities used social value.
- How can the LEP evidence their best value and successes and what was the LEPs biggest success? There was a challenge in isolating the LEP's role as it worked so closely with the GMCA. GM has had a longstanding arrangement to involve the private sectors in its governance, prior to the formation of LEPs GM had had a body which helped to drive economic strategy. Some of the key successes outlined were; the securing of the Growth Deal from Government in which the GM LEP Chair had played a key role alongside elected Council Leaders; the fact that the Growth Hub was considered as leading the way nationally; the development of the Manchester - China Forum and the assistance provided in the development of the GMS Implementation Plan and business planning. One of the biggest successes relating to the Growth Hub had been the receipt of an award for their impact on people and businesses in GM.
- Were there any perceived downsides to the close partnership working of the public and private sector in GM? A potential downside was noted as perceptions that the sectors were too closely aligned, however overall it was felt that the positives of the way the LEP worked in GM outweighed any negatives. The positive views of international visitors to GM on the way local government and business worked together was also highlighted to Members.

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- What was the vision for the future of apprenticeships? Members were informed that the Bridge GM programme was working with schools and businesses to increase the number of young people taking apprenticeships. Additionally the introduction of degree apprenticeships at Manchester Metropolitan University was highlighted. Different models of engagement with young people also needed to be considered as did the levels of future funding received in GM for apprenticeships.
- What were felt to be the most significant problems and challenges facing GM? The challenges outlined included; uncertainty around Brexit and the outcome of negotiations around trade, ensuring there was the right skills for the labour market and an aging population. The importance of stability and certainty for business, to enable business decisions about investment/stabilisation, was also emphasised.
- Members asked for further information about the work of the four task and finish groups referenced in the report and noted the importance of having a mixture of high profile global firms and locally grown companies who scale up and/or expand. The LEP worked with the Manufacturing Institute, the Chamber of Commerce and Federation of Small Businesses to support the scale up. A LEP update report on the task and finish group into start-up/scale up of businesses would be circulated to the Committee. Members also requested they receive, where appropriate, further information regarding the other task and finish groups and questioned whether the groups included outside expertise. It was confirmed that this had taken place, for example the start-up-scale up group had had discussions with other growth hubs.
- Members requested more detail about the work with Cheshire East to develop the Alderley Park. GM and Cheshire East had worked together to developing a future plan for this site. Alderley Park was owned by Manchester Science Park (MSP) and more employees were now employed on site than previously by Astra Zeneca. The site was also embedded with the Manchester Corridor and connected into the Health and Social Care Devolution agenda.

### RESOLVED:

1. That the update on the work of the Greater Manchester Local Enterprise Partnership in overseeing delivery of the Greater Manchester Strategy was noted.
2. That the LEP Start UP Scale UP Update report was circulated to Members.
3. That further detail regarding the four LEP task and finish groups was sent to Members.
4. That the Government LEP review findings were shared with Members.

**E53/18**

### **GM INTERNATIONALISATION STRATEGY IMPLEMENTATION PLAN UPDATE**

John Steward, Principal: Digital Growth and Internationalisation Policy, GMCA and Tim Newns, Chief Executive, MIDAS, Manchester's Inward Investment Agency presented a report which provided an update on the review of the GM Internationalisation Strategy, on the progress with implementation of the strategy, the key actions proposed for the next 18 months and the key issues impacting on its delivery.

Key items highlighted were;

- A number of key successes over the past 2 years with particular attention drawn to the growth of Manchester Airport's international business and tourist numbers with new routes being secured to India and China, an increase in tourism numbers to the region, a 6.1% increase in inward investment as opposed to a target of 5% and trade exports remaining consistent. The importance of a single strategy, which all partners are working towards, was emphasised as being a key factor in the successful securing of new airline routes.
- Concerns associated with Brexit which included; potential perceptions of the UK, in relation to being 'open for business', access to EU research funding for GM Universities, the future of immigration policy and the ability of recruiting international talent in areas where GM has a skills gap.
- 8 key priorities for 2018/19 have been identified from the detailed implementation plan and progress against these has been RAG rated. These included; UK magnet for Foreign Direct Investment (FDI), being the best UK destination for international students and building the GM brand and reputation.
- The rise in property demand and pressure on property prices, particularly in the centre, and how GM could potentially leverage businesses to look at the wider area. There were also some early indicators of wage inflation, particularly in the technology/digital skills sector.
- Challenges associated with the ambition outlined in the GMS for an increase in higher value jobs and how this is tackled.
- Guidance the strategy provided to companies when operating in international markets, such as the universities and football clubs and the importance of the public and private sector working together to achieve the ambitions outlined was stressed.
- That a report on this review scheduled to be submitted to the GMCA at the end of July.

Questions and comments from Members included;

- Reasons for the inclusion of the UAE as one of six key markets for GM. Members were informed that the UAE had been included as GM connections to this market had already been in existence. Initial investment into GM through Abu Dhabi and Manchester City Football Club – including housing in East Manchester and University of Manchester student accommodation – was also highlighted. Etihad Airways and connections through transport hubs to international markets in Asia and Australasia was also noted. Members were also updated about a tourism programme which Marketing Manchester were running regarding attracting visitors from the region into GM.
- The report stated that 6/10 local authorities had been present at MIPIN in 2017 and it was noted that this should be 7/10 as Stockport were also present. It was also confirmed that each area in GM had representation at MIPIN in some capacity. Members also noted that there 247 delegates from GM at MIPIN and stated that there should be transparency over who attends and how this is funded. Members were informed that over 90% of the delegates were from the private sector and that the majority of local authority attendees were sponsored by the private sector. Evidencing the impact of MIPIN was challenging but it was emphasised that outside London GM was the most invested in place. Each year a report was produced following MIPIN and every three years a review of MIPIN was undertaken.
- A Member asked what was felt to be the biggest barrier to achieving the vision outlined in the strategy. It was stated that changing cultural perceptions of investment, particularly

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around leadership and management, was one of the significant challenges for GM achieving its ambitions.

- That it was vital that the benefits of the internationalisation strategy and inward investment were felt across all districts in GM.
- The income generated by Manchester Airport and its expansion was welcomed. Members also raised concerns about the introduction of drop off charges, complaints received about poor service and disability access. Manchester Airport was in a state of transition with a £1bn programme of investment underway and it was also stated that the airport was a successful and valuable asset to GM. Individual complaints were required to be raised directly with the Airport.
- More information was requested about the delivery of the High Potential Opportunity (HPO) pilot with the Department for International Trade (DIT), which was focussing on promoting Rochdale/Bury/Oldham through the building of a manufacturing/advanced materials proposition aimed at the aerospace and auto sectors. Members were informed that this pilot was investigating how the supply chain for these industries could be sourced locally. One of the additional benefits was also the potential to minimise disruption to the supply chain. MIDAS would circulate a recent presentation on HPO to the committee. Members were informed that DIT was also looking at developing a proposition related to advanced materials and a pilot about the future of packaging, with a particular focus on the chemical, food and drink and textile industries. In relation to this Members were provided with further information about current work taking place in GM. This included;
  - Encouraging SMEs to invest in exporting and establishing deeper relationships with key markets to assist with driving inclusive growth.
  - Inward investment was currently biased towards the 'core' with 70% of this focused in Manchester City Centre and Salford. MIDAS have been exploring what can be done to widen the geographical areas inward investment has an impact on and has begun focused work with companies in each GM local authority.
  - Looking at town centre development to increase the number of office based projects. Work was taking place with local authorities around how this was developed further.
  - Promoting the future employment sites once these have been identified in the Greater Manchester Spatial Framework (GMSF).

### RESOLVED:

1. That the review of the GM Internationalisation Plan was noted.
2. That the status of the annual report and three yearly review into MIPIN was clarified and that, if available, further information was provided to the Committee regarding the costs/benefits of MIPIN.
3. That the presentation on High Potential Opportunity (HPO) – Lightweight Structures was circulated to members.

Susan Ford, Statutory Scrutiny Officer, presented the work programme for 2018/19.

Following discussion;

- Members requested that the item on Women's Employability be provisionally scheduled for November 2018, subject to the availability of representatives from the Fawcett Society. Potential alternative dates were noted as February or June 2019.
- Members agreed that the Task and Finish Group would report to the Committee in either October or November 2018. It was noted that this should happen prior to the report on the Employer Charter being taken to the GMCA.
- Members requested that Welfare Reform was added to the work programme for January 2019 and a representative from the DWP invited.
- Members requested that an item was added to the work programme for 2019 regarding the Growth Hub and inward investment.

### **RESOLVED:**

That the work programme be updated as outlined above.

### **E55/18                      DIGITAL FULL FIBRE INVESTMENT PROGRAMME**

Members received a report for noting which provided an update on the work being undertaken to accelerate full fibre investment across GM further to the update given at the February Scrutiny meeting.

### **RESOLVED:**

That the progress made towards the implementation of the GM Full Fibre Investment Programme, the programme governance that had been put in place and the wider benefits arising from the implementation of the programme be noted.

### **E56/18                      WELFARE REFORM**

Members received a report for noting which provided an update on welfare reform and the roll out of Universal Credit in Greater Manchester, the latest monitoring of the impacts of these changes, and proposed activity to be undertaken to ensure the successful delivery of the Greater Manchester Strategy.

It was agreed that a further briefing session would be arranged for Members of this Scrutiny Committee and the Housing, Planning and Environment Scrutiny Committee regarding Welfare Reform.

### **RESOLVED:**

That the following all be noted;

- The scale of welfare reform undertaken since appendix 2012 (appendix 1);
- The new GM Welfare Reform dashboard (appendix 2) and the case studies of individual residents affected by reforms and the UC roll out (appendix 3);

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- The proposed areas of focus and suggested actions to be undertaken by GMCA and partners (appendix 4).

That a briefing session be arranged for members regarding welfare reform.

**E57/18**

### **DATE AND TIME OF NEXT MEETING**

Friday 17<sup>th</sup> August, 2.00pm, Boardroom, Churchgate House, Manchester, M1 6EU

## Item 4

**DRAFT GREATER MANCHESTER COMBINED AUTHORITY  
HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE  
12 JULY 2018 AT 6:00PM AT THE GMCA OFFICES**

Present: Councillor Lisa Smart (Stockport) (in the Chair)

Bolton Councillor Shamim Abdullah  
Councillor Andrew Morgan  
Tameside Councillor Mike Glover  
Bury Councillor Dorothy Gunther  
Wigan Councillor Lynne Holland  
Councillor Michael Winstanley  
Councillor Fred Walker (Substitute)  
Rochdale Councillor Linda Robinson  
Manchester Councillor Paula Sadler  
Councillor James Wilson

In attendance:

Network Rail Martin Frobisher (LNW Route Managing Director)  
Northern Liam Sumpter (Regional Director)  
TfGM Simon Warburton (Strategy Director)  
Gareth Turner (Head of Fares & Ticketing)  
Raj Chandarana (Stakeholder Engagement)  
GMCA Officers Susan Ford (Statutory Scrutiny Officer)  
Anne Morgan (Head of Planning)  
Jamie Fallon (Governance & Scrutiny)

### **M70/HPE APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Laura Booth (Stockport), Stuart Dickman (Salford), James Larkin (Oldham), Catherine Preston (Bury), Graham Whitham (Trafford).

### **M71/HPE CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

There was no urgent business.

### **M72/HPE DECLARATIONS OF INTEREST**

There were no declaration of interests raised.

**M73/HPE MINUTES OF THE LAST MEETING HELD 5 JUNE 2018**

The minutes of the last meeting dated 5 June 2018 were submitted for approval.

The Chair advised that a Member has requested that section M57 of the minutes be amended to remove the names of those who submitted nominations.

Members noted that there was one outstanding action arising from the previous minutes and TfGM have confirmed that the escalator at Bury interchange that gives access to Metrolink platforms has now been fixed.

**RESOLVED:** That the minutes of the meeting held on 5 June 2018 be approved as a correct record subject to the amendment raised.

**M74/HPE RAIL PERFORMANCE IN GREATER MANCHESTER AND THE IMPLEMENTATION OF THE MAY 2018 TIMETABLE IMPROVEMENTS – MEMBER QUESTION AND ANSWER SESSION**

The Chair welcomed representatives from Network Rail and Northern to the meeting and extended thanks for attending to answer the committee's questions. Martin Frobisher (LNW Route Managing Director, Network Rail) opened the discussion by apologising for the disruption caused to rail passengers. Liam Sumpter (Regional Director, Northern) and Raj Chandarana (Stakeholder Engagement) from Northern echoed the apology noting that it had been an extremely difficult time for commuters.

The Chair reported that Members had received a helpful briefing from officers to inform the discussion. Members raised a number of questions, the main areas covered were:

- What is the impact of underperformance on providers, given the severity of the impact on passengers? The franchise agreement between Northern, Rail North and the Department for Transport specifies targets, where performance targets are not met Northern have to contribute towards a reinvestment pot earmarked to improve performance. Network Rail must pay compensation where they are responsible for performance issues. The amount Northern must pay is based on a formula and can range from ten to hundreds of pounds per minute. The formula applied to cancellations can range from hundreds to thousands of pounds dependent on the class of the train and route affected. Northern do not make decisions on whether to delay or cancel a train on the basis of cost and always put customer first as the ultimate cost to Northern is passengers opting to travel by alternative modes of transport. It was acknowledged that train performance also impacts on wider issues from congestion, air quality, to where people choose to buy homes and apply for jobs.



- Members requested that both Network Rail and Northern confirm the amount they have paid for delays and cancellations following the May 21st 2018 timetable was introduced. Northern could only confirm that the amount was significant.
- Concerns were raised about the level of engagement with the public throughout the disruption and explored what contingency plans would be taken in future to avoid a similar incident occurring. Northern reported that they were not aware of the scale of the challenge until days before the timetable implementation noting that a communications plan was developed and senior managers were deployed to stations where services were most effected to answer customer questions. Once the scale of the issues became apparent an interim timetable was introduced on 4 June 2018 which removed a number of services to enable performance to restabilise and to facilitate staff training. The timetable was always due to run until 29 July 2018 when the Liverpool blockade was planned to end. A live process is now underway in order to understand what services will be reintroduced whilst they focus on stabilising the network.
- When can passengers expect a satisfactory level of service to resume? Northern confirmed that performance is improving by the day noting that immediately after the introduction of the May timetable there were up to 300 cancellations per day but since the interim timetable was introduced this has dropped to single figures. The Public Performance Measure (PPM) monitors how many trains arrive within five minutes of the scheduled time, this initially dropped to 5% but has now returned to a relatively consistent 83-85% across whole of North. It was noted that the severe and prolonged warm weather has also impacted on services.
- Northern have developed a Performance Improvement Plan with Rail North and are considering the implications of the Ordsall Chord and how its performance can be maximised. Currently if the Leeds to Manchester service is delayed this impacts on interlinking trains on the network.
- Have Northern recruited enough staff given many of the reasons for delays and cancellations were due to a lack of drivers? It is a misconception that Northern have insufficient crew to service the network. The reasons why staffing became a challenge was due to insufficient time to train staff. In context, Northern would usually have to change 20% of services with 40 weeks to plan and prepare. In this instance, 90% of services were changed with only 16 weeks to plan and prepare noting that training drivers takes between 12-18 months.
- One Member explored whether the incident had significantly impacted on the number of passengers travelling by train? It was confirmed that immediately after the introduction of the May timetable passenger numbers were significantly reduced and there was

anecdotal evidence that roads became more congested. Passenger numbers have begun to recover but there is still a challenge especially given the media interest surrounding the incident. Northern are focusing on consistently providing a stable service whilst continuing with their investment programme to; increase services, capacity and introduce new trains.

- One Member asked whether the extra trains mentioned would be new stock. Northern confirmed that as part of their transformation programme they have committed to introducing 98 brand new, high quality, purpose built trains and the project is on schedule with the first train in the depot undergoing checks. In addition, second hand stock is being sourced from other parts of the network to support their desire to increase capacity adding that as part of the Great North Rail project all Pacer trains will be phased out. Northern invited Members to visit the depot for a tour of the new trains.
- Members queried whether plans to electrify the route between Lostock and Wigan had been approved and if it wasn't how they could galvanise investment in the North. Network Rail confirmed that they have submitted a feasibility study to DfT which is under consideration. It is understood that there is not currently funding to cover the full project which would require a significant investment of £40 million and require a number of bridges to be rebuilt which would in turn impact congestion.
- Network Rail confirmed that there continues to be vast investment in the north noting that the Great North Rail Project will provide 2000 extra services per week. The Ordsall Chord is now open, there are now electrified routes to Blackpool, and the Liverpool scheme is near to completion. Huge civil engineering projects are underway which are highly complex from driving tunnels through the hillside in Farnworth and raising bridges to make way for bigger trains. Electrifying the track between Manchester and Preston has been extremely challenging due to the discovery of old mine workings and unstable sandy ground conditions but is now making progress. Members were unanimous in their support for investments in the north.
- TfGM concluded that the incident had been a learning curve for the industry and partners are committed to putting the issues right. A governance review around Rail North is currently underway led by the Leeds Combined Authority in order to avoid a similar issue reoccurring. The significant achievements made over the last 20 years were noted; with the commuters into the centre by train doubling and which has contributed towards GM's economic success. Providers are working collectively to coordinate information to enable timely information to be provided to passengers so that they can make informed decisions on how to travel (e.g. cross mode). It was noted that rail providers have made the sensible decision to avoid making significant changes in December to enable them to stabilise services.

**RESOLVED:**

1. That Northern and Network Rail provide figures regarding the amount they have had to reinvest into improving services since 21 May 2018, as a result of delays and cancellations,
2. Members to notify the Statutory Scrutiny Officer if they take up Northern's offer to visit the new trains in the depot.

**M75/HPE WALKING AND CYCLING UPDATE**

Consideration was given to a report that provided an overview of the cycling and walking activities undertaken by TfGM as part of an integrated transport network.

Simon Warburton, Strategy Director at TfGM, introduced the item and highlighted the following areas:

- The appointment of the Cycling and Walking Commissioner, Chris Boardman has stimulated an increase in media interest in relation to cycling and walking.
- The Beelines Network is Greater Manchester's (GM) Cycling and Walking Infrastructure Proposal following the original publication of the 'Made to Move' strategy.
- The 'Streets for All' delivery programme will develop and deliver the cycling and walking schemes giving consideration to the competing demands for highway space in each part of GM and seek to strike the right balance between promoting use of active modes but also managing the general traffic needs including freight traffic, and protecting bus service performance.
- Capital programmes of activities are already underway across GM and through the confirmation of the Mayors £160 million pound cycling and walking fund TfGM are now working with local authorities and other organisations to deliver transformational change and bring forward future tranche of investment over next four years

In discussion, the main areas covered were:

- The Chair welcomed the report and sought to clarify where the £1.5 billion target was coming from. It was confirmed that the figure was an ambition set out by the Commissioner noting that in context £2 billion has recently been invested in expanding the Metrolink network. To deliver the first element of the cycling and walking infrastructure the GMCA has allocated £160 million from the Transforming Cities Fund, over the next 4 years. This has not yet been allocated to specific schemes but a development process is underway with the 10 local authorities to bring forward schemes.

- Members expressed their support for the initiative but raised concerns in relation to the practicalities of implementing the strategy, in particular driver behaviour and the condition of the roads (potholes) noting that a cyclist was recently killed in Bury due to a pot hole.
- The Oxford Road corridor was provided as an example of good practice making cyclists feel safer. In order to strike the right balance there must be a corridor approach, not thinking about any one mode in isolation, and parallel routing to organise the traffic in rational way. By doing so you can calm the traffic environment, promote active travel and public transport, and bring in improved traffic flow.
- Members queried why the Strategy extends to year 2040. It was confirmed that the long term transport strategy was agreed by the GMCA in February 2017 to enable the opportunities provided by big transport milestones on the horizon in GM such as high speed rail in the 2030's to be capitalised on in GM's broader plans.
- Discussions took place about the 'anti motorist' language referred to in the 'Made to Move' document emphasizing the need for a balanced modal view. It was confirmed that the 'Streets for All' delivery programme is focussed on striking the right balance and between all modes.
- A Member explored how the ambition to 'double and double the number of cyclists again' set out in the fifteen steps of the 'Made to Move' document would be measured and whether it would be SMART. The ambition is to increase the number of cyclists from 2% to 8% across the conurbation by 2025.
- Members discussed how reducing the significant number of very short car trips currently made in our local towns and neighborhoods will in turn reduce harmful emissions and traffic noise along with playing a key role in the improvement of health and air quality and help to reduce congestion.
- A Member raised concerns regarding accessibility highlighting the barriers faced by disabled pedestrians. For instance, reduced access to doctor's surgeries due to building work on road improvements. TfGM confirmed that there are considerate construction standards and expectations within the public contracts let, and encouraged Members to raise any issues with TfGM and their district highway departments. Improving pedestrian movement is a key element in the 'Beelines' approach, and considerably more pedestrian crossing facilitates will be developed.

- Members expressed an interest in getting involved in any working groups which are developed. It was confirmed that the proposals are being developed by individual local authorities so they are driven by local issues and encouraged them to get involved at their local level.
- How will cycling be made accessible and affordable to lower income households? Affordability is an issue which TfGM are keen to address and various initiatives underway which includes supporting a number of charities who run bike recycling schemes. Recycling schemes help reduce waste and provide cost effective bikes for lower income households. Bike loan schemes are another initiative which are supporting those who are returning to work.
- A Member explored whether there are plans to develop the Beelines initiative across GM boundaries. It was confirmed that this is the next level of development noting that initially the plans focussed within local authority boundaries looking to address issues where communities' are effectively severed by busy roads. It was confirmed that a consultation exercise is underway which will deal with both cross boundary issues within GM and the relationship to the outside.

**RESOLVED** That the contents of the report be noted.

**M76/HPE INTRODUCTION OF A ZONAL FARE STRUCTURE OF THE METROLINK**

Members considered a report introduced by TfGM's Head of Fares and Ticketing, Gareth Turner updating Members on the conclusion of the public engagement exercise.

The following areas were highlighted:

- Following feedback received from Members awareness was raised using an integrated approach across owned, earned and paid media channels.
- The overall results of the exercise were positive with 99% of the respondents regular users of Metrolink
- 73% of respondents said that they thought the proposal was easy to understand
- Two thirds of respondents felt the change was more convenient
- It is evidence that people have not considered the proposal within the context of the fare increase in January 2019
- It is important to note that 78.5% of the proposed zonal fares are lower than the assumed 2019 non-zonal fares.

In discussion, Members raised the following points:

- One Member clarified whether the volume of partial responses (Paragraph 8.1, 1369 'partial' responses) was within the expected range for a consultation of this

sort. It was confirmed that this was consistent with other engagement activities conducted recently.

- The Chair welcomed the proposal to manage the transitional period by putting staff at tram stops to guide customers through the purchasing process.
- A Member queried whether a 'contract' ticket offer was available which allows customers to travel across all zones. Under the proposal customers who purchase a 4 zone ticket can travel across the whole network.
- Members discussed the importance of early engagement with the public and one Member suggested that the zones be clearly signed. TfGM advised that they intend to engage with customers in relation to the signage and welcomed suggestions from Members.
- One Member queried whether the proposal had been approved and it was confirmed that the GMCA approved the proposal in principle in May 2018. Following completion of the consultation exercise a further report will be submitted to the GMCA on 27 July 2018 seeking final approval. If approved, the scheme will be implemented in early 2019 to coincide with the introduction of the contactless payment system.
- One Member raised concerns regarding the reliability of TVMs at tram stops. TfGM confirmed that the reliability of TVMs is an ongoing challenge due to a number of factors including vandalism. TfGM are working closely with the supplier in order to improve reliability and promoting the use of other methods such as the 'Get me there app' to reduce the impact.
- The Chair thanked TfGM for the update noting that Members would welcome the opportunity to conduct pre decision scrutiny on future items.

- RESOLVED:**
1. That the comments of the report be noted.
  2. That the Committee be kept updated on progress.
  3. That Members submit any signage suggestions to TfGM for consideration.
  4. That officers note the Committee's desire to undertake pre-decision scrutiny wherever possible.

**M77/HPE GREATER MANCHESTER SPATIAL FRAMEWORK (GMSF)**

Members considered a report which outlined the rationale for delaying the consultation on the next version of the GMSF plan until October to enable the implications of the Office for National Statistics (ONS) 2016 Sub National Population Projections (SNPP) published on 24 May 2018 can be carefully considered. The GMCA's Head of Planning Strategy, Anne Morgan introduced the item highlighting that the scale of growth is a critical component

of the plan – ensuring that the right number of new homes in Greater Manchester (GM) are planned for.

In discussion, the main areas covered were:

- Following feedback received on the last consultation a new engagement platform ‘Citizen Space’ has been procured. The Chair welcomed the detail of the report noting that it was useful to review the live examples of the new system being used in other areas noting that the language used was very clear.
- Discussions took place about the communications plan noting that a range of methods will be used to engage with the public including; blogs, social media and newsletters (circulated to those that have registered for updates via the website). Work is underway to develop targeted engagement plans for priority groups including young people and older people.
- Members agreed that priority must be given to brownfield sites and saving greenbelt. It was acknowledged that identifying ways to bring forward brownfield land quicker is a challenge and discussions are underway with Government as part of the Housing Package. The Town Centre challenge is focussed on galvanising interest in town centres in order to reduce the green space which needs to be built on. Demonstrating that we having a viable 5 year land supply would strengthen the position in relation to saving greenfield and greenbelt.
- One Member explored what work is being undertaken to reduce empty homes. It was acknowledged that there had been significant work to reduce empty homes and the proportion had reduced significantly but this varied by district. Increasing the council tax on empty homes had been a significant driver. The GMCA’s Head of Planning agreed to confirm the volume of empty homes in Bury with colleagues.

- APPROVED:**
1. That the contents of the report be noted.
  2. That the GMCA confirm the number of empty homes in Bury.

**M78/HPE REGISTER OF KEY DECISIONS – JULY 2018**

The Register of Key Decisions was noted.

- RESOLVED:** That the Register of Key Decisions be noted.

**M79/HPE WORK PROGRAMME**

A report was presented that set out the Committee’s work programme for Members to develop, review and agree.

The Chair suggested the following areas be reviewed this municipal year:

- Roughsleeping – month to be confirmed
- Buses (October)
- Waste Procurement – Technical solutions (September)

The Statutory Scrutiny Officer agreed to update the work programme accordingly.

Members were asked to contact the Statutory Scrutiny Officer with any suggested items for inclusion in the work programme.

- RESOLVED:**
1. That the Statutory Scrutiny Officer update the work programme as outlined above.
  2. That any further suggestions from Members be submitted to the Statutory Scrutiny Officer.

**M80/HPE      DATE AND TIME OF NEXT MEETING**

It was noted that the next meeting would take place on Thursday 16 August at 10.30 am at GMCA offices.



### MINUTES OF A MEETING OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE TUESDAY 19 JUNE 2018 1.00PM, AT TRAFFORD TOWN HALL

#### PRESENT

Councillor Nathan Evans	Trafford Council (Chair)
Councillor Hamid Khurram	Bolton Council
Councillor Tim Pickstone	Bury Council
Councillor Annette Wright	Manchester City Council
Councillor Raymond Dutton	Rochdale Council (Substitute)
Councillor Peter Malcolm	Rochdale Council
Councillor David Jolley	Salford City Council
Councillor Yvonne Guariento	Stockport Council
Councillor John Bell	Tameside Council
Councillor Gillian Peet	Tameside Council

#### ALSO IN ATTENDANCE

Dawn Docx	Interim Chief Fire Officer, Greater Manchester Fire & Rescue Service (GMFRS)
Leon Parkes	Assistant Chief Fire Officer – Service Support, GMFRS
Gwynne Williams	Deputy Monitoring Officer, GMCA
Richard Paver	Treasurer, GMCA
Jane Forrest	Assistant Director, Public Service Reform, GMCA
Maura Appleby	Stockport Council
Susan Ford	Statutory Scrutiny Officer, GMCA
Emma Stonier	Governance and Scrutiny, GMCA

#### CI/01/18 APPOINTMENT OF CHAIR 2018/19

The Statutory Scrutiny Officer asked for nominations from Members for the role of Chair for the 2018/19 Municipal Year. Councillor Peter Malcolm (Lab, Rochdale) proposed Councillor Nathan Evans (Con, Trafford) and Councillor John Bell (Con, Tameside) seconded the proposal. It was agreed that Councillor Nathan Evans (Con, Trafford) be appointed as Chair

of the Corporate Issues and Reform Overview and Scrutiny Committee for the 2018/19 Municipal Year.

**RESOLVED:**

That Councillor Nathan Evans (Trafford) be appointed as Chair of the Committee for the 2018/19 Municipal Year.

**CI/02/18 APPOINTMENT OF VICE CHAIR 2018/19**

The Chair asked for nominations for the role of Vice-Chair. Councillor Nathan Evans (Con, Trafford) proposed Councillor John Bell (Con, Tameside) and Councillor Gillian Peet (Lab, Tameside) seconded the proposal. It was agreed that Councillor John Bell (Con, Tameside) be appointed as Vice-Chair for the 2018/19 Municipal Year.

**RESOLVED:**

That Councillor John Bell (Tameside) be appointed as Vice-Chair of the Committee for the 2018/19 Municipal Year.

**CI/03/18 MEMBERSHIP FOR THE 2018/19 MUNICIPAL YEAR**

The Committee noted its Membership appointed by the GMCA on 25 May 2018 for the 2018/18 Municipal Year.

**RESOLVED:**

That Membership for the 2018/19 Municipal Year be noted.

**CI/04/18 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Stella Smith (Bury Council), Linda Holt (Stockport), Ann Duffield (Trafford Council), Colin McLaren (Oldham) and Joanne Marshall (Wigan).

**CI/05/18 MEMBER'S CODE OF CONDUCT AND ANNUAL DECLARATION OF INTEREST FORM**

Members noted the Code of Conduct for their GMCA role. Members were reminded to complete the annual declaration of interest form and return it to the Governance and Scrutiny Officer within 28 days of their appointment onto the Committee.

**RESOLVED:**

1. That Members noted the code of conduct.
2. That Members complete the annual declaration of interest form within 28 days of their appointment onto the Committee.

**CI/06/18 TERMS OF REFERENCE**

Member's received the Terms of Reference for the Corporate Issues and Reform Overview and Scrutiny Committee.

**RESOLVED:**

That the Terms of Reference be noted.

**CI/07/18 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

There were no Chair's Announcements or urgent business raised.

**CI/08/18 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**CI/09/18 MINUTES OF THE MEETING HELD 18<sup>TH</sup> APRIL 2018**

The minutes of the meeting held 18<sup>th</sup> April 2018 were submitted for consideration.

**RESOLVED:**

That the minutes of the meeting held on 18<sup>th</sup> April 2018 be approved as an accurate record.

**CI/10/18 SCHOOL READINESS UPDATE**

Jane Forrest, Assistant Director Public Service Reform (PSR) GMCA, presented a report which provided an update on the School Readiness Work Programme in GM.

Members raised the following comments and questions:

- ) A Member asked how localities were to be made aware of the local picture for school readiness. Engagement with localities had taken place regarding the GM measurements; local measures would feed into the data collection system and working with local leads was intended to ensure that the picture for localities is understood and identifiable.
- ) How it was intended to engage with the pre-school nursery provision sector? Officers informed Members that work was underway to strengthen the links between health services (in particular health visitors) and early year's settings. Training has been rolled out on settings and lead staff appointed to assist with relationship building at a local level. The parent programme was also highlighted as being a strong lead into resource available.
- ) That schools had raised concerns about mental health issues in children at primary age level and above and how the school readiness agenda aligned with this? The importance of peri-natal attachment to mental health was highlighted and it was noted that parenting programmes had positive outcomes for children with behavioural problems and/or mental health issues. Improving transition planning, from nursery to school, was a key component and setting standards for this was being considered.
- ) What would be the difference between GM school readiness measurements and national measurements? Officers noted that the key difference would be around timings. GM wants to identify potential problems at an earlier stage so that support can be provided prior to a child reaching school. The supporting measure of success for this was currently being developed.
- ) A Member raised the ongoing issue of children starting school who were not toilet trained. GM needs to get better at identifying children in need that require more intensive support. It was hoped that the data work underway would help to assist with identifying children and families who required this support. Workforce development and training with early year's staff was also planned.

- ) Concern about the rise in the number of children on the child protection register and the ambitious 2020 target for this work was noted in relation to this context.
- ) The potential implications on schools needed to be assessed and consideration as to how this was managed was required.
- ) Issues around the identification of mental health problems and access to support was highlighted and it was questioned whether there would be more educational psychologists required to support earlier interventions? At pre-school level mental health issues were expected to be outlined in the Education/Health Care Plan. The evidence base for mental health treatments for children under 5/6 was not robust and a broader menu of early mental health interventions was important.
- ) Queries were raised about how the school readiness work would translate into practice and whether there was the requisite funding and resources available for implementation. Officers noted the importance of sharing good practice in improving measurements and the use of data in driving improvements. The data collected should enable targeted investment decisions and the identification of those children and families which need the most support. Workforce development and the ability to identify early warning signs was also a key strand to maximise the impact and skills of those working with families to improve outcomes.
- ) That it would be helpful if future reports included the previous baseline so progress could be effectively assessed.
- ) Clarity was sought regarding when the 2 year School Readiness Action Plan had commenced. Officers confirmed that the start date had been 1 April 2018. Members requested that the report scheduled for November 2018 included progress made against the action plan.
- ) Had there had been any pushback from localities regarding the recommended actions/measurements? Officers noted that the GMCA had worked with localities to understand joint priorities and identify gaps. The final plan and priorities had been developed in partnership.
- ) A Member asked whether there was any specific developments relating to children entering school who either no English or with English as a second language. It was highlighted that one of the school readiness measurements in development looked at increasing communication and language development. The University of Manchester has also carried out research tracking these children and this has indicated that in the majority of cases they catch up with their peers.

Members requested that the report recommendations were strengthened to state that ‘the Corporate Issues and Reform Overview and Scrutiny Committee will assist with the development of the School Readiness Programme’.

**RESOLVED:**

- ) That the Committed assisted with driving the delivery and development of the School Readiness work programme.
- ) That the GMCA would work with the Committee’s task and finish group for School Readiness to support work programme delivery.

## CI/11/18 GMFRS PERFORMANCE OUTTURN 2017/18

Dawn Docx, Interim Chief Fire Officer, gave a report which provided an overview of the GMFRS's achievements and performance against its purpose and aims over the preceding year.

Key items highlighted were;

- ) There had been a small increase in deliberate fires compared with 2016/17, with the largest proportion of these being related to loose refuse, wheelie bins or small refuse/rubbish/recycle containers. Work was underway with partners to tackle this.
- ) That the average response time was within the target of 5 minutes 45 seconds at 5 minutes 38 seconds.
- ) 97.36% of appliances were crewed and available during 2017/18, was an improvement when compared to the 96.84% reported in 2016/17.
- ) Frontline uniformed establishment is 1239 and was currently showing a shortfall of 147 firefighters. GMFRS had a significant recruitment campaign underway and was aiming to recruit 332 firefighters over 2 years.
- ) Accidental dwelling fires had increased by 2.77% (55) when compared to 2016/17. This was the highest proportion of all the met brigades and research was being undertaken as to the reasons for this.
- ) There had been 21 fatalities as a result of fire incidents; the highest it had been for 5 years. This included the 4 fatalities at the Walkden incident and fatalities related to suicide.
- ) The number of false alarms increased by 3.6% (489) when compared to 2016/17 and 42% of false alarms originate from a non-domestic automatic fire alarm (FADA). Work was required to reduce this figure.
- ) The volume of business safety activities was down. It was highlighted that this was reflective of the number of specialist Fire Safety staff being below establishment and following the Grenfell Tower major incident, resources being redistributed in support of the High Rise Task Force and associated activities.
- ) Hostilities against firefighters had increased by 50% (31). This was noted as being unacceptable and GMFRS was working with key partners to reduce these. This increase had also been seen nationally.
- ) The recruitment campaign underway has had a significant focus on attracting females and BAME groups into the service to ensure it is more representative of the communities in GM.

Members raised the following comments and questions:

- ) What work was GMFRS undertaking to tackle sickness absences and provide support to firefighters suffering from mental health issues? GMFRS had introduced TRIM, an intervention developed by the Army to help deal with stresses. This was a tailored service and early indications were showing it was proving successful. Work has also been undertaken to reduce the stigma around mental health and to raise awareness about recognising signs of mental health problems.
- ) Whether GMFRS intended to run a media campaign, relating to hostilities against firefighters, to assist with tackling this issue. Campaigns, via social media, are all year

round regarding hostilities, especially at key times of year such as bonfire night. All attacks against firefighters were also logged. It was noted that more work was required to reduce these numbers.

- ) Members welcomed the commitment to increasing diversity and asked what actions had been taken by the Positive Action Team to reach out to under-represented groups. Members were informed that GMFRS had targeted groups, visiting a diverse range of organisations, for example gyms, mosques and community centres to engage with and demonstrate the role of a firefighter. There has also been opportunities to attend firefighter taster days.
- ) Was there a specific reason why the number of firefighters was not at the level required? Members were informed that recruitment had been on hold and this needed to be considered in the context of austerity and the requirement, like all public services, to make savings and efficiencies.
- ) Whether smoking was still a significant cause of accidental fires? It was confirmed that this remained an issue, as well as new risks from e-cigarettes, and that this continued to form a part of the prevention agenda.
- ) The differences in reporting between fire services was highlighted and Members asked whether there were any plans to align reporting to enable effective comparison between services. Fire Services now fell under the remit of HMICFRS and would be in their inspection regime this year. It was expected that this would be looked at as part of their inspection agenda.
- ) Incidents of malicious false alarms were raised and clarity sought around what these were. It was confirmed that these related to incidents where fire alarm systems have been deliberately activated or have contacted North West Fire Control indicating an occurrence of fire when this is not the case. GMFRS was committed to reducing these numbers.
- ) A Member asked whether the crewed and available figure of 97.3% was for all appliances or for those rostered to be available. This was managed on a day-to-day basis and the main reasons impacting this were noted as being; reductions in available staff, sickness absence, annual and emergency leave and overall operational staffing numbers.
- ) Attention was drawn to the increase in safe and well checks and Members asked whether there was evidence to support the benefit and impact of these. Members were updated that work had been done to assess the benefits and the future role of safe and well checks was being included in the review of GMFRS's prevention services.
- ) Whether GMFRS worked with partners across GM in relation to suicide prevention? GMFRS worked with other partners as part of their ongoing prevention strategy. A Member stressed that it was important they were involved with the GM Multi-Agency Suicide Prevention Strategy.
- ) A Member highlighted the work GMFRS undertook with the Prince's Trust which was not included in the report.
- ) Members asked for clarity around the reasons for the gender pay gap figures. This was the first year this had been published and GMFRS needed to better understand these figures. The gap has reduced as the fire service figures have now been included within the overall GMCA figures.

- ) Member's raised the possibility of the Committee visiting the new training centre at Bury to assist new and current Members in carrying out their scrutiny function in relation to fire. It was confirmed that a visit will be arranged.

**RESOLVED:**

- ) That the GMFRS performance for 2017/18 was noted.
- ) That a visit to the Fire Training Centre at Bury was arranged for all Members.

**CI/12/18 PROGRAMME UPDATE – SCRUTINY PANEL BRIEF**

Dawn Docx, Interim Chief Fire Officer, presented a report which provided an update on the progress of the GMFRS Programme for Change. The Programme for Change is being driven by the need to understand the future requirement for firefighter resources. Consultation was due to take place with staff, members of the public and the Corporate Issues and Reform Overview and Scrutiny Committee. The review will focus on 3 core aspects of provision; prevention, protection and response provision. Governance arrangements were outlined and it was noted that there was a Trade Union Forum, a Staff Reference Group and an Independent Advisory Panel (IAP) which will all feed into the Programme Board. Membership of the IAP has been drawn from the wider GMCA and includes the Chief Constable, the Director of HR at Transport for Greater Manchester (TfGM) and the HR Transition Lead at the GMCA. The Committee will be provided with regular reports on progress and the final report was expected in 2019.

Members raised the following questions and comments;

- ) That this approach provided an opportunity to apply the lessons learnt, outlined in the Kerslake Report, within GMFRS.
- ) That the IAP membership was drawn from local organisations. It was therefore asked whether there was any opportunity to have another panel member from an external organisation, for example another fire service. It was highlighted that the panel included the Chief Constable of GMP, representing a uniform organisation, who had had success in increasing workforce diversity. Additionally the IAP included other sectors which GMFRS could learn from.
- ) Whether the review could look at re-introducing fire safety inspections in schools. It was confirmed that this would be taken back for consideration in the review.

**RESOLVED:**

That the update on progress of the GMFRS Programme for Change was noted.

**CI/13/18 a) GMCA CONSTITUTION REVIEW 2018/19**

Members received a report on the GMCA Governance Review. The report had been presented to the GMCA on 27 April 2018 and the Committee were asked to note the decisions made by the Mayor and the GMCA.

The Fire Committee had been disbanded on 9<sup>th</sup> May and the Home Office had agreed to amend the Fire Order to enable responsibility to be delegated from the Mayor to the Deputy

Mayor (Policing and Crime). Permission was also being sought to rename the Police and Crime Panel and Police, Crime and Fire Panel.

A final decision regarding the set-up of the Waste and Recycling Committee was expected at the GMCA on 29 June 2018. Two nominations had been requested from each district (except Wigan) for this committee. Views were also being sought from districts as to the functions, size and membership of the Transport for Greater Manchester Committee (TfGMC). It had been decided to reconstitute the existing TfGMC until the end of July.

Members commented that clarity was needed about the functions of Scrutiny and the Police, Crime and Fire Panel in holding the fire service to account. Political representation on the Police, Crime and Fire Panel was also highlighted and it was requested that consideration was given to the panel including cross party political representation.

A Member asked about blue light collaboration and specifically whether the North West Ambulance Service (NWAS) had been incorporated in the governance review. NWAS are not under the remit of the GMCA and therefore do not fall within GMCA governance procedures. It was also noted that the Health Scrutiny Committee receives regular reports on NWAS Performance. There is a statutory duty to look at collaboration and where possible plans are shared and training coordinated between services.

#### **b) KEY DECISIONS AND BUDGET SCRUTINY**

Members considered a report which clarified the GMCA's implementation of the key decision process regarding financial matters, proposed that the financial threshold for key decisions was amended in two instances and reviewed the current budget scrutiny arrangements and sought approval to an amendment to the Committee's call-in arrangements. The amendment proposed was that if the Committee had had an opportunity to scrutinise the budget then this would not be subject to call-in procedures.

Members highlighted the proposal to exclude from the GMCA's financial threshold of £500,000 key decisions relating to the settlement of any actual or threatened legal proceedings and requested that the Scrutiny Committee was provided with information regarding these retrospectively. Officers confirmed that a mechanism to report back on these would be incorporated into the amendments.

In relation to budget scrutiny Members stated that it was crucial the Committee had the opportunity to scrutinise budget proposals in full prior to submission to the GMCA.

#### **RESOLVED:**

- ) That the Committee noted that the following categories of delegated decisions to officers do not constitute key decisions as in each case they are about the implementation of a previous decision agreed by the GMCA and /or the Mayor, which scrutiny has had the opportunity to review:
  - i. Any decision to borrow money to meet the short term borrowing requirements of the GMCA, to fund the approved capital programme, to refinance maturing debt or to restructure the long term borrowing of the GMCA in line with the provisions of the Treasury Management Strategy approved by the GMCA;



- ii. Any decision to invest funds in accordance with the Treasury Management Strategy approved by the GMCA;
- iii. The acceptance of tenders for contracts wholly or mainly involving capital expenditure where the GMCA's approval to the detailed capital scheme has previously been issued.

) That it be agreed that the GMCA's financial threshold of £500,000 for key decisions is amended to exclude decisions in the following categories:

- i. The settlement of any actual or threatened legal proceedings in the interests of the GMCA (the Committee requested that there a retrospective reporting mechanism be incorporated into procedures for these decisions);
- ii. The payment of 'passported' grants from central government whose grant conditions include express instructions on how and where monies are spent, so that the GMCA or the Mayor are unable to vary any aspect of the payment of that grant. Currently the Bus Service Operators Grants fall within this category.

) That it be agreed that the Corporate Issues and Reform Overview & Scrutiny Committee's Call-In Arrangements were amended in relation to its Budget Scrutiny functions as follows:

### **Budget Scrutiny**

Provided that the views and recommendations (if any) of the Corporate Issues & Reform Overview & Scrutiny Committee on the proposals for the Transport levy, Waste levy and statutory contributions, non-mayoral GMCA Budget, Mayor's draft General Budget and Mayoral combined authority precept have been formally reported to both the Mayor and the GMCA and considered by them, the decisions of the GMCA to set the annual budgets, levies and precept shall not be susceptible to call in.

### **CI/14/18 WORK PROGRAMME**

The Committee received the draft work programme for 2018/19. The Statutory Scrutiny Officer informed Members that the GMCA Head of Communications had requested that the GMCA Communications and Engagement Strategy Report was deferred to September. This was agreed by the Committee.

It was agreed that a 30 minute session would be held prior to the next meeting on 17 July 2018 to allow Members to focus on the work programme.

### **RESOLVED:**

That the Statutory Scrutiny Officer update the work programme as noted above.

## **CI/15/18 FUTURE MEETING DATES**

The Committee agreed the following programme of meetings for the Municipal Year 2018/19;

- ) Tuesday 17 July 2018 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 21 August 2018 at 6.00 at Churchgate House, Manchester
- ) Tuesday 18 September 2018 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 23 October 2018 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 20 November 2018 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 11 December 2018 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 22 January 2019 at 1.00pm at a venue to be confirmed
- ) Tuesday 12 February 2019 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 19 March 2019 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 16 April 2019 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 21 May 2019 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 18 June 2019 at 6.00pm at Churchgate House, Manchester
- ) Tuesday 16 July 2019 at 6.00pm at Churchgate House, Manchester



## Report to OVERVIEW AND SCRUTINY BOARD

# Who put that there?: A street charter for Oldham

### Overview and Scrutiny Lead:

Cllr Colin McLaren, Chair of Overview and Scrutiny Board

**Officer Contact:** Rebekah Sutcliffe - Strategic Director of Reform

**Report Author:** Sarah Whittle, Community Services Innovation Officer  
**Ext. 3480**

**4 September 2018**

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### Purpose of the Report

To provide an update on the implementation of the action plan for the street charter in Oldham.

### Recommendations

That the Board:-

1. Notes progress and final conclusions of the working group on the implementation of the street charter.
2. Agrees that the street charter is now embedded within the relevant responsible service areas and notes the conclusions of the 'Who Put That There' Street Charter Working Group as set out in the action plan
3. Agrees that service areas should utilise the working group as a network for any relevant issues where they are consulting on, which would potentially have an impact on blind and partially sighted residents and visitors to Oldham e.g. Town Centre Regeneration.
4. Notes that a piece of work being led by the Licensing Team in respect of A Boards and Street Furniture and will be reported on separately.

**1 Background**

- 1.1 The report provides an update on the implementation work that has been taking place following agreement by Council in March 2017 to adopt the 'Who Put That There' Street Charter for Oldham, which seeks to make Oldham more accessible for blind and partially sighted people.
- 1.2 As a reminder to the Board, the requirements detailed within the Street Charter are set out below.

We will work with blind or partially sighted people to:-

- Establish a voluntary database for those with sensory impairments and the main support groups for those with impairments – this will help us to be proactive in communicating key information at a local level to those who are blind or partially-sighted.
- Review the reporting system to ensure that our systems for reporting issues are easily accessible for blind or partially-sighted people, including the introduction of a facility for people to record that they are partially-sighted or blind when reporting an issue. This will enable us to collect specific data on issues within Oldham that are causing a problem for those who are blind or partially-sighted.
- Identify how we can engage those who are blind or partially-sighted more effectively in decision making through greater involvement and consultation when changes are being discussed or planned i.e. involvement in Road Safety audits when planning new schemes
- Identify how we can communicate most effectively and proactively about changes to highways or other issues that affect their ability to live independently and enjoy a good quality of life.
- Identify how blind or partially sighted people may be able to effectively and proactively input into the review of crossings across the borough in conjunction with TfGM and the Community Lighting Partnership.
- Identify any improvements which could be made to improve accessibility when out and about and help to promote these. For example, the focus group mentioned how yellow lines on steps would greatly assist accessibility where no such 'highlighter' exists. Additionally, Unity have suggested they work with the user group to identify works that need doing through sharing the programme of planned works in advance.
- Develop an awareness campaign aimed at:

- 
- **Residents:** asking them to consider the needs of those who are blind or partially sighted more generally, and particularly in respect of parking, putting bins out, garden maintenance etc.
  - **Businesses:** to raise the awareness of the hazards that A-boards and café furniture can cause and encourage them to adopt a safe alternative.

We will also:

- Work with licensing to review their draft 'A Board' policy, using the working group as consultees, making recommendations and support the awareness raising of the policy and its implementation. (The 'A Board' Policy will be reported separately to Overview and Scrutiny Board on 16<sup>th</sup> October 2018 by colleagues in licensing.

## 2 **Current Position**

### 2.1 A working group was formed to progress implementation of the Street Charter.

The group comprises of Councillor McLaren as Chair of the Overview and Scrutiny Board, Councillor Elaine Garry as a previous member of O&S who wished to remain involved in implementing the charter together with 3 representatives from a local organisation Henshaw's Society for Blind. The Group is supported by the Strategy, Partnerships and Policy Team who engage other officers across Council services on specific actions within the charter.

### 2.2 The group met over the last 12 months and prioritised key areas within the street charter for the initial focus, with other areas coming on stream as the work of the group evolved, . Those priorities were:-

- General awareness raising through attending existing and suitable events, such as the Your Oldham Street Markets, handing out leaflets.
- Regeneration – specifically the Town Centre master planning team to provide feedback and advice to ensure that regeneration proposals give consideration to blind or partially sighted people.
- Obstructions on the highway- specifically overhanging bushes and bins.

Initial discussions on all the actions within the street charter have been held and lead officers identified so that work can begin and updates can be provided to the group, alongside the priority work identified above.

### 2.3 The implementation plan is attached at Appendix 1. This aimed to track the actions identified by the group and those within the charter. It established the current policy / position is on the issues raised as part of the Royal National Institute for the Blind (RNIB) campaign and also considered what more can be done, if anything..

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2.4 This was a time-limited working group reporting back to Overview and Scrutiny for the last time in September 2018 with the intention that services will then work to the charter as part of their business as usual arrangements.

2.5 Next steps

- That service areas should utilise the working group as a network for any relevant issues where they are consulting on, which would potentially have an impact on blind and partially sighted residents and visitors to Oldham e.g. Town Centre Regeneration
- To ensure the group has an ongoing presence at suitable events such as Your Oldham events, as this ensures continual awareness raising.
- To create a good news story from this work via social media, bringing together any key messages for residents, businesses and visitors to the borough.

**3 Key Issues for Overview and Scrutiny to Discuss**

3.1 The Board is asked to consider the implementation plan attached at Appendix 1, noting the conclusions of the working group and how the actions are embedded within the relevant responsible service areas.

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

4.1 N/A

**5. Links to Corporate Outcomes**

5.1 The street charter is closely linked to our priorities of thriving communities and co-operative services as it seeks to engage people in our relevant design processes to make Oldham more accessible for blind and partially sighted people.

**6 Financial Implications**

N/A

**7 Legal Services Comments**

N/A

**8 Co-operative Agenda**

8.1 The project will help communities to become more aware of the issues faced by blind and partially sighted residents and visitors to the borough, and in turn will create a safer space for all. Communities will be doing their bit reducing the risk by making their streets more inclusive by cutting back over hanging bushes, keeping the highway clear.


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9	<b>Human Resources Comments</b>
9.1	N/A
10	<b>Risk Assessments</b>
10.1	N/A
11	<b>IT Implications</b>
11.1	None
12	<b>Property Implications</b>
12.1	None
13	<b>Procurement Implications</b>
13.1	N/A
14	<b>Environmental and Health &amp; Safety Implications</b>
14.1	None
15	<b>Equality, community cohesion and crime implications</b>
15.1	None
16	<b>Equality Impact Assessment Completed?</b>
16.1	No – update only.
17	<b>Key Decision</b>
17.1	No – update only.
18	<b>Key Decision Reference</b>
18.1	N/A
19	<b>Background Papers</b>
19.1	N/A



## Implementation plan


Issue/Lead	What we currently do?	What is the RNIB ideal?	Actions to be progressed / considered	Conclusion (also refer to the 'what we currently do column')
Priority identified by the working group: General awareness raising through attending existing and suitable events	Ad-hoc place specific awareness raising based around a particular issue picked up by the District Team through casework.	N/A	Liaise with Comms to identify events in 2018  Liaise with District Teams to identify events in 2018	Awareness raising took place in September 2017 and July 2018 through the Your Oldham events, where both Henshaw's and RNIB had a presence
Priority identified by the working group: How we proactively communicate and engage with those who are blind or partially-sighted when changes are being discussed or planned i.e. road schemes, highway changes	We engage with the public through consultation events, but nothing specifically around the blind and partially sighted.	N/A	Consider how we effectively engage with those who are blind or partially sighted when:- Designing highway schemes Through the town centre master planning programme  When reviewing crossings in conjunction with TfGM and the Community Lighting Partnership.	Su Barratt from the council's regeneration scheme has been fully sighted on the Who Put That There – Street Charter for the blind work.  The team have the contact details for Henshaw's and will engage with them for any appropriate advice on schemes going forward
Priority identified by the working group: Bins and rubbish bags Lead: <b>Craig Dale</b>	Bin crews are trained in placement of bins following collection with particular attention on the need to consider partially sighted or blind residents. Due to the variants in collection points we do not stipulate to residents the way in which they place bins for collection, although we do state the collection point (i.e. front of property, collection point etc).	All bin crews to be trained in why it is so important to store bins as safely as possible. Run awareness campaigns to encourage residents to be considerate in how they place their bins. Give consideration to the requirements of the Equality Act in relation to their waste collection policies.	Ensure that the reporting system is easily accessible for blind or partially-sighted people.  Run an awareness campaign aimed at residents asking them to consider the needs of those who are blind or partially sighted when putting their bin out.	We operate in line with the RNIB ideal as training takes place with staff.  Environmental services have confirmed that the numbers of complaints recorded from blind or partially sighted residents is unrecorded due to the low numbers. This would make the percentage less than 0.00%



Issue/Lead	What we currently do?	What is the RNIB ideal?	Actions to be progressed / considered	Conclusion (also refer to the 'what we currently do column')
	All crew members have at least 2 recorded inspections a month and this area of work is included in PPF's	When negotiating contracts with waste management companies, build in 'clear highway' policies as part of the contract.		Awareness campaign took place as part of the 2017 and 2018 Your Oldham campaign where both Henshaw's and RNIB had a presence
<p>Priority identified by the working group: Overgrown shrubbery and branches Lead: <b>Glenn Dale</b></p> <p>Page 3</p>  <p>PTT Overhanging shrubbery and branch</p>	<p>If we receive a report outside the normal pruning programme we will aim to inspect the site and prune the shrubs away from the public highway if they belong to the council. If the shrubs are private our colleagues in Unity will write to the landowner and ask them to cut back the shrubs from the adopted highway to their boundary. If they fail to do this within a given time then we will cut them back and charge the landowner for the work. Reportable via</p> <p>.environmentalservices@oldham.gov.uk for those owned by the council.</p>	<p>Set up accessible ways for blind and partially sighted people to report.</p> <p>Act swiftly upon these reports by alerting the residents or taking action if it is a council owned property.</p> <p>Run awareness campaigns to encourage residents to be considerate in managing their shrubbery and trees.</p>	<ul style="list-style-type: none"> <li>• Ensure that the reporting system is easily accessible for blind or partially-sighted people.</li> <li>• Provide the facility for people to record that they are partially sighted or blind when reporting an issue.</li> <li>• Run awareness campaign</li> <li>• Consider an expedited response time for these requests</li> </ul>	<p>Environmental services have confirmed that the numbers of complaints recorded from blind or partially sighted residents is unrecorded due to the low numbers. This would make the percentage less than 0.00%</p> <p>Reporting is via the Council's usual channels e.g. email, website, telephone.</p> <p>Awareness campaign took place as part of the 2017 Your Oldham campaign</p>
<p>Establish a voluntary database for those with sensory impairments and the main support groups: Strategy, Partnerships and Policy Team</p>	<p>We do not currently hold this information, we make contact through the local and national organisations that we are aware of</p>	<p>n/a</p>	<ul style="list-style-type: none"> <li>• Link to resident first programme</li> <li>• Assess complaints received and make contact with individuals to see if they would like to be included on the database.</li> </ul>	<p>Council's customer services team have been linked into this work.</p> <p>They have not received any complaints to this effect but will be mindful and compliant with the charter in any future channel</p>

Issue/Lead	What we currently do?	What is the RNIB ideal?	Actions to be progressed / considered	Conclusion (also refer to the 'what we currently do column) shift and system change
			<ul style="list-style-type: none"> <li>Share updates with those people in relation to progress of the street charter</li> </ul>	
<p>Review our reporting and access to services to ensure they are easily accessible for blind or partially-sighted people. Lead: <b>Fran Lautman</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 54</p>	<p>We offer mediated support in Access Oldham for residents to access services</p>	<p>n/a</p>	<ul style="list-style-type: none"> <li>Ensure that user requirement for blind or partially-sighted residents is built into requirements and service redesign through the Resident First Programme.</li> <li>Ensure all front-facing staff are refreshed and trained on supporting blind or partially-sighted people.</li> <li>Consider introducing a facility for people to record that they are partially sighted or blind when reporting an issue so that we can collect specific data on issues within Oldham that are causing a problem for those who are blind or partially sighted.</li> </ul>	<p>Council's customer services department have been linked into this work.</p> <p>They have not received any complaints to this effect but will be mindful and compliant with the charter in any future channel shift and system change</p>
<p>Analyse the number and nature of complaints from blind or partially-sighted people</p>	<p>Consideration of this action to be progressed by the working group</p>	<p>n/a</p>	<ul style="list-style-type: none"> <li>Consider targeted activity in any residential area to help relieve the most persistent and dangerous hotspots</li> <li>Work with Ward Councillors, residents and community groups to identify local</li> </ul>	<p>No complaints have been made which have been specifically notes as being made from blind and partially sighted residents and visitors to the borough</p>

Issue/Lead	What we currently do?	What is the RNIB ideal?	Actions to be progressed / considered	Conclusion (also refer to the 'what we currently do column)
<p>A-Boards and Café Furniture Lead: <b>John Garforth</b></p>  <p>What can I do about... A boards.do</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 5</p>	<p>Previously we had no Policy on this and did not enforce.</p> <p>Through the Street Charter work, the council now has a draft policy which includes enforcement.</p> <p>The Who Put That There Working group have reviewed this, make recommendations and the final version of the policy is being presented to Overview and Scrutiny on 4 September 2018</p>	<p>RNIB supports a complete ban on A-boards.</p>	<p>solutions</p> <ul style="list-style-type: none"> <li>• Ensure that the reporting system is easily accessible for blind or partially-sighted people.</li> <li>• Provide the facility for people to record that they are partially sighted or blind when reporting an issue.</li> <li>• We could do an awareness campaign through social media and Borough Life asking business owners to be mindful of where the A-Boards are positioned.</li> </ul>	<p>A draft A Board Policy has been developed and was considered by the July meeting of the Who Put That their working group.</p> <p>This will be reported separately by the Licensing Team to O&amp;S.</p>
<p>Pavement Parking Lead: <b>GMP rep (to be identified) Peter Wood</b></p>  <p>WPTT Parking on Pavements.doc</p>	<p>Pavement parking is a real issue not just for people who are visually impaired or blind, but the wider community.</p> <p>We receive several calls daily regarding obstruction due to parking on the pavement.</p> <p>Our TPCSO's attend many of the incidents and will act on a complaint by issuing a TOR (Traffic Offence Report) but they will not actively go out ticketing vehicles parked on the pavement.</p>	<ul style="list-style-type: none"> <li>• Review LA policy in relation to pavement parking</li> <li>• Ban pavement parking</li> <li>• Use existing powers such as Traffic Regulation Orders (TROs) to introduce bans where practical</li> <li>• Work with the police to use their existing powers under the Highways Act and other legislation to</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the reporting system is easily accessible for blind or partially-sighted people.</li> <li>• Provide the facility for people to record that they are partially sighted or blind when reporting an issue.</li> <li>• Run an awareness campaign aimed at residents asking them to consider the needs of those who are blind or partially sighted when parking on the pavement if absolutely necessary.</li> </ul>	<p>Awareness campaign took place as part of the 2017 and 2018 Your Oldham campaign where both Henshaw's and RNIB had a presence</p>

Issue/Lead	What we currently do?	What is the RNIB ideal?	Actions to be progressed / considered	Conclusion (also refer to the 'what we currently do column')
		<p>keep the pavement clear of obstructions caused by parked cars.</p> <ul style="list-style-type: none"> <li>• Work with police, local authorities and other stakeholders to raise awareness of the issue with the general public.</li> </ul>		
<p>Pedestrian Crossings Lead: <b>Steve Irvine / Gordon Anderson</b> Page 56  WPTT Pedestrian Crossings (Feb 2015)</p>	<p>The provision of a pedestrian crossing can come about in a number of ways, as follows:</p> <p>(i) As part of a <b>Casualty Reduction Scheme</b> where there is evidence of pedestrian related accidents taking place on the highway.</p> <p>(ii) As part of a <b>Planning</b> requirement stipulated by the Authority where a new development is likely to increase the demand to cross the highway at a particular point</p> <p>(iii) Following a request from the <b>Public or Ward Councillors</b> where there is a user demand but not necessarily a significant</p>	<ul style="list-style-type: none"> <li>• Review their policy in relation to pedestrian crossings.</li> <li>• Work with blind and partially sighted people to review and audit their crossings.</li> <li>• Enforce national guidance when it comes to the use of audible beeps, rotating cones and tactile paving.</li> <li>• Regularly monitor and maintain the accessibility of crossings and look at increasing the crossing times, especially in busy areas.</li> <li>• Ensure that reporting processes for</li> </ul>	<ul style="list-style-type: none"> <li>• We could be more proactive in encouraging partially sighted or blind residents to feed into the planning and consultation process.</li> <li>• Ensure that the reporting system is easily accessible for blind or partially-sighted people.</li> <li>• Provide the facility for people to record that they are partially sighted or blind when reporting an issue.</li> </ul>	<p>Su Barratt from the council's regeneration scheme has been fully sighted on the Who Put That There – Street Charter for the blind work.</p> <p>The team have the contact details for Henshaw's and will engage with them for any appropriate advice on schemes going forward – so that they are part of the consultation.</p>

Issue/Lead	What we currently do?	What is the RNIB ideal?	Actions to be progressed / considered	Conclusion (also refer to the 'what we currently do column)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 57</p>	<p>accident problem.</p> <p>TfGM operate annual inspections of all of the Signalised Crossings in the Borough. The Community Lighting Partnership inspect Zebra Crossing Belisha Beacons in the Borough.</p> <ul style="list-style-type: none"> <li>• <b>What is the process for people reporting issues?</b> Faults or issues are received by Unity Traffic Section who forward them to TfGM. Faults or issues are submitted directly to TfGM on their website.</li> </ul>	<p>potential new crossing points are accessible for blind and partially sighted people.</p>		
<p>Tactile paving Lead: <b>Steve Irvine / Gordon Anderson</b></p>	<p>Oldham Council carry out a various types of improvements and enhancement to the adopted Highway Network and Public Realm areas that involve laying Tactile Paving.</p> <p>For all such installations we adopt the requirements for Tactile Paving that are contained within Department for Transport Guidelines and Regulations.</p> <p>Depending upon the size of the particular scheme the Design</p>	<ul style="list-style-type: none"> <li>• Ensure authorities fulfil the requirements of the Equality Act in particular the Public Sector Equality Duty</li> <li>• Remind authorities of the importance of the use of kerbs and the potential discriminatory effect of removing them</li> <li>• Remind authorities of the issues they should apply their minds to when</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<p>Su Barratt from the council's regeneration scheme has been fully sighted on the Who Put That There – Street Charter for the blind work.</p> <p>The team have the contact details for Henshaw's and will engage with them for any appropriate advice on schemes going forward, so that they are part of the consultation.</p>

Issue/Lead	What we currently do?	What is the RNIB ideal?	Actions to be progressed / considered	Conclusion (also refer to the 'what we currently do column)
	<p>Team carry out a vulnerable road user assessment.</p> <p>With regards to criteria, facilities are designed to best address an actual (or suppressed) demand, existing or anticipated desire lines or a particular road safety issue.</p>	<p>removing railings and other barriers</p> <ul style="list-style-type: none"> <li>• Advise against the use of a 25mm kerb</li> </ul>		

## **Who put that there!**

### **The barriers to blind and partially sighted people getting out and about**

#### **Overhanging shrubbery and branches**

Many campaigners have described the problems caused by overhanging branches and shrubbery when walking around their local area, particularly in the summer months.

As Paul told us, “I think that very little is done to tackle shrubbery which spills from residential properties and past their property boundaries. For me, as a Guide Dog user, this is a nightmare especially on narrow paths as it causes my dog to take a wider line and head towards the road, or alternatively puts us dangerously close to other obstacles. Overhanging foliage which often catches me in the face, rose bushes are the worst.”

#### **The Law**

There is a significant amount of legislation, regulations and guidance which are relevant to blind and partially sighted people’s access to the street environment.

#### **Keeping the streets clear**

Under the Highways Act 1980 it is the duty of the highway authority to assert and protect the rights of the public to use and enjoy the highway (the term ‘highway’ in this instance meaning pavements). They also have a duty to prevent obstruction to the highway (again this means keeping streets clear!).

So streets should be kept clear of obstacles and clutter, enabling people to walk along them without any problems.

Section 154 of the Highways Act enables local authorities to require the owners or occupiers of land to remove overhanging branches and hedges which cause an obstruction or inconvenience to pedestrians. Local Authorities will also be liable for any damage/injury resulting from overhanging branches etc as a result of the law relating to nuisance

where they are aware (or ought reasonably to have been aware) of the nuisance or danger caused by the branches.

### **Providing accessible information to all**

The Equality Act 2010 makes it unlawful for public authorities, including highways authorities, to discriminate in the exercise of a public function. They also have a duty to make reasonable adjustments including changing practices, policies and procedures which have a discriminating effect and to take reasonable steps to enable disabled people to avoid substantial disadvantages caused by physical features. The Act also requires local authorities to provide information that is accessible for everyone.

### **What we think should happen**

Local authorities should explore the following options, with blind and partially sighted people for inclusion in their 'street charter':

- Set up accessible ways for blind and partially sighted people to report overgrown shrubbery and branches.
- Act swiftly upon these reports by alerting the residents or taking action if it is a council owned property.
- Run awareness campaigns to encourage residents to be considerate in managing their shrubbery and trees.

### **For more information contact**

Please visit [www.nib.org.uk/onmystreet](http://www.nib.org.uk/onmystreet) for access to more information and resources.

RNIB have Regional Campaign Officers all over England (and campaigns teams in Northern Ireland, Scotland and Wales).

Tel: 020 7391 2123  
Email: [campaigns@nib.org.uk](mailto:campaigns@nib.org.uk)  
Twitter: [www.twitter.com/RNIB\\_campaigns](http://www.twitter.com/RNIB_campaigns)

### **References**

[1] Who put that there! – RNIB Campaign Report, February 2015

[End]



## **What can I do about - Advertising boards (A-boards)**

### **So what's the problem?**

A-boards are used by businesses and other organisations to advertise on the pavement. They are heavy boards in an 'A' shape scattered across walkways, sometimes causing a dangerous obstruction.

It is essential for blind and partially sighted people to have a clear route along a pavement. The proliferation of A-boards can make it difficult for those with sight difficulties to negotiate the path. This can result in them walking into A-boards and injuring themselves, or inadvertently walking into the road whilst attempting to avoid these obstructions. Falling over or bumping into an A-board can be painful and can adversely affect blind and partially sighted people's confidence and mobility. The over use of A-boards can restrict their freedom and opportunity to participate in their local community.

Consequently, RNIB supports a complete ban on A-boards. This would enable many people to walk along their local streets without fear of colliding with heavy, painful obstructions. Currently, there is no evidence which suggests that a complete ban will have an adverse economic impact on traders. We believe a complete ban places all traders on the same footing regardless of the width of pavement outside their premises.

### **A-boards and the law**

#### **Highways Act 1980**

Section 130 (1) of the Highways Act 1980 imposes a duty on the Highways to assert and protect the rights of the public to use and enjoy the highway. This general duty is reinforced by s.130 (3) which states that the highway authority have a duty to prevent, as far as possible, the obstruction of the highway.

Not every obstruction of the highway will be unlawful, some obstructions such as vehicles unloading or erected scaffolding may be considered a reasonable use of the highway. Use of the highway is a matter of give and take. However, in RNIB's view, obstructions to the highway caused by A-boards, parking on pavements or (wheelie) bins are unlikely to be considered a reasonable use of the highway.

## **Equality Act 2010**

Under the provisions of the Equality Act 2010, it is unlawful for service providers and those exercising public functions, including highways functions, to discriminate against disabled people. This includes a duty not to indirectly discriminate and to make reasonable adjustments where existing arrangements place a disabled person at a substantial disadvantage. In RNIB's view, a failure by a Highways Authority to exercise its duties under the Highways Act to prevent highway obstructions, places blind and partially sighted people at a particular (substantial) disadvantage and therefore is in breach of the Equality Act.

As the duties under the Highways Act are statutory duties, we consider that it is unlikely that a local authority will succeed in arguing that exercising their duties under the Act would be unreasonable or not proportionate.

## **If A-boards are a problem in your area, you can take the following steps:**

### **1. Collect evidence**

This is an important first step. You need to be able to prove why A-boards are a problem and how they are impacting on your daily life. Find examples of where the problem is particularly bad, perhaps this is on a narrow part of the high street or a busy junction. Find a person with a digital camera that can take pictures of the A-boards and show how they can inconvenience and block a person's journey.

It would also be useful to outline if a particular type of A-board is a problem, for example if an A-board has a rotating or swing board which makes it a particular hazard. If someone has had an accident or injury as a result of an A-board, document this as much as you can.

Sometimes an A-board is not outside the business it is advertising, it could be useful to measure how far away from the business the A-board is and whether it could be put in a more appropriate place.

**Please ensure the safety of anyone involved in this - no-one should put themselves at risk.**

## **2. Find other people affected by A-boards**

Find other people who also have difficulties moving around as a result of A-boards. This could be other blind and partially sighted people, parents who use pushchairs and people who use wheelchairs or other mobility aids. Create a group and establish a means to communicate, possibly via email, phone or an initial first meeting; whichever suits you best.

## **3. Contact your local Councillor**

Alert your local councillor to the problem. You can find their name and contact details at your local library or at your town hall. You have a number of local councillors, so if the first one you contact isn't receptive, contact another in your area.

Explain why it is an issue and outline the work and research that you have already done. Invite your councillor to join you on a walk of the area where the A-boards are the worst and show them why it is a problem for you.

## **4. Establish if your Local Authority has a policy on A-boards**

You can find this out by looking on the local authority website. If you can't find any reference to A-boards on the website, then phone up the authority and ask to speak to a person in the highways department. If your local authority does have guidance on A-boards, you can examine whether the A-boards causing you a problem are contravening the guidance. If this is the case, contact the highways department or draft a letter, alerting them to this fact and ask them what action they will take.

Some local authorities charge for A-boards to be licensed and issue guidance with the licence. This helps the local authority keep a record of

how many A-boards are in the town/area. Ask the local authority how many A-boards have a current licence and on what grounds they are issued. At this point you might have the opportunity to influence the criteria for A-boards by further negotiation with the local authority. This would be a separate strand to the campaign, please contact RNIB campaigns to help with this.

If your local authority does not have any guidelines or policies on how they manage the use of A-boards, this needs to be highlighted to your councillor. You can also ask your council to develop some guidance, and offer to have an input into its design.

## **5. Enforcement**

Enforcement of A-board guidelines (if there are any) is often part of the role of a council's licensing or environmental officer. A-board enforcement can sometimes be lower down the list of their priorities. Try to find out if any A-boards have been removed recently by officers (or any other department in the local authority). Try to find out on what criteria an A-board is moved and on what basis it is returned to the business.

## **6. Contact your local newspaper**

This issue impacts upon many people including parents with pushchairs, people who use wheelchairs and people with reduced mobility. As it is an issue that can be resolved at a local level, it is likely that your local newspaper will be interested in running the story. Give the pictures and evidence that you collected for your councillor to the journalist. Be ready to supply an individual who is happy to be part of the story and possibly have their photo taken and published.

## **7. Be positive**

RNIB do not want local traders to lose business and does not seek to increase any effects of the economic downturn. A complete ban on A-boards places all traders on the same footing, and makes it fair for everyone regardless of the width of pavement outside a business. The local authority can work with traders to develop more effective forms of advertising that do not have a negative impact upon disabled people.

Never try to remove an A-board yourself or attempt to damage it. An A-board is someone else's property, and it is essential that you take correct and appropriate action throughout your campaign.

## **Contact your local RNIB campaigns team**

RNIB have Regional Campaign Officers all over England (and campaigns teams in Wales and Scotland) who can help you plan your campaign. We can put you in touch with your regional campaigns officer who can help.

Please contact us to tell us about problems with A-boards - we need to know!

Telephone: 020 7391 2123

Email: [campaigns@rnib.org.uk](mailto:campaigns@rnib.org.uk)

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## **Who put that there!**

### **The barriers to blind and partially sighted people getting out and about**

#### **Parking on Pavements**

Research undertaken by RNIB shows that people with sight loss most commonly collided with cars parked on pavements more than any other pavement obstruction [1].

Drivers that use the pavement for parking, often think they are doing the right thing by keeping the road clear, but fail to realise the consequences of their vehicle now blocking the footpath. The impact is that people with sight loss cannot see the obstruction until it is too late, and collide with the parked vehicle. Often there is insufficient space for pedestrians to get past and they are forced to walk out into the road. This puts blind and partially sighted people at much greater risk from traffic.

- Sarah's experience – "Often with cars parked on pavements, I can't squeeze past. To get around, I have to go into the road around the car. On busy, main roads this can be quite scary."

#### **The Law**

There is a significant amount of legislation, regulations and guidance which are relevant to blind and partially sighted people's access to the street environment.

#### **Keeping the streets clear**

Under the Highways Act 1980 it is the duty of the highway authority to assert and protect the rights of the public to use and enjoy the highway (the term 'highway' in this instance meaning pavements). They also have a duty to prevent obstruction to the highway (again this means keeping streets clear!).

It is a criminal offence under the Highways Act (and the Town and Police Clauses Act) to wilfully obstruct free passage along the highway and to deposit anything on the highway which causes an interruption to, or obstruction of, the highway.

So streets should be kept clear of obstacles and clutter, enabling people to walk along them without any problems.

### **Providing accessible information to all**

The Equality Act 2010 makes it unlawful for public authorities, including highways authorities, to discriminate in the exercise of a public function. They also have a duty to make reasonable adjustments including changing practices, policies and procedures which have a discriminating effect and to take reasonable steps to enable disabled people to avoid substantial disadvantages caused by physical features. The Act also requires local authorities to provide information that is accessible for everyone.

### **Inclusive Mobility**

The Department of Transport have published "Inclusive Mobility - A Guide to Best Practice on Access to the Pedestrian and Transport Infrastructure". The aim of this guidance was to provide advice on best practice to assist professionals working in this field and enable them to meet their responsibilities under the Disability Discrimination Act 1995 (DDA) (now the Equality Act - see above). There is much in it for Highways Authorities to note. For example:

"Apart from roadworks and scaffolding, there are many other, sometimes temporary, obstructions that can cause problems for disabled people, particularly those with visual impairments. **A-frame advertisement boards placed outside shops, ladders, overhanging tree branches, dustbins, vehicles and bicycles parked on pavements** are all potential hazards.

Wherever feasible, obstructions of this kind **should be kept to a minimum** and should not encroach on the clear space (horizontal and vertical) needed to provide safe passage for pedestrians [**emphasis added**]."

Under the Equality Act Public Sector Equality Duty (PSED), public authorities, including highways authorities are also required to have due regard to the need to eliminate discrimination under the Equality Act and to achieve equality of opportunity between disabled and non disabled people. This means anyone responsible for looking after the street environment has a responsibility to eliminate and tackle problems that make a highway inaccessible for disabled people. It is simply not an option to leave things as they are.



Under section 72 of the Highways Act 1835, it is an offence to:  
"wilfully ride upon any path or causeway by the side of any road made or set apart for the use or accommodation of foot passengers or shall wilfully lead or drive any carriage of any description upon any such footpath or causeway."

Regulation 103 of the Road Vehicles (Construction and Use) Regulations 1986 states that:

"No person in charge of a motor vehicle ...shall cause or permit the vehicle to stand on a road so as to cause unnecessary obstruction of the road."

This includes vehicles parked on footpaths. Contravention of this regulation is a criminal offence and the police can require removal of the vehicle.

Rule 244 of the Highway Code states:

"You **MUST NOT** park partially or wholly on the pavement in London, and should not do so elsewhere unless signs permit it. Parking on the pavement can obstruct and seriously inconvenience pedestrians, people in wheelchairs or with visual impairments and people with prams or pushchairs."

### **What we think should happen**

Local authorities should explore the following options, with blind and partially sighted people:

- Review their policy in relation to pavement parking. A postcode lottery approach to policy and decision making by those who have an impact on the design and enforcement of the street environment is having a negative impact on blind and partially sighted people. Local authority staff, residents and businesses would all benefit from more clarity, and policy statements would help inform decision making at a local level. It would also help to address some of the inequality due to local authorities taking differing approaches to some of the most common problems.
- Ban pavement parking (as it is in London) and support national legislation to do this.
- Use existing powers such as Traffic Regulation Orders (TROs) to introduce bans where practical, as in London.
- Work with the police to use their existing powers under the Highways Act and other legislation to keep the pavement clear of obstructions caused by parked cars.
- Work with police, local authorities and other stakeholders to raise awareness of the issue with the general public.

**For more information contact**

Please visit [www.nib.org.uk/onmystreet](http://www.nib.org.uk/onmystreet) for access to more information and resources.

RNIB have Regional Campaign Officers all over England (and campaigns teams in Northern Ireland, Scotland and Wales).

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**References**

[1] Who put that there! – RNIB Campaign Report, February 2015

[End]

## Who put that there!

### The barriers to blind and partially sighted people getting out and about

#### Pedestrian Crossings

Crossing the street is an essential part of negotiating our built environment. The provision or absence of accessible crossing points affects blind and partially sighted people's desire and ability to use their local streets. The lack of an accessible crossing point means people with sight loss are left with real difficulties in getting across roads. This severely restricts their ability to get around independently and can mean increased reliance on an assistant.

RNIB research has shown that people have to walk long distances to get to an accessible crossing point, that crossing beacons have faulty audio and tactile indicators, or that audio and tactile indicators are missing [1].

Where a crossing is not fitted with dual audio and tactile indicators, it is a hazard. This is because many blind and partially sighted people cannot see on-coming traffic and therefore rely entirely on the beacon as their primary source of safety information.

- Joyce's experience - "I have some peripheral vision, and can walk around with a symbol cane in daylight. Unfortunately I can't go out at night at all as I just can't see anything. In my town I only have one crossing with a cone on. I constantly ring the council, as the audible signals often don't work. In order to cross the road safely, I need to hear the sound from the other side of the road. Hearing the sound on the opposite side of the road, helps me walk in a straight line, I walk towards the noise. If this isn't working, it's a big problem. I often have to plan my route, I can't be spontaneous. I don't let it stop me going out though, because if I stopped going out I'd never go out again."

## **The Law**

There is a significant amount of legislation, regulations and guidance which are relevant to blind and partially sighted people's access to the street environment.

## **Equality Act**

Local authorities have a duty to promote and include disability equality in their work and the planning and installation of pedestrian crossings is covered.

Equality Act 2010 states that it is unlawful for a public authority to discriminate in the exercise of its public functions. This includes highways functions. Section 20 (4) requires that where a physical feature (which includes increases in traffic) puts a disabled person at a substantial disadvantage in comparison to a person who is not disabled, an authority is required to take such steps as is reasonable to have to take to avoid the disadvantage.

As well as the requirements of the Equality Act, outlined above the following provisions are relevant:

Guidance on the use of tactile paving surfaces, published by the Department for Transport, advises the use of tactile paving at crossings. This guidance is mandatory unless the local authority has a good reason to depart from it.

Local Transport Note 2/95 The Design of Pedestrian Crossings recommends the use of audible **and** tactile signals unless local conditions suggest otherwise. Again this guidance should be followed unless there is a good reason to depart from it.

## **Inclusive Mobility**

The Department of Transport have published "Inclusive Mobility - A Guide to Best Practice on Access to the Pedestrian and Transport Infrastructure". It clearly states:

"Tactile indicators should not be considered as a substitute for audible signals as they are required by different people, although some will benefit from both."

In relation to the likely requirements of the Equality Act, the following example is taken from guidance published by the Disability Rights Commission (predecessor of the Equality and Human Rights

Commission) in relation to the Disability Discrimination Act. It is likely to be persuasive in relation to the interpretation of the Equality Act:

“A highway/roads authority is installing a new pedestrian crossing at a busy junction. The highway authority is likely to be carrying out a public function in determining that the crossing is required, where to site the crossing and what type of crossing it will be. It will thus be covered by the public authority function provisions. When designing the crossing the authority considers the design requirements of disabled people. Consequently, it consults with disability groups and ensures that the crossing has a flush kerb, is fitted with audible, visual and tactile indicators and that the appropriate tactile paving is installed. It also ensures that there is adequate time allowed for the ‘safe to cross’ phase.”

### **Providing accessible information to all**

The Equality Act 2010 makes it unlawful for public authorities, including highways authorities, to discriminate in the exercise of a public function. They also have a duty to make reasonable adjustments including changing practices, policies and procedures which have a discriminating effect and to take reasonable steps to enable disabled people to avoid substantial disadvantages caused by physical features. The Act also requires local authorities to provide information that is accessible for everyone.

### **What we think should happen**

Local authorities should explore the following options, with blind and partially sighted people:

- Review their policy in relation to pedestrian crossings. A postcode lottery approach to policy and decision making by those who have an impact on the design and enforcement of the street environment is having a negative impact on blind and partially sighted people. Local authority staff, residents and businesses would all benefit from more clarity, and policy statements would help inform decision making at a local level. It would also help to address some of the inequality due to local authorities taking differing approaches to some of the most common problems.
- Work with blind and partially sighted people to review and audit their crossings.
- Enforce national guidance when it comes to the use of audible beeps, rotating cones and tactile paving.
- Regularly monitor and maintain the accessibility of crossings and look at increasing the crossing times, especially in busy areas.

- Ensure that reporting processes for potential new crossing points are accessible for blind and partially sighted people.

**For more information contact**

Please visit [www.rnib.org.uk/onmystreet](http://www.rnib.org.uk/onmystreet) for access to more information and resources.

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Twitter: [www.twitter.com/RNIB\\_campaigns](http://www.twitter.com/RNIB_campaigns)

[End]



## Report to OVERVIEW AND SCRUTINY BOARD

# Land Value Taxation

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

**Officer Contact:** Ray Ward, Executive Director of Corporate and Commercial Services

**Report Author:** Andrew Moran, Assistant Director of Finance  
**Ext.** 4467

**4 September 2018**

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### Reason for Decision

This report has been prepared in response to the motion entitled 'Land Value Taxation (LVT) considered by Full Council on 28 March 2018.

### Executive Summary

Further to the motion considered at Full Council on 28 March 2018, this report explains the history behind LVT and its basis in economic theory along with the advantages and disadvantages associated with this form of taxation.

As the motion considered at Full Council suggested LVT could replace taxation levied through Council Tax and Business Rates, the report also considers the implications for tax administration at the local authority level and highlights some of the issues for the Local Government Finance System that may arise on transition from current forms of local taxation to LVT.

### Recommendations

It is recommended that Overview and Scrutiny Board considers the report and provides comment and direction as appropriate.

**Land Value Taxation****1. Background**

- 1.1. The Land Value Taxation Campaign, defines Land Value Taxation as a method of raising public revenue by means of an annual charge on the rental value of land.
- 1.2. The Council Meeting of 28 March 2018 considered a motion entitled Land Value Taxation (LVT). The motion states that LVT:
  - is typically levied against the unimproved value of land, not taking into account any buildings, services or on-site infrastructure;
  - could be revenue-neutral - the revenue raised could replace taxation levied through Council Tax and Business Rates;
  - would encourage owners of vacant sites, particularly brown-field sites, to develop them for business or residential use more quickly, where planning permission has been granted. This would discourage developers from land-banking and lead to more house building and the creation of more businesses and jobs;
  - is cheap to collect and very difficult to evade.
- 1.3. The motion also states:
  - Some form of LVT is already successfully in operation in over 30 countries (including Australia, Hong Kong, Japan, Singapore and several US states);
  - The International Monetary Fund, the Institute of Economic Affairs and the Organisation of Economic Co-operation and Development have all come out in favour of the tax;
  - A Private Members Bill was introduced in Parliament by Caroline Lucas MP supporting LVT, and the proposal has cross-party support in principle;
  - The Scottish and Welsh Governments are currently investigating the options for implementing such a tax;
  - The Parliamentary Communities and Local Government Committee have just conducted an enquiry into the efficacy of various taxation methods to 'capture' increases in land value;
  - The Government has appointed a panel of experts, chaired by Sir Oliver Letwin, charged with carrying out a review to 'explain the gap between the number of planning permissions being granted (for houses) against those built in areas of high-demand'.
- 1.4. The motion also requested that the Chief Executive writes to:
  - Sir Oliver Letwin as Chair of a Review to 'explain the gap between the number of planning permissions being granted (for houses) against those built in areas of high-demand' outlining the Council's position and asking the panel to give serious consideration to recommending to Government that LVT be introduced as a means to discouraging land-banking and accelerating housing development;
  - The Council's three local Members of Parliament asking for their support for this position.
- 1.5. To support discussion and debate at the Overview and Scrutiny Board, this report explains the history behind LVT and its basis in economic theory along with the advantages and disadvantages associated with this form of taxation. In addition, as the motion suggested LVT could replace taxation levied through Council Tax and Business Rates, the report will consider how the tax might be administered and will highlight some of the issues for the Local Government Finance System that may arise on transition from



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current forms of local taxation to LVT. Members are also invited to comment on the motion's request to write to Sir Oliver Letwin and local Members of Parliament.

## 2. **Current Position**

### History of LVT and Basis in Economic Theory

- 2.1. LVT was first popularised by the political economist Henry George during the 19th Century. In his work *Progress and Poverty* (published 1879), George proposes a single tax on land values with land being defined as everything "that is freely supplied by nature". Other classical economists including Adam Smith and David Ricardo are also said to have been advocates of this form of taxation.
- 2.2. Most forms of taxation are said to distort economic decisions and suppress beneficial economic activity. For example, income tax reduces the reward and incentive to work whilst VAT inflates the price of items that are for sale which affects the level of demand for goods and services.
- 2.3. LVT in its purest form would be payable regardless of how well or poorly land is actually used. Advocates of LVT state that the supply of land is essentially fixed and that land rents depend on what tenants are prepared to pay, rather than on landlord expenses. Landlords would be liable for LVT but the nature of the market for land would effectively prevent landlords from passing their LVT liability through to tenants via higher rent. LVT is said to be justified for economic reasons because it does not deter production, distort markets, or otherwise create a loss of economic efficiency.
- 2.4. Advocates of LVT also assert that land derives its value primarily from its location and proximity to other economic activity, infrastructure and services rather than from activity that takes place on the land itself. Those in favour of LVT as a form of taxation suggest it is unfair for land owners to profit (through higher rents) from the economic endeavours of others or from infrastructure and services paid for by other means.
- 2.5. Much has been written about the subject of LVT over many years. A list of hyperlinks to web articles and further reading are included at Appendix One.

### Advantages

- 2.6. The Land Value Taxation Campaign lists the following as being advantages for LVT:

**A natural source of public revenue** - All land makes its full contribution to the Exchequer, allowing reductions in existing taxes on labour and enterprise.

**A stronger economy** - Taxing labour, buildings or machinery and plant, discourages people from constructive and beneficial activities and penalises enterprise and efficiency. The reverse is the case with a tax on land values, which is payable regardless of whether or how well the land is actually used. It is a payment, based on current market value, for the exclusive occupation of a piece of land. In the longer term, this fundamentally new and different approach to revenue raising will stimulate new business and new employment, reducing the need for costly government welfare.

**Marginal areas revitalised** - Economic activities are handicapped by distance from the major centres of population. Conventional taxes such as VAT and those on transport fuels cause particular damage to the remoter areas of the country. Land Value Tax, by definition, bears lightly or not at all where land has little or no value, thereby stimulating

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economic activity away from the centre - it creates what are in effect tax havens exactly where they are most needed.

**A more efficient land market** - The necessity to pay the tax obliges landowners to develop vacant and under-used land properly or to make way for others who will.

**Less urban sprawl** - Land Value Taxation deters speculative land holding. Thus dilapidated inner-city areas are returned to good use, reducing the pressure for building on green-field sites.

**Less bureaucracy** - The complexities of Income Tax, Inheritance Tax, Capital Gains Tax and VAT are well known. By contrast, Land Value Tax is straightforward. Once the system has settled down, landholders will not be faced with complicated forms and demands for information. Revaluation will become relatively simple.

**No avoidance or evasion** - Land cannot be hidden, removed to a tax haven or concealed in an electronic data system.

**An end to boom-slump cycles** - Speculation in land value - frequently misrepresented and disguised as "property" or "asset" speculation - is the root cause of unsustainable booms which result periodically in damaging corrective slumps. Land Value Taxation, fully and properly applied, knocks the speculative element out of land pricing.

**Impossible to pass on in higher prices, lower wages or higher rents** - Competition makes it impossible for a business producing goods on a valuable site to charge more per item than one producing similar goods on less valuable land - after all, producers and traders at different locations are paying different rents to landlords now, yet like goods generally sell for much the same price and employers pay their workers comparable wages. The tax cannot be passed on to a tenant who is already paying the full market rent.

**An established and proven system** - Local government variants of Land Value Taxation, known as Site Value Rating, are accepted practice in, for example, Denmark and Australia.

- 2.7. Members should note these are 'claimed' as advantages by the Land Value Taxation Campaign. A significant level of research and investigation would be required to identify and assess the evidence base underpinning these particular claims.

#### Disadvantages

- 2.8. Most of the publically available literature regarding LVT speaks of advantages but rarely lists any disadvantages. Of the disadvantages claimed, most are associated with practicalities, politics or transition issues. Advocates of LVT tend to argue these are all surmountable challenges that can be 'designed out' of an LVT based system. Below is a list of potential or perceived disadvantages associated with LVT.

**The definition of land is unclear** – The definition of land might appear obvious but there are in fact a range of definitions that could be applied. In modern economics, the definition of land broadly includes all that nature provides, including minerals, forest products, water and land resources. An alternative definition of land is 'any productive resource with a relatively fixed supply. This can include products of human endeavour such as landing slots at an airport or bandwidth/capacity in a telecommunications network. As is sometimes claimed, the question of which elements of 'land' LVT would apply to is not always clear-cut. Should it apply to all that nature provides (including minerals, forest

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products and water) or should it be extended to other products that are relatively fixed in supply?

**Measurement of land value is not simple or straightforward** – A pure LVT system would tax ‘unimproved land value’. The rationale for this being the tax should not extend to or penalise economic activity taking place on the land itself. Taxing only land value regardless of what that land is used for should incentivise efficient use thus improving economic efficiency. However, it is not clear how one should measure ‘unimproved’ land value. Most valuations for property are drawn from rental and sales data. Rarely is there a separation of land value from the value of other assets included with the site whether that be buildings, natural resources or legal rights to utilise the land in a particular way.

**LVT focuses on economic value not social value** – A pure LVT system ignores the social value derived from certain types of land use. Parks, green spaces, town squares, monuments and other heritage assets are deemed worthy to retain but are often located in close proximity to some of the highest land and property values in the country. The City of London, for example contains numerous heritage and community assets which would attract a large LVT liability were no such allowance made for this in the design of the system. Similarly, some charitable activities (such as providing shelters for the homeless) may not be able to afford the LVT liability in some areas that they are currently based.

**Some landowners are asset rich but income poor** – Land itself does not necessarily derive income from which LVT could be paid. Often quoted is the example of older people living in larger homes who may be income poor and thus unable to fund a significantly larger tax bill under an LVT system.

**Change will create winners and losers** – Assuming LVT is introduced on a revenue neutral basis, moving from one form of taxation to another inevitably creates winners and losers. A pure LVT system could lead to some individuals suddenly becoming liable for a hefty tax liability whilst others could be significantly better off.

**Cost of changing existing land use** – LVT is said to encourage the efficient use of land. However, often ignored is the fact that changing land use from one form to another will incur cost and disruption which in itself may not be economically efficient.

#### Administration of LVT (Transition from Council Tax and Business Rates)

- 2.9. Liability for paying LVT rests with the land owner (landlord or freeholder) rather than the tenant. If LVT replaced Council Tax and Business Rates, many aspects of the billing and collection arrangements Councils currently have in place would have to change.
- 2.10. Whilst the annual billing cycle for LVT could mirror the arrangements that are in place for Council Tax and Business Rates, the identity of bill payers could change significantly. Council Tax and Business Rates payers who rent or lease their property would have no liability under a pure LVT system. Instead, the landlord would be liable for LVT and would presumably have to fund the cost from rental income that is collected. Similarly, it's possible that owner occupiers of properties where the land is leasehold may not have an LVT liability. Where land is occupied leasehold, a pure LVT system would place liability with the freeholder. Presumably, there would need to be some means of allowing freeholders to recover the cost of any LVT liability from ground rents or similar charges. Furthermore, the extent of changes in liability may be such that it is necessary to soften the impact through specifically designed transitional arrangements.
- 2.11. As is currently the case for Business Rates, there ideally ought to be a process for regularly updating land values to maintain the integrity of the tax; particularly in a buoyant market. If valuations were fixed (as they have been for Council Tax), it would undermine

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many of the claimed advantages for LVT as liability would not change in line with land values.

- 2.12. As previously stated, LVT liability rests with the landlord rather than the occupier or tenant. Property occupiers or tenants are currently liable for Council Tax and Business Rates. One of the key challenges of the current system is keeping track of occupation, calculating liability correctly and the collection of debt; especially in relation to those who no longer occupy a property. LVT should simplify matters in this regard as landlords/freeholders are easier to identify and track via land registry records.
- 2.13. Moving from Council Tax and Business Rates to an LVT system is simpler in the sense that there would only be one form of local taxation rather than two. It would, however, be necessary to radically overhaul local Council Tax Reduction Schemes and possibly associated benefits (e.g. Housing Benefit) paid separately or via Universal Credit. This is to ensure changes in liability are reflected in benefit entitlement. For example, a tenant has no liability under LVT and so would not require an associated benefit payment.
- 2.14. In the design of a new LVT system, decisions would need to be made regarding the myriad of reliefs and discounts currently available to Council Tax and Business Rate payers. For example, should 'single' landowners occupying a residential property continue to receive a 25% discount? Should certain types of land use attract charitable or other types of relief as is currently the case? It should be noted, however, that introducing reliefs and discounts could distort an LVT based system and weaken some of its claimed advantages.

#### Implications for the Local Government Finance System

- 2.15. As well as significant changes for bill payers, switching from Council Tax and Business Rates to an LVT based system carries significant implications for the financing of local authority activities. In such a scenario, values underpinning LVT would presumably have to be updated. Whilst Business Rates were revalued relatively recently (1 April 2017 based on rateable values as at 1 April 2015), Council Tax values are based on property values as at April 1991. Moving from Council Tax and Business Rates to an LVT based system will most likely lead to significant changes in the ability of individual Councils to raise revenue through LVT.
- 2.16. Using a calculator provided by the Nationwide Building Society, it can be seen that house prices in Greater London have increased by 508% between Q1 1991 and Q2 2018. In the North West of England, the increase is significantly lower at 192% for the same period. Under an LVT based system, Councils in the North West would see their tax base weaken relative to Councils based in Greater London. The local government finance system would need to be rebalanced to ensure more funds are redistributed from London to the regions to take account of changes in the relative ability to raise revenue through local taxation.
- 2.17. Moving to an LVT based system would most likely highlight the major disparity in land values between London and the South East compared to the rest of the country.

#### Sir Oliver Letwin Review – Tackling Barriers to Building

- 2.18. In January 2018, the Government commissioned a review to understanding why hundreds of thousands of homes haven't been built, despite having planning permission. Originally announced at Autumn Budget, the review, led by Sir Oliver Letwin will look to explain the gap between the number of planning permissions being granted against the amount of housing actually built in areas of high demand. The review will seek to identify the main causes of the gap and will make recommendations on practical steps to increase the speed of build out.

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- 2.19. In March 2018, Sir Oliver provided a preliminary update letter (attached at Appendix Two). Among the numerous points made in the letter, Members will note Sir Oliver states that:

*“The fundamental driver of build out rates once detailed planning permission is granted for large sites appears to be the ‘absorption rate’ – the rate at which newly constructed homes can be sold into (or are believed by the house-builder to be able to be sold successfully into) the local market without materially disturbing the market price. The absorption rate of homes sold on the site appears, in turn, to be largely determined at present by the type of home being constructed (when ‘type’ includes size, design, context and tenure) and the pricing of the new homes built. The principal reason why house-builders are in a position to exercise control over these key drivers of sales rates appears to be that there are limited opportunities for rivals to enter large sites and compete for customers by offering different types of homes at different price-points and with different tenures”.*

- 2.20. Sir Oliver has not stated (as the Motion states) that LVT would discourage land banking or accelerate housing development.

### 3. **Options/Alternatives**

- 3.1. Further to the motion approved at Full Council on 28 March 2018, the report aims to explain LVT, its advantages and disadvantages and explore some of the issues that may arise on transition from current forms of local taxation. The report seeks to be impartial and aims to prompt debate and discussion between Members of the Overview and Scrutiny Board. The report does not therefore present a preferred option.

### 4. **Preferred Option**

- 4.1. Please see paragraph 3.1 (above).

### 5. **Consultation**

- 5.1. Not applicable as the report is intended for discussion among Overview and Scrutiny Board Members.

### 6. **Financial Implications**

- 6.1. Moving from current forms of local taxation to an LVT based system would carry major financial implications for bill payers and local authorities alike. Specific implications cannot be quantified at this stage as they would depend on the specific design of any replacement system of taxation coupled with changes to associated welfare/benefits systems and the system for redistributing resources between different local authority areas.

### 7. **Legal Services Comments**

- 7.1. There are no legal implications arising directly from this report.

### 8. **Co-operative Agenda**

- 8.1. The report is intended to prompt discussion and debate among Overview and Scrutiny Board Members as required by the motion approved at Full Council on 28 March 2018.

### 9. **Human Resources Comments**

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- 9.1. There are no HR/People implications arising directly from this report.
10. **Risk Assessments**
- 10.1. Not applicable as the report is for discussion only.
11. **IT Implications**
- 11.1. There are no IT implications arising directly from this report.
12. **Property Implications**
- 12.1. There are no property implications arising directly from this report.
13. **Procurement Implications**
- 13.1. There are no procurement implications arising directly from this report.
14. **Environmental and Health & Safety Implications**
- 14.1. There are no environmental and health & safety implications arising directly from this report.
15. **Equality, community cohesion and crime implications**
- 15.1. There are no equality, community cohesion and crime implications arising directly from this report.
16. **Equality Impact Assessment Completed?**
- 16.1. No.
17. **Key Decision**
- 17.1. No.
18. **Key Decision Reference**
- 18.1. Not Applicable.
19. **Background Papers**
- 19.1. Background papers are included at Appendix One.
20. **Appendices**
- 20.1. Appendix One: LVT – List of hyperlinks to web articles and further reading.  
Appendix Two: Review into tackling barriers to building – Preliminary Update Letter

## Land Value Taxation - List of hyperlinks to web articles and further reading \*

Land Value Taxation Campaign Website	<a href="http://www.landvaluetax.org/">http://www.landvaluetax.org/</a>
Land Value Tax – Wikipedia Entry	<a href="https://en.wikipedia.org/wiki/Land_value_tax">https://en.wikipedia.org/wiki/Land_value_tax</a>
HCLC Committee: Land Value Capture Inquiry	<a href="https://www.parliament.uk/business/committees/committees-a-z/commons-select/communities-and-local-government-committee/inquiries/parliament-2017/land-value-capture-inquiry-17-19/">https://www.parliament.uk/business/committees/committees-a-z/commons-select/communities-and-local-government-committee/inquiries/parliament-2017/land-value-capture-inquiry-17-19/</a>
Nationwide Building Society House Price Calculator	<a href="https://www.nationwide.co.uk/about/house-price-index/house-price-calculator">https://www.nationwide.co.uk/about/house-price-index/house-price-calculator</a>
Labour Land Campaign	<a href="http://www.labourland.org/">www.labourland.org/</a>
Adam Smith Institute 'Blog' regarding LVT (Jun 2017)	<a href="https://www.adamsmith.org/blog/why-everybody-is-wrong-about-the-land-value-tax-except-me">https://www.adamsmith.org/blog/why-everybody-is-wrong-about-the-land-value-tax-except-me</a>
Quora – Economic Arguments for and against LVT (Jun 2016)	<a href="https://www.quora.com/What-are-economic-not-moral-arguments-for-and-against-Land-Value-Tax">https://www.quora.com/What-are-economic-not-moral-arguments-for-and-against-Land-Value-Tax</a>
Institute of Economic Affairs 'Blog' regarding LVT (Feb 2016)	<a href="https://iea.org.uk/blog/the-case-for-a-land-value-tax-0">https://iea.org.uk/blog/the-case-for-a-land-value-tax-0</a>
Progress article regarding LVT (Dec 2015)	<a href="https://www.progress.org/articles/two-undeniable-and-two-weak-arguments-for-a-land-value-tax">https://www.progress.org/articles/two-undeniable-and-two-weak-arguments-for-a-land-value-tax</a>
Foundation for the Economics of Sustainability - Article (Apr 2012)	<a href="http://www.feasta.org/2012/04/25/unexpected-support-for-land-value-taxes-from-oecd/">www.feasta.org/2012/04/25/unexpected-support-for-land-value-taxes-from-oecd/</a>
IMF Tax Law Design and Drafting – 'Tax on Land and Buildings' (Published 1996)	<a href="https://www.imf.org/external/pubs/nft/1998/tlaw/eng/ch9.pdf">https://www.imf.org/external/pubs/nft/1998/tlaw/eng/ch9.pdf</a>

\* Please note that Oldham Council is not responsible for the content of external websites

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London  
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The Rt Hon Sajid Javid MP  
Secretary of State for Housing, Communities and Local Government  
Ministry of Housing, Communities and Local Government  
2 Marsham St  
London  
SW1P 4DF

9<sup>th</sup> March 2018

Dear Philip and Sajid

My terms of reference require me, by the time of the Budget in the Autumn, to “explain the significant gap between housing completions and the amount of land allocated or permitted in areas of high housing demand, and make recommendations for closing it”.

The output of new housing is determined by the number of homes permitted and the rate at which those permissions are built out. Successive governments have done much in recent years to increase the number of permissions granted by reform of the planning system and by introducing other measures to encourage local authorities to grant more planning permissions for new homes. I have decided to focus, in the first stage of my work, exclusively on analysis of the reasons why – against the background of the current planning system – build out rates are as they are, without yet making any recommendations for increasing such build out rates in future.

I have further narrowed my focus by considering exclusively the question why, once major house-builders have obtained outline planning permission to build large numbers of homes on large sites, they take as long as they do to build those homes. The many questions that surround the build out rates achieved by smaller house-builders and on smaller sites may well be worthy of investigation in due course; but the importance of the large sites and large house-builders to the overall house-construction numbers is such as to make it sensible for me to devote all of my attention to them at this stage.

I propose to publish the results of my analytical work by the end of June in the form of a Draft Analysis. This will contain only a description of the problem and of its causes. I will seek comments from interested parties and experts before I finalise this analytical aspect of my work.

On the basis of this careful approach to analysis of the problem, I hope to be able to formulate robust recommendations from the Summer onwards in order to produce a Final Report containing recommendations in time for the Budget.

So far, with my team of officials and with help from my panel, I have:

- visited large housing development sites in ten local authorities, meeting house-builders and planning officials;
- held round table meetings and individual meetings with stakeholders including land agents, house-builders, local authorities and NGOs; and
- reviewed the extensive material that has already been published about this problem.

Work on all of these fronts continues. Over the next twelve weeks, I envisage that we will:

- visit further large sites;
- obtain data showing the pipeline of large sites from application to completion on site;
- visit Germany and the Netherlands to examine ways in which build out rates are affected by the use of public or publicly-led mechanisms for increasing the variety of what is offered on large sites; and
- hold further meetings with stakeholders to test my diagnosis of the issue.

A point which has become abundantly evident from all of our work so far is that there are two distinct stages for building a large number of houses on a large site:

- Stage 1 (the ‘regulatory stage’) consists of securing all the necessary approvals to allow development to commence on at least part of the site.
- Stage 2 (the ‘build out stage’) starts at the moment when the house-builder has an implementable consent and is therefore able to start construction on the site (i.e. has received either the grant of full planning permission or the first final, detailed planning permission under reserved matters, and has satisfied all pre-commencement conditions).

We have heard from many witnesses that the rate of build out of large sites during Stage 2 is typically held back by a web of commercial and industrial constraints including:

- limited availability of skilled labour,
- limited supplies of building materials,
- limited availability of capital,
- constrained logistics on the site,
- the slow speed of installations by utility companies,
- difficulties of land remediation, and
- provision of local transport infrastructure.

Each of these reasons for a slow and gradual build out of large permitted sites deserves further investigation – and I intend, in the Draft Analysis, to provide an assessment of each of them. This will require further discussion with providers of the relevant items (e.g. training, building materials, finance, on-site utility-infrastructure) as well as further examination of the relevant data (e.g. on labour markets and building material markets) by the Treasury micro-economist that has been seconded to my team of officials.

But I am not persuaded that these limitations (which might well become biting constraints in the future) are in fact the primary determinants of the speed of build out on large permitted sites at present. They are components of the velocity of build out; but they are not the fundamental rate-setting feature.

The fundamental driver of build out rates once detailed planning permission is granted for large sites appears to be the ‘absorption rate’ – the rate at which newly constructed homes can be sold into (or are believed by the house-builder to be able to be sold successfully into) the local market without materially disturbing the market price. The absorption rate of homes sold on the site appears, in turn, to be largely determined at present by the type of home being constructed (when ‘type’ includes size, design, context and tenure) and the pricing of the new homes built. The principal reason why house-builders are in a position to exercise control over these key drivers of sales rates appears to be that there are limited opportunities for rivals to enter large sites and compete for customers by offering different types of homes at different price-points and with different tenures.

When a large house-builder occupies the whole (or even a large part) of a large site, the size and style (and physical context) of the homes on offer will typically be fairly homogeneous. We have seen examples of some variation in size, style and context on some large sites; but the variations have not generally been great. It has become apparent to us that, when major house-builders talk about the absorption rates on a large site being affected by “the number of outlets”, they are typically referring not only to the physical location of different points of sale on the site, but also and more importantly to differences in the size and style (and context) of the products being offered for open market sale in different parts of the site. Even these relatively slight variations are clearly sufficient to create additional demand – and hence additional absorption, leading to a higher rate of build out.

It is also clear from our investigation of large sites that differences of tenure are critical. The absorption of the ‘affordable homes’ (including shared ownership homes) and of the ‘social rented housing’ on large sites is regarded universally as additional to the number of homes that can be sold to the open market in a given year on a given large site. We have seen ample evidence from our site visits that the rate of completion of the ‘affordable’ and ‘social rented’ homes is constrained by the requirement for cross-subsidy from the open market housing on the site. Where the rate of sale of open market housing is limited by a given absorption rate for the character and size of home being sold by the house-builder at or near to the price of comparable second-hand homes in the locality, this limits the house-builder receipts available to provide cross-subsidies. This in turn limits the rate at which the house-builder will build out the ‘affordable’ and ‘social rented’ housing required by the Section 106 Agreement – at least in the case of large sites where the non-market housing is either mixed in with the open market housing as an act of conscious policy (as we have frequently found) or where the non-market housing is sold to the Housing Association at a price that reflects only construction cost (as we have also seen occurring). If freed from these supply constraints, the demand for ‘affordable’ homes (including shared ownership) and ‘social rented’ accommodation on large

sites would undoubtedly be consistent with a faster rate of build out. And we have heard, also, that the demand for private rented accommodation at full open market rents (the scale of which is at present uncertain) would be largely additional to, rather than a substitute for, demand for homes purchased outright on the open market.

So further questions arise:

- would the absorption rate, and hence the build out rate be different if large sites were ‘packaged’ in ways that led to the presence on at least part of the site of:
  - other types of house-builder offering different products in terms of size, price-point and tenure? Or
  - the major house builders offering markedly differing types of homes and/or markedly different tenures themselves?
- would the absorption rate be different if the reliance on large sites to deliver local housing were reduced? And
- what are the implications of changing the absorption rate for the current business model of major house-builders if the gross development value of sites starts to deviate from the original assumptions that underpin the land purchase?

As I continue my investigation into these questions over the next few months, I shall also investigate what constraints would be imposed on build out rates by the supply of finance, the supply of skilled labour, the supply of utility-infrastructure, the availability of building materials, and the management of site logistics if the fundamental constraints currently imposed by the absorption rate for the type and price of home currently being offered on large sites were lifted for any of the reasons to which the questions refer. I shall investigate what effect faster build out rates would be likely to have on the 'land banks' held by the major builders. And I shall continue to seek views from industry participants, planners, NGOs and others on the possible answers to the questions in order to deepen the analysis published in June.

Yours ever,



**The Rt Hon Sir Oliver Letwin MP**

cc. Dominic Raab MP, Minister of State for Housing



## Report to OVERVIEW AND SCRUTINY BOARD

### Single-Use Plastics

**Portfolio Holder:**

Cllr Sean Fielding, Cabinet Member for Economy and Enterprise  
Cllr Arooj Shah, Cabinet Member for Neighbourhoods Services

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

**Report Author:** Justine Addy, Principal Policy Officer  
Ext. 3439

**04/09/2018**

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#### **Purpose of the Report**

To report on progress to date in respect of responding to a full Council motion on single-use plastics and proposals for discussion to inform further work on developing a strategy and supporting action plan for submission to the Board in October, 2018.

#### **Executive Summary**

At a meeting of full Council on 28 March, 2018 the following motion was referred to Overview and Scrutiny Board:

“Council notes that:

- The introduction of the 5p bag charge has already seen use of single-use plastic bags drop by 85%.
- However, most families still throw away about 40kg of plastic per year, which could otherwise be recycled.
- The amount of plastic waste generated annually in the UK is estimated to be nearly 5 million tonnes, which has a catastrophic effect on our environment, particularly our marine environment

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Council welcomes the commitment of some major businesses to reduce their use of plastic packaging and encourages all local businesses to respond positively to the Government's recent call for evidence on reducing plastic waste.

However, Council recognises that it is only in eliminating single-use plastic materials that we can achieve a significant reduction in plastic waste.

Council therefore resolves to ask the Cabinet to:

- Develop a robust strategy to make Oldham a 'single-use plastic-free' authority by the end of 2018 and encourage the Borough's institutions, businesses and citizens to adopt similar measures;
- End the sale and provision of single use plastic products such as bottles, cups, cutlery and drinking straws in council buildings, or council supported venues, wherever possible; promoting the use of non-plastic recyclable alternatives e.g. paper straws to ensure our venues remain accessible to those with additional needs.
- Encourage traders across the Borough to sell re-usable containers and invite customers to bring their own.
- Consider the merits and practicalities of introducing a 'window sticker' scheme to accredit local businesses that are committed to reducing plastic waste through, for example, offering free water bottle refills.
- Investigate the possibility of requiring pop-up food and drink vendors at council supported events to avoid single use plastics as a condition of their contract; with a view to phasing out all single use plastics at markets and events in the Borough by the end of 2018.
- Work with tenants in commercial properties owned by Oldham Council to encourage them to phase out single use plastic cups, bottles, cutlery and straws."

This report sets out preliminary work undertaken in respect of the above for discussion and input to inform further work on development of a strategy and supporting action plan. It is proposed that a draft of these be brought to the October meeting of this Board.

### **Recommendation**

The views of the Board are sought on work undertaken to date and are requested to input further considerations to be taken into account as we continue to develop the draft strategy and action plan.

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## Single-Use Plastics

### 1 Background

- 1.1 As referred to above, at a meeting of full Council on 28 March passed a motion in respect of a strategy for a 'single-use plastic free' authority to be developed by the end of 2018. The strategy would not only ask that the Council adopts new practices but also challenge other organisations, businesses and citizens to adopt similar measures.

### 2 Current Position

- 2.1 An officer project team has been established with representatives from the following teams and services:

- Strategy, Partnerships and Policy;
- Waste Management;
- Public Health;
- District Partnerships;
- Corporate Landlord & Facilities Management;
- Property Management;
- Marketing & Communications;
- Procurement; and
- Town Centre Management

- 2.2 Since the broadcast of the BBC's Blue Planet programme highlighting the effect of plastic pollution in seas, oceans and on beaches this has become a much-debated topic with high levels of public interest. The issue of single-use plastics and how to reduce, reuse and recycle them has been very much a part of the Authority's work around waste reduction over many years.

- 2.3 Across Council sites, single-use plastics are used for a variety of reasons and occasions. Types of plastic include: bags; bottles; cups; straws; stirrers; plates; bowls; cutlery; milk cartons; individual tea bags; sachets of coffee and cling film. To fully inform the strategy, an audit has been undertaken to gather information and understand why different types of single-use plastics are procured by services. The following sites and services were audited:

- Civic Centre – council offices with a high number of staff on-site;
- Choices - catering service based at the Civic Centre;
- QE Hall – large function hall regularly used by council staff and external parties;
- Oldham Library – high number of users visit six days a week; and
- Shaw Lifelong Learning Centre – variety of training sessions and community events delivered throughout the day.

Based on this information and early engagement, the project team are now looking at key areas of focus for an effective strategy for the Authority and also opportunities for the Council to engage and leverage change through its processes, partners and relationships with both businesses and residents.

There are some key issues identified from this Audit and the wider work of the project group in respect of procurement, recycling and communications all of which require further work in order to develop a strategy and informed action plan.

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2.3 There has been direct engagement with, and support for, reducing single-use plastics across a number of services as below:

Oldham Community Leisure sites  
QE Hall  
Council sites, including markets

2.4 Communication to inform our workforce, residents and businesses is key and will form an important strand of the final action plan. Some promotion has already started as the issue of single-use plastics and importance of reducing usage has been highlighted in the Green Oldham campaign; which is a year-long campaign launched in June, 2018.

2.5 Desktop research and good practice is being identified and drawn upon to inform proposals and options and useful links are included in paragraph 6 of this report.

### 3 **Key Issues for Overview and Scrutiny to Discuss**

3.1 Alternatives to single-use plastic products might be higher cost or not available? How could this be managed?

It is important that any communication around single-use plastics supports and complements the wider work around waste reduction and recycling.

How can behaviour change be brought about?

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

4.1 What should a single-use plastic strategy for Oldham cover in respect of the Authority and the Borough?  
What are the key messages that need to be communicated internally and externally to bring about behaviour change to reduce the use of single-use plastic?  
What are some of the barriers to eliminating single-use plastic and how should a strategy address these?  
What is the role of, and opportunity for, schools and young people?

### 5. **Links to Corporate Outcomes**

5.1 Links to key areas in the council's Environmental Policy -

Through our cooperative approach, taking the lead whilst encouraging and influencing others to do their bit so that the whole community can realise the benefits of excellent environmental stewardship.

To maximise waste management performance through the continued implementation of viable waste reduction, reuse and recycling initiatives. Preventing pollution at source through training, measurement and good management.

Working co-operatively with our volunteer Eco Champions, employees, key partners and the community, to inform and enhance what we do.

### 6 **Additional Supporting Information**

6.1 <https://www.plasticfreegm.com/> - launched in March, 2018 the GM Mayor, Andy Burnham, aiming to make Greater Manchester the first UK-region to ditch single use plastics by 2020.



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<https://www.plasticfreepledge.com/> - Mission is to  
Put an end to the senseless waste that is single use plastic  
We have created an incredibly versatile and durable material, so why use it for products used only once?  
And even worse, why allow it to pollute our oceans?  
Through campaigning, education and political lobbying, we can create institutional change and put an end to this growing problem.

<https://www.penzancecouncil.co.uk/community-information/plastic-free-penzance> - first town to achieve Surfers Against Sewage – Plastic Free Coastline status, Penzance had to demonstrate achievement against five targets:

- **Strategic.** The Town Council committing to tackling single use plastics at a strategic level
- **Business.** Lobbying and encouraging local businesses to ban single use plastics or switch to sustainable alternatives
- **Communities.** Engaging with and encouraging other communities, groups and organisations to take action on single use plastics.
- **Education.** Rolling out 'Plastic Free Schools' across our town
- **Positive action.** Holding beach cleans, fundraisers and other awareness raising events.

(nb – this approach has been referenced by Rochdale in its work to become a SUP-free Borough).

<http://www.plasticpollutioncoalition.org/> - Plastic Pollution Coalition is a growing global alliance of individuals, organisations, businesses and policymakers working toward a world free of plastic pollution and its toxic impacts on humans, animals, waterways and oceans, and the environment. This site also include information on plastic free schools.

## .7 **Consultation**

- 7.1 Initial consultation with officers from the Single-Use project team, officers from Civic Centre ie CivicReception; Organisational Development; Choices; QE Hall; Oldham Library and Shaw Lifelong Learning Centre and Stuart Lockwood (OCLL).

## 8 **Appendices**

- 8.1 Preliminary Audit report

## Single-use plastics update

### Findings from Preliminary Audits at a number of Council sites

**Report author: Justine Addy, x3439**

**Date: 16 May 2018**

#### Background

At full Council on 28 March, 2018 a motion was referred to Overview and Scrutiny which asked for a 'single-use plastic-free' strategy to be developed for the Authority by the end of 2018. The strategy would not only ask that the council adopts new practices but also challenge other organisations, businesses and citizens to adopt similar measures. Across council sites single-use plastics are used for a variety of reasons and occasions. The type of plastic considered as part of audit included: bags; bottles; cups; straws; stirrers; plates; bowls; cutlery; milk cartons; individual tea bags; sachets of coffee and cling film. Plastic items such as Biro's, folders, wallets, etc were not included in this audit as they are used more than once.

#### Audits

The audits were an opportunity to gather information and understand why different types of single-use plastics were procured by services. The following sites and services were audited:

1. Civic Centre – council offices with a high number of staff on-site;
2. Choices - catering service based at the Civic Centre;
3. QE Hall – large function hall regularly used by council staff and external parties;
4. Oldham Library – high number of users visit six days a week; and
5. Shaw Lifelong Learning Centre – variety of training sessions and community events delivered throughout the day.

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## Findings

### 1. Civic Centre

- PHS Water machines (in rooms used for meetings with attendees outside the organisation) – with paper cups (and some plastic cups as old stock slowly being used and replaced by paper cups) at the following locations:
  - Civic Reception;
  - Lees Suite;
  - Crompton Suite;
  - Opposite the meeting rooms (A-F) on Level 4;
  - Training and Development on Level 4; and
  - Room 222 (Elections/Youth Council).

NB Cups are not placed near all other water machines located around the Civic Centre. Staff are expected to use their own glass/cup/bottle.

- Coffee machine (Civic Reception) – Polystyrene cups (6 in triangle) and wooden stirrers provided.
- Vending machine (Brodericks) – plastic cup that can't go in the plastic recycling bin.

Training and Development (Internal training on Level 4) – hot and cold drinks provided for training attendees:

- Paper cups, plastic film coated;
- Plastic stirrers;
- Individually plastic wrapped tea-bags
- Plastic sachets of coffee;
- Sugar (paper sachets); and
- Milk (Tetrapak).

### Members Lounge

- Milk cartons;
- Plastic sachets of coffee; and
- Individually plastic wrapped tea-bags.

Access Oldham – Unity Partnership purchase tea, coffee, sugar and milk for their staff. Tea, coffee and sugar are ordered in large containers and milk is delivered (and collected) in bottles by a milk man. No single-use plastic used evidencing that it can be achieved in organisations.

### 2. Choices

Food and refreshments are provided in/on the following:

- Plastic cups (cold drinks);
- Polystyrene cups (hot drinks);
- Plastic plates;
- Plastic bowls;
- Plastic cutlery (knives, forks, dessert spoons, tea spoons);
- Milk cartons;
- Plastic sachets of coffee;

- 
- Individually plastic wrapped tea-bags;
  - Sugar (paper sachets); and
  - Cling film (packaging food on plates and in bowls).

NB Metal spoons and crockery have disappeared in the past when used for refreshments.

### 3. **Oldham Library** (Managed by Kier/Kajima)

- Plastic stirrers;
- Plastic cups (cold drinks);
- Polystyrene cups (hot drinks);
- Plastic spoons;
- Vending machine – soft drinks (predominantly plastic bottles) x1;
- Vending machine – hot drinks (plastic cups) x 3;
- Vending machines – snacks x 1; and
- New books delivered to site on pallets and shrink wrapped.

### 4. **QE Hall** (Oldham Council building)

The QE Hall hosts large scale events for the council as well as for external parties. These events can attract up to 600 attendees. For 80% of all events, drinks are served in glassware; the remaining 20% in plastic due to health and safety reasons. NB Staff have recently purchased 500 ceramic cups for serving tea and coffee at events such as tea dances.

#### Exemptions

The QE Hall has a licence (from the council's Licencing Team) to serve alcohol. As part of the licence agreement there are stipulations regarding the health and safety of visitors at the venue. John Garforth (Trading Standards & Licensing Manager) has noted, 'Following an update of the licence some ten years ago the Police requested the use of plastics instead of glass for dispensing alcohol from bars, particularly when sporting events are on.' To comply with the licence, glass (and polycarbonate) is not used at certain events eg theatre-style layout for 600 people, children performing in musicals/concerts. With the style of layout and number of attendees there is a risk of broken glass/shattered polycarbonate (producing shards of plastic). Therefore for these types of events only certain types of plastics (single-use) are used.

#### Special Circumstances

Outside caterers are used at the venue so attention needs to be made to contracts with external parties ensuring that they comply with council policies.

Food and refreshments are provided in/on the following:

- Plastic cups (cold and alcoholic drinks);
- Glass (cold and alcoholic drinks);
- Polystyrene cups (hot drinks);
- Ceramic cups (hot drinks);

- 
- Plastic plates, bowls and cutlery (events and weddings); and
  - Cling film.

## 5. Shaw Lifelong Learning Centre (inc. info from other LLC sites)

- Water machines are located at all Lifelong Learning Centres. A mix of single-use plastic cups and reusable plastic cups are available at the centres depending upon course being delivered. NB Water is always offered to people attending fitness sessions.
- At some sites ie Turf Lane, Coldhurst and Oldham (managed by Kier/Kajima) there is a hot drinks vending machine. The plastic cups dispensed cannot go in the plastic recycling bin.
- Plastic stirrers used at Turf Lane.
- Plastic cups (hot and cold drinks) used at the annual Christmas fair.
- Course Leaders are encouraging trainees to bring a reusable bottle/cup along to training/learning sessions; however cups are available if requested.

## 6. Other information

Staff – Across all sites and services staff bring single-use plastic on to site. It could be breakfast, lunch or snacks. We cannot restrict staff from doing this but we can highlight the benefits (health, environmental and financial) of bringing in a homemade lunch or snacks. We could possibly give out reusable (possibly branded) bottles/cups at future Staff Conferences as part of #Our Bit #Your Bit #Result campaign.

Cleaners – have an understanding of materials that can be recycled so support the campaign.

Co-operation and Support – Promotion and communication is key to ensure that everyone works together to make the campaign a success. Link to #Our Bit, #Your Bit, #Result campaign. Key officers include:

- Administration officers who procure items – they make procurement decisions on a day-to-day basis;
- Choices officers – sharing facilities ie the dishwasher at the Civic Centre;
- All staff – accepting changes and not taking spoons, cups, plates, etc.

GM Initiatives – Rosie Barker has recently met with Waste and Recycling colleagues across GM. Stockport Council has banned buying coffee water cups for staff and Rochdale Council's Waste Team has provided their crews with refillable water bottles (this has been done more for health reasons because they have removed the fizzy drink vending machines). NB There is work going on at a GM level through the Mayor's office on this. Looking at local authorities other public sector organisations' use of single-use plastics, including water bottles and coffee cups.

Globally – How are other countries tackling single-use plastics?

- Chile - recently approved a bill that will see plastic bags banned across the country.

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- Kenya - Set in August 2017, anyone producing, selling or even carrying a plastic bag faces up to four years' imprisonment or fines of \$40,000.
  - Germany - A deposit return scheme was introduced in 2003, with customers paying a 25 cent deposit on every bottle of soft or alcoholic drink. The move has seen almost 99% of the country's plastic bottles returned for recycling and, since the introduction of the scheme; an estimated 1.2 billion containers have been diverted from landfill. Glass bottles are also subject to the scheme and typically have a deposit of between 8 and 15 cents added to their cost. Once they are collected, they are typically sent back to manufacturers for cleaning and refilling.
  - Norway - Another nation to have seen success with a deposit return scheme, with 95% of the nation's plastic bottles having been returned for recycling since its introduction in 2014. Since implementing the scheme, the Norwegian government has set up more than 3,500 reverse vending machines and 11,500 registered collection points across the nation to encourage residents to recycle. This improvement in recycling infrastructure was paid for by packaging manufacturers, with the government taxing firms both for producing single-use packaging and for covering the cost of waste collection and recycling.
  - France - In 2016, France became the first country in the world to ban the manufacture and sale of single-use plastic cups, cutlery, plates and takeaway food boxes. The law requires all disposable tableware to be made from 50% bio-sourced materials that can be composted at home by January 2020, rising to 60% by 2025. France also banned shops from distributing plastic bags in 2016 in a bid to reduce the 17 billion which are used nationwide annually.

## **The Packaging Regulations**

NB Local authorities are exempt from the regulations but it is good to have an understanding of how this piece of legislation (imposed in 1997) impacts on companies.

The UK Packaging Waste Regulations were introduced with the aim of:

- Reducing the amount of packaging waste going to landfill;
- Controlling the amount of heavy metals used in packaging; and
- Ensuring packaging fulfils its essential requirements.

### The Producer Responsibility Obligations (Packaging Waste) Regulations 2007

These regulations affect any organisation that owns packaging, supplies it to other legal entities and:

- Has a UK turnover in excess of £2 million per year;
- Handles more than 50 tonnes of packaging per year; and
- Performs a relevant activity on any packaging handled (raw material manufacturer, converter, packer/filler, seller, importer).

Companies must show that they have paid for their obligation for recovery and recycling of the packaging. This is achieved through the Packaging Recovery Note (PRN) System. Under the Packaging Waste Regulations the so-called 'packaging chain' is divided into four activities, each with a different percentage responsibility:

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- **raw material manufacturer: 6%** Manufacturing of packaging raw material, e.g. manufacturer of steel for baked beans cans.
  - **converter: 9%** Manufacturing of a recognised packaging item, e.g. manufacturer of the steel can for the baked beans.
  - **packer/filler: 37%** Putting a product into packaging or applying packaging to a product, e.g. the company which fills the can with baked beans.
  - **seller: 48%** Supplying the packaging to the end user of that packaging, e.g. the supermarket which sells the baked bean can to the consumer. **OR** The wholesaler who sells boxed cans of beans would have the selling obligation on the boxes removed by the supermarket.

Companies who directly import packaging, packaged goods or packaging materials are also obligated. The level of their obligation depends on the stage of the chain at which the packaging is brought into the UK but, in every case, they pick up the rolled-up obligations for all stages carried out before the packaging or packaging materials reach the UK.

The legislation stipulates that companies who are obligated under the Regulations must prove they have paid for the requisite amount of tonnes to be recovered each year. Reprocessors are licensed to issue a Packaging Recovery Note (PRN), for each tonne of specific material they have recovered. Regulated companies must buy the appropriate quantity of PRNs for the appropriate materials as proof they have fulfilled their obligations. For a percentage of each tonne of packaging waste generated, a PRN is required as proof that a tonne of that material (wood, paper, glass, plastic, aluminium or steel) has been recycled. The price of PRNs is set by the reprocessors according to the availability of material being recycled.

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## **Plastic bottle deposit scheme (update from IEMA)**

The government's deposit return scheme (DRS) for single-use drinks containers will be given the green light in England, subject to consultation later in the year. The scheme is aimed at cutting down littering and pollution, and encouraging more efficient recycling, by giving a small cash sum to those using the DRS. The products are purchased, used and returned to the retailer; the sum of money is paid to the consumer; and the retailer then recycles the product.

NB Only 43% of plastic bottles in the UK (a total of around 13 billion) are recycled. The method of returning planned for UK use is widely believed to be a 'reverse' vending machine, where the product is inserted and the cash provided. Iceland has become the first UK supermarket to install a 'reverse vending machine'. Iceland's vending machine accepts any plastic beverage bottles bought in the supermarket, and repays customers with a 10p voucher to be used in store for each bottle recycled. The reverse vending machine is being trialled in Fulham for an initial six-month period, with the intention to gain a better understanding of consumer perceptions and appetite for the technology.

## **Recommendations**

In light of the impact plastic has on the environment as shown on Blue Planet II and the reaction globally to these images Oldham Council there is a need and opportunity for the Council and the Borough to reduce its reliance on the material. Unity Partnership has clearly demonstrated an alternative way of providing refreshments to its staff without opposition. We need to clearly explain to staff and visitors that changes have to be made to ensure Oldham Council continue to take its environmental responsibilities seriously. Staff and visitors can still have refreshments just not in single-use plastic containers, except in special circumstances. This can be promoted under the '#Our Bit, #Your Bit, #Result' campaign.

As a leading GM authority in GM on environmental issues there is the opportunity to support the GM Campaign and also demonstrate leadership across the Borough encouraging partners, businesses and residents to also play their part.

The findings of this audit to be considered by the officer project group and members of the Overview and Scrutiny Board to inform discussions on the strategy and action plan which should include short, medium and longer term actions and targets.





## **Report to OVERVIEW AND SCRUTINY BOARD**

### **Oldham Cares**

#### **Portfolio Holder:**

Cllr Zahid Chauhan, Cabinet Member for Health and Social Care

**Officer Contact:** Donna McLaughlin, Alliance Director, Oldham Cares

**Report Author:** Donna McLaughlin, Alliance Director, Oldham Cares

**Ext.** 07598 255 080

**4 September 2018**

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### **Purpose of the Report**

As requested by the Overview and Scrutiny Board, the purpose of this report is to provide an update on Oldham Cares which came into being on 1<sup>st</sup> April 2018. This includes a description of the aims of Oldham Cares a summary of the change programmes and the utilisation of the £21.3million transformation fund which is available to Oldham.

### **Recommendations**

Overview and Scrutiny Board to note the content of this report

## Oldham Cares

### 1 Background

- 1.1 Oldham is a **co-operative borough** where everyone does their bit to create a confident, prosperous and ambitious place to live and work. As part of this approach, Oldham Cares brings together services from across the local authority, health partners and voluntary organisations into a single system to share knowledge, resources and skills to deliver a better health and social care experience for our residents. It aims to see the greatest and fastest possible improvement in the health and wellbeing of the borough's residents by 2020.
- 1.2 We have created a new **health and social care commissioning function** based at Ellen House by bringing staff together from Adult Social Care, MioCare and Pennine Care NHS Foundation Trust to work as one team under a single Managing Director – Mark Warren. Some children's services teams will also move towards integrated working. At neighbourhood level, teams, including primary care will work together in geographical clusters servicing populations of 50,000. There are 5 clusters in Oldham who have created limited companies led by a cluster chair (General Practitioner). There is a plan to include elected members in these leadership teams.
- 1.3 There is a newly established **Alliance Board**, with an independent chair, Sam Jones to include Action Together, Bridgewater Community Healthcare NHS Foundation Trust, First Choice Homes Oldham, gtd healthcare, IGP Care, Miocare Group, The Northern Care Alliance (Royal Oldham Hospital), Oldham Clinical Commissioning Group, Oldham General Practices (as represented by the 5 clusters), Pennine Care NHS Foundation Trust and Pennine MSK Partnership.
- 1.4 The **Outcomes Framework** for Oldham was agreed by the Health and Wellbeing Board in January 2018. The framework sets out a range of high level outcomes based on key changes planned over the next decade. It describes the priorities that the whole system will work together to deliver and will inform commissioning priorities and performance management. This is shown in Appendix A
- 1.5 In April 2017 a bid was submitted for £23.2m of **Greater Manchester Transformation Fund** monies to support the realisation of our ambitions. As outlined in Greater Manchester's Transformation Fund Investment Agreement with Oldham, a Central part of our plans are to increase the pace and scale of delivery of our Locality Plan which will improve care and close our forecasted financial gap of £71m. This was reduced to £21.3m on approval in late autumn 2017.

### 2 Current Position

- 2.1 Since November 2017, Oldham has had in place **an Investment Review and Assurance Process** to enable robust and fully costed transformation proposals to be developed within the Oldham allocation of £21.3 million. This process is summarized in Appendix B. This has accelerated in recent months in order to avoid losing overcommitted Greater Manchester funds. This report will outline the progress to date and the decision in July by the Commissioning Partnership Board to move into delivery phase 2018/19-2020/21. In return for investment from the transformation fund, programmes need to demonstrate a reduction in ED attendance and/ or hospital admission in order to reduce the anticipated financial gap in Oldham's required health and social care spend. The change programmes are described in detail in this next section covering;
- Thriving Communities
  - Start Well (Children avoidable admission project)

- 
- Mental Health
  - Integrated Community Services (Incorporating Urgent and Emergency Care and Extended primary care and Community Enablement).

## 2.2 Thriving Communities

This is for the allocation of £2.6m (over 3 years) for the development of;

- Insight – asset mapping, communities index, research, case data, outcomes
- Leadership and workforce – pledge, asset and placed based learning and implementation of approach
- Social action and infrastructure – social prescribing network, Social Action Fund, OLB projects, Fast Grants
- Thriving communities hub – a community entity to drive positive change and challenges system constraints

The recommendation of the Commissioning Partnership Board was to move to delivery, as successful delivery of the transformation to time, cost and quality appears highly likely. Thriving communities have no recurrent cost showing, as costs will only be incurred in proportion to the level of income that they can generate following the three year implementation programme. It should be noted that there are no hospital deflections allocated to this proposal over the three year period but the proposal strengthens Oldham's approach to community resilience and longer term health and social care system sustainability.

The Thriving Communities Business Case is supported by providers for the direction of travel, however, providers have challenged the level of enabler funding in this proposal and, therefore, it is recommended in this report that all enabler funding requested across the transformation programme is pooled to ensure coordination and best value from the transformation fund. The enabler budget will be managed collectively by the Oldham Cares Alliance Leadership Team with regular financial monitoring reports submitted to the Oldham Care's governance groups and boards

## 2.3 Start Well – Avoidable Admissions

The proposal aims to work with partners to support Oldham's parents and carers so that the wellbeing and chances of children and young people are enhanced. Integration of early years services and functions, targeted youth services, an early help service and MASH. The proposal has identified hospital deflections to the value of £1.5m against the transformation funding allocation of £0.9m;

- Paediatric advice and guidance to the community teams (including urgent care)
- Enhanced public health for families of children under 5 non urgent (universal services and GP same day appointments, pharmacy etc.)
- Enhanced specialist nurses to support review of CYP with LTC in GP's and working with education

The recommendation of the Commissioning Partnership Board Successful is that delivery appears probable and funding is to be allocated at the pilot stage. As constant attention will be needed to ensure risks do not materialise into major issues threatening delivery, pilots will be undertaken to ensure the evidence base is in place before roll out across Oldham. This rating is subject to receipt of Return on Investment information requested by Long Term Financial Planning members as part of the Investment Review and Assurance Process.

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## 2.4 Mental Health is Central to Good Health

Mental Health have developed two options with the range between an investment of £1.8m for a two cluster model to £2.3m for a five cluster model with similar savings from deflections of £2.6m.

- Psychological medicine in primary care (Psychiatry, Psychology, Clinical lead, CBT, Practitioners and MH Nursing)
- Community MH liaison for older adults (increase knowledge in cluster teams, access to assessments, support to be at home longer )
- Mental Health and Wellbeing (links to GM public health strategy)

The recommendation of the Commissioning Partnership Board is that successful delivery appears feasible and funding is to be allocated at the pilot stage to ensure an evidence base, as significant issues have been highlighted relating to sustainability in funding requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun. This rating is subject to receipt of further information on what categories of non-elective activity will reduce as a result of the business case - as requested by Long Term Financial Planning Group members as part of the Investment Review and Assurance Process. The information for non-elective admissions appears resolvable at this stage and it will be piloted in two clusters.

## 2.5 Integrated Community Care

Initially there were separate work programmes for Core and Extended Primary Care, Urgent and Emergency Care and Community Enablement. However, there were significant overlap and interdependencies between the programmes. Therefore, the care model has been examined together. Key components include:

- Continuation of primary care streaming in A&E at ROH to identify patients who could be managed by primary care
- Creation of Urgent Care Hubs to manage primary care on the day demand and the patients streamed from A&E who could be managed by the clusters.
- Urgent / on the day response for integrated community care including rapid response vehicle, increased District Nurse capacity and extended community based IV services.
- Proactive and preventative intervention including the use of physiotherapist in primary care, review of community equipment and improvement to the pathway for frail elderly patients.
- Creation of integrated care co-ordinators across seven days to proactive manage at risk groups.
- Single point of access to enablement services and bring community and residential intermediate care and reablement together across Oldham but delivered in each cluster.

The conclusion of the Commissioning Partnership Board is that successful delivery of the transformation is in doubt with major risks to financial viability and stakeholder engagement. The care model seeks to strengthen integration and achieve Oldham's vision and outcomes framework for the people of Oldham, however, the recommendation is that the principle of the business case needs re-visiting as the current proposal for integrated community care is not financially viable and does not offer a desirable return on investment. Options are:

1. Identify existing recurrent funds to support the new service development
2. Explore other options of service delivery
3. Continue with the existing proposal with reduced costs to deliver a return on investment at a minimum 2:1 (present 0:1 to a maximum of 0.9-1). As part of these proposals, identify other financial benefits of integration such as procurement and removal of duplication.

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Therefore, there is further work being undertaken before this workstream moves to delivery and an updated resource plan will be submitted to the Commissioning Partnership Board in October.

### **3 Key Issues for Overview and Scrutiny to Discuss**

- 3.1 The Overview and Scrutiny Board is asked to discuss progress made by Oldham Cares and to consider if there is a specific area (s) which it would like to receive greater detail for an in depth challenge session.

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

- 4.1 Is there sufficient challenge within the governance structure of Oldham Cares?
- 4.2 How do you wish to be kept informed of progress on our transformation journey?

### **5. Links to Corporate Outcomes**

- 5.1 The Oldham Plan sets out the longer term Vision for the Borough. It contains the Oldham Model which has three key change platforms being Inclusive Economy, Thriving Communities and Co-operative Services with associated and ambitious priorities; which are included in the transformation programmes.

### **6 Consultation**

- 6.1 These are times of great change and there will be many questions to answer. Oldham Cares will only succeed with the active participation of both the public and our workforce. A new dedicated website was launched at the beginning of August which co-insides with a number of launch events including the Big Conversation for public engagement scheduled to continue until October 2018.

### **7 Appendices**

- 7.1 Appendix 1 – Oldham Outcomes Framework  
Appendix 2 – Oldham Cares Governance Structure

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# Appendix 1

## Outcomes Framework

### High level outcomes

<b>A. Healthy Population</b>	<b>B. Effective prevention, treatment and care</b>	<b>C. Service quality/health of the system</b>
A1. Children have the best start in life	B1. People dying early from preventable causes	C1. Access to the right care at the right time.
A2. Thriving communities which promote, support and enable good physical and mental health and wellbeing.	B2. Find and treat people with undiagnosed conditions	C2. Individuals and families have the best experience possible when using services.
A3. Individuals and families are empowered to take control of their health.	B3. Support people to self-manage and self-care where appropriate	C3. Individuals and families have access to high quality treatment and care.
A4. Everyone has the opportunity and support to improve their health and wellbeing, including the most disadvantaged.	B4. Ensure mental health is central to good health and as important as physical health	C4. Health and care system is financially sustainable.

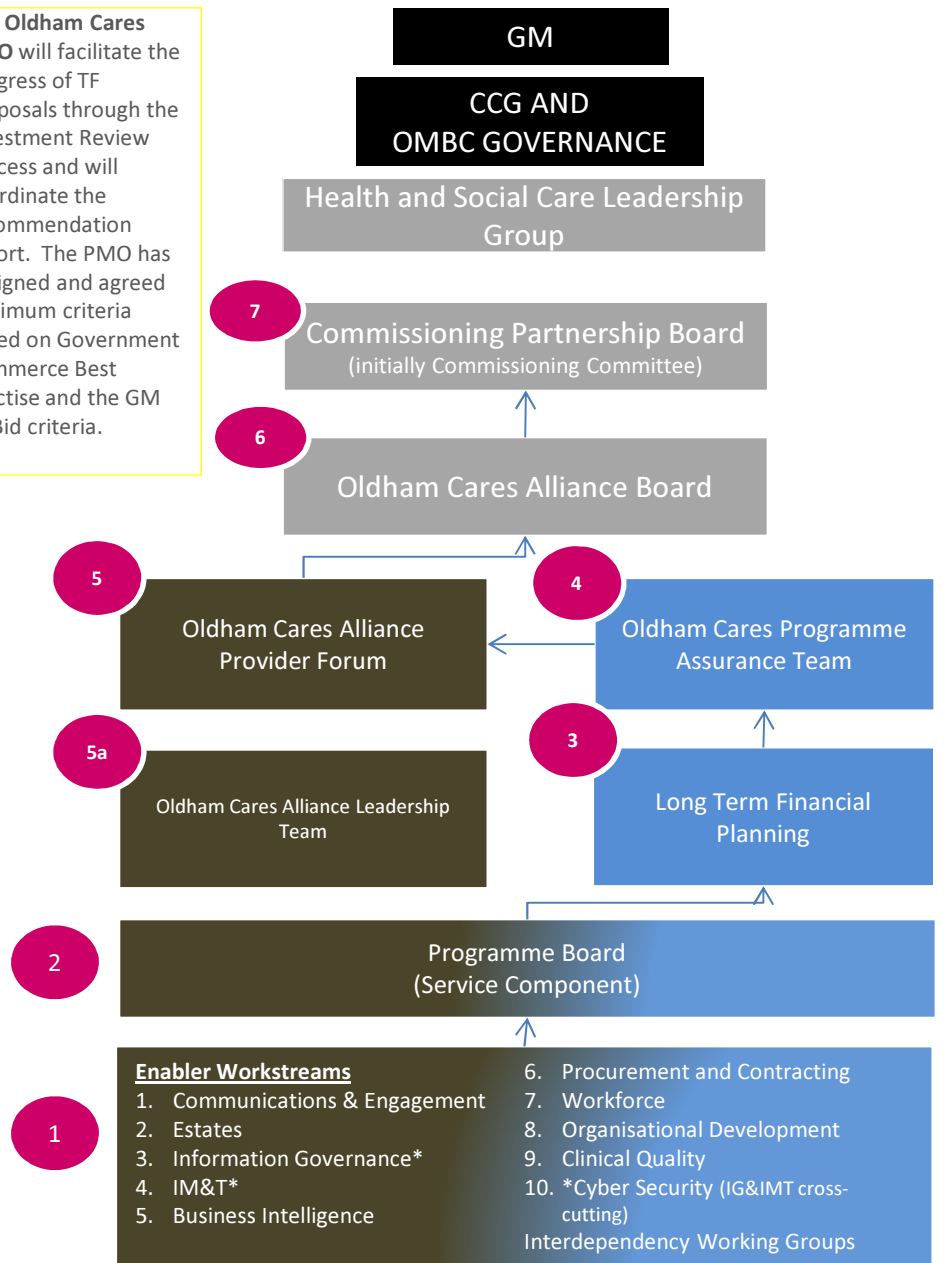
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# Oldham Cares Investment Review and Assurance Process

**OLDHAM CARES PROGRAMME MANAGEMENT OFFICE**

The **Oldham Cares PMO** will facilitate the progress of TF proposals through the Investment Review process and will coordinate the recommendation report. The PMO has designed and agreed minimum criteria based on Government Commerce Best Practise and the GM TF Bid criteria.



- 7 The **Commissioning Partnership Board** gives overall approval to the GM Transformation Fund spend in line with Commissioning intentions and the Outcome Framework, Section 75 arrangements. The H&SC LG will receive proposals prior to the CPB
- 6 The **Oldham Cares Alliance Board** will operate as a joint Executive Management Team overseeing the programme to establish the Alliance and the service transformation
- 5 The **Oldham Cares Alliance Provider Forum** includes providers who have signed the MOU/Alliance and will operate as a joint partnership team to develop a strategy for the 90 providers. This will act as a 'sense check' as to whether the proposals can be delivered operationally. The **Alliance Leadership Team** may wish to look at cases in more detail
- 4 The **Oldham Cares Programme Assurance Team** brings together Sponsors of service transformation in eight key areas to review, consolidate, plan, and assure change plans. This group will review proposals to ensure they are aligned to a system wide transformation approach
- 3 The **Long Term Financial Planning Group** will develop the long term financial model for the Oldham Locality plan factoring the impact of pathway interventions and efficiency requirements. It will review proposals for financial sustainability
- 2 Each Service Component has a **Programme Board**:
  - Community Enablement Programme Board
  - Health improvement Programme Board
  - Mental Health Strategy Partnership
  - Primary Care Programme Board
  - Start Well Programme Board
  - Thriving Communities Programme Board
  - Urgent Care Transformation Board
- 1 The **Enabler Workstreams** work at a strategic and operational transformation level, providing specialist support. **Interdependency Working Groups** will be established on an ad-hoc basis to analyse complex systems and/or work requiring technical expertise

- Enabler Workstreams**
- |                                |  |
|--------------------------------|--|
| 1. Communications & Engagement | 6. Procurement and Contracting             |
| 2. Estates                     | 7. Workforce                               |
| 3. Information Governance*     | 8. Organisational Development              |
| 4. IM&T*                       | 9. Clinical Quality                        |
| 5. Business Intelligence       | 10. *Cyber Security (IG&IMT cross-cutting) |
|                                | Interdependency Working Groups             |

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## Report to OVERVIEW AND SCRUTINY BOARD

# Council Motion: Restricting New Hot Food Takeaways Near Schools

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

**4<sup>th</sup> September 2018**

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### **Purpose of the Report**

The purpose of the report is to give consideration to a response to a motion which was referred to the Overview and Scrutiny Board on 28<sup>th</sup> March 2018 related to restricting new hot food takeaways near schools.

### **Executive Summary**

A motion was agreed at Council related to the restricting new hot food takeaways near schools at Council on 28<sup>th</sup> March 2018. Council resolved to refer the motion to the Overview and Scrutiny Board into the merits and practicalities of adopting recommendations set out in the motion. Health Scrutiny, at its meeting held on 3<sup>rd</sup> July received information related to the motion. Health Scrutiny agreed that the draft response be referred to the Board and that consideration be given to the possibility of incorporating the issue of obesity into the proposed workshop related to Urgent Care.

### **Recommendations**

The Overview and Scrutiny Board is requested to:

1. Agree the proposal to incorporate the issue of obesity into the proposed workshop on Urgent Care.
2. Agree that an update be provided to Council on the Council Action Report.

**Council Motion: Restricting New Hot Food Takeaways near Schools****1 Background**

1.1 A motion was referred to the Overview and Scrutiny Board at the Council meeting held on 28<sup>th</sup> March 2018. The full motion is as follows:

“This Council notes that:

- Childhood obesity has risen to epic proportions. In October 2017, the medical journal, The Lancet, reported one in every ten young people, aged 5 to 19, in the UK are classed as obese;
- In Oldham, sadly the situation is even worse. The Public Health England profile for the Borough, published July 2017, reported that 21.9% of children at Year 6 (660 in total) were classed as obese;
- Obese children are more likely to become obese adults, putting them at risk of developing serious health conditions (such as type 2 diabetes, heart disease, stroke and certain types of cancer);
- Takeaway food, where it is unhealthy, so called junk food, is undoubtedly a contributing factor in the increase;
- Although the Oldham School Meals Service is a Gold standard provider, regrettably some pupils chose to eat at or from takeaways;
- In June 2016, the Royal Society for Public Health called for a ban on the delivery of takeaway meals to school gates. A survey conducted by the RSPH amongst young people found half had ordered takeaways on their smart phones and a quarter had paid for fast food to be delivered to the school gates;
- At least 22 local authorities have adopted Supplementary Planning Document and Local Plans that include a prohibition on new fast food takeaways within 400 meters of local schools (a buffer zone);
- In July 2012, Oldham Council adopted a Supplementary Planning Document which placed restrictions on the density of hot food takeaways, but which did not include any restriction on new takeaways within a specified buffer zone.

Council resolves to ask the Planning Committee to investigate the desirability and practicality of:

- Introducing a prohibition on new takeaways within a 400 metre buffer zone as part of the Local Plan;

Council shall also contact all schools within the Borough to seek reassurances they:

- Enforce a ‘stay-on-site’ policy at lunchtimes;
- Ban the delivery of takeaways to the school gates for collection by pupils;

And ask them to do so; if they do not.”

**2 Current Position**

2.1 The Health Scrutiny Sub-Committee were informed that officers in Public Health and Planning were working together to compile relevant information to assist members in considering the desirability and practicality of limiting new takeaways near schools. This included information on the current locations of takeaways and schools, alongside information about overweight and obesity in children. Information about the experience of other authorities which had introduced similar restrictions on takeaways is also being gathered. Discussions are underway with the Chair about including a workshop on tackling overweight and obesity as part of the Health Scrutiny Work Programme within the next few months.

- 
- 2.2 Most Oldham schools have a stay on site policy (all primary schools, most secondary) during breaks/lunch times for safeguarding reasons, which is promoted as good school management practice from the DfE.
- 2.3 Whilst on site, many schools do offer a varied healthy option menu for snack and meal choices. The Education Catering Service provides high quality, high nutritional health options to 78 primary schools, which has been recognized nationally (Gold Food for Life Catering Mark and the prestigious Best Of Organic Market 'BOOM' Award), which serves circa 13,000 meals per day. In addition, most schools do not allow the delivery of takeaways to the school gates. However, this will be raised at the next Primary and Secondary Headteacher meetings to confirm that this is the case.
- 3 **Key Questions for Overview and Scrutiny to Consider**
- 3.1 The Overview and Scrutiny Board is requested to agree the proposals to incorporate the issue of obesity into the proposed workshop related to Urgent Care as discussed at the Health Scrutiny Sub-Committee held on 3<sup>rd</sup> July 2018.

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

**PART A – MEETING PROGRAMME**

MEETING DATE & VENUE	AGENDA ITEM	SUMMARY OF ISSUE	CABINET PORTFOLIO (link to Corporate Outcome)	RESOLUTION / RECOMMENDATION	Comments
<p><b>Tuesday, 19<sup>th</sup> June 2018</b>  <b>6.00 p.m.</b></p> <p><b>Deadline for reports: 7<sup>th</sup> June 2018</b></p> <p>Page 115</p>	<p>Adult Safeguarding – Deprivation of Liberty Safeguards</p>	<p>Update to the Board</p>	<p>Health and Social Care (Thriving Communities)</p>	<p><b>RESOLVED that:</b></p> <ol style="list-style-type: none"> <li>1. A further update on the Deprivation of Liberty Safeguards be provided when legislation changed or there was a deterioration in service to be addressed by the Board.</li> <li>2. The Board endorsed referral of the proposed legislation of the Liberty Protection Safeguards to the Cabinet Member for Health and Social Care in order for the issue to be raised with the Borough’s three MP’s.</li> </ol>	<p>Requested by the Board in June 2017</p>
	<p>Business Growth and Investment Strategy and Business Productivity and Inclusive Growth Programme</p>	<p>Update on the Work Programme (Strategic Investment Programme)</p>	<p>Economy and Enterprise (An Inclusive Economy)</p>	<p><b>RESOLVED that:</b></p> <ol style="list-style-type: none"> <li>1. The achievements as outlined in the Business and Investment Review Update be noted.</li> <li>2. A workshop be held in September 2018 for the development of ward councillor involvement working with local businesses and the regeneration team.</li> <li>3. A further update be brought back to the Overview and Scrutiny Board in June 2018.</li> </ol>	<p>Requested by the Board in November 2017</p>

	Overview and Scrutiny Annual Report	Review of the Overview and Scrutiny During 2017/18	Economy and Enterprise (Cooperative Services)	<b>RESOLVED that:</b> 1. The Overview and Scrutiny Annual Report for 2017/18 be commended to Council. 2. Copies of the Annual Report be sent to the Council's libraries and posted on the Council's website.	
Page 116	Overview and Scrutiny Toolkit	Guidance	Economy and Enterprise (Cooperative Services)	<b>RESOLVED that:</b> 1. The Overview and Scrutiny Toolkit be noted. 2. The points as outlined above be discussed at the Scrutiny Link meetings.	
	General Exceptions and Urgent Decisions	Update	Economy and Enterprise (Cooperative Services)	<b>RESOLVED that:</b> 1. The General Exception and Urgency Decisions related to the Funding of Voluntary Infrastructure and Community Horizon Project and the Reshaping Unity Partnership be noted. 2. A report on the Community Horizon Project be brought to the Overview and Scrutiny Board.	
<b>Tuesday, 24<sup>th</sup> July 2018 6.00 p.m.</b>  <b>Deadline for reports: 12<sup>th</sup></b>	Get Oldham Working and Career Advancement Services (Work and Skills Strategy)	Update on the Strategy	Employment and Skills (An Inclusive Economy)	<b>RESOLVED that:</b> 1. The content of the report be noted. 2. A progress be presented in July 2019. 3. A discussion with the relevant portfolio holder be arranged to	Requested by the Board in July 2017



<b>July 2018</b>				look at the five key points above and their prioritisation.	
	Getting to Good – Children’s Improvement Programme	Update	Children’s Services (Thriving Communities)	<b>RESOLVED that:</b> 1. The content of the presentation be noted. 2. An update be provided to the Chair of the Board in September 2018. 3. A progress report be presented in January 2019.	Link Meeting, 27 March 2018
	SMART Update	Update on the Programme	Finance and Corporate Resources (Cooperative Services)	<b>RESOLVED that:</b> 1. The content of the report be noted. 2. The recommendations 1 and 2 as detailed within the report be noted.	
<b>Tuesday, 4<sup>th</sup> September 2018, 6.00 p.m.</b> Ⓢ Ⓣ Ⓝ → <b>Deadline for reports: 22<sup>nd</sup> August 2018</b>	Street Charter	Update on the Implementation	Neighbourhood Services (Outcome Driven Services)		Requested by the Board in January 2018
	Integrated Care Organisation Update	Update on the service	Health and Social Care (Thriving Communities)		Link Meeting, 27 March 2018
	Land Value Taxation	Means to raise public revenue	Finance and Corporate Resources (Thriving Communities)		Motion referred to Board on 28 March 2018
	Restricting new Hot Food Takeaways near Schools	Update on progress	Health and Social Care (Thriving Communities)		Motion referred to Board on 28 March 2018
	Making Oldham a ‘Single Use Plastic-	Update on progress	Neighbourhood Services (Thriving		Motion referred to Board on 28 March

	Free” Local Authority		Communities)		2018
<b>Tuesday, 16<sup>th</sup> October 2018 6.00 p.m.</b>	SEND Update	Update	Children’s Services (Cooperative Services)		ESN Link Meeting, 7 Feb 2018
<b>Deadline for Reports: 4<sup>th</sup> October 2018</b>					
	Local Government Ombudsman	Review of Complaints System	Finance and Corporate Resources (Co-operative Services)		
	‘A’ Boards	Linked to the Street Charter	Neighbourhood Services (Outcome Driven Services)		
<b>Tuesday, 27<sup>th</sup> November 2018 6.00 p.m.</b>	Oldham Town Centre Masterplan (to include an update on the Town Centre Parking Strategy)	Update to the Board	Economy and Enterprise (An Inclusive Economy)		Updates requested in November 2017 and January 2018
<b>Deadline for Reports: 15<sup>th</sup> November 2018</b>					
	Gambling Policy				Renewed Policy in accordance with the Policy Framework
	Safeguarding Boards Annual Reports (LSCB/LSAB)	Annual Reports	Health and Social Care and Children’s Services (Thriving Communities)		Link Meeting, 27 March 2018
<b>Tuesday, 22<sup>nd</sup></b>	Libraries	Update on the provision of	Education and		Update requested

<b>January 2019</b> <b>6.00 p.m.</b>  <b>Deadline for Reports: 10<sup>th</sup> January 2019</b>		the service	Culture (Cooperative Services)		by the Board in January 2018
	Generation Oldham	Update	Finance and Corporate Resources (Outcome Driven Services)		Update requested by the Board in January 2018
	Getting to Good – Children’s Improvement Programme	Update	Children’s Services (Thriving Communities)		Updated requested by the Board in July 2018
<b>Tuesday, 5<sup>th</sup> March 2019</b> <b>6.00 p.m.</b> <b>→</b> <b>Deadline for Reports: 21<sup>st</sup> February 2019</b>	GM2040 Delivery Plan	Annual Update	Neighbourhood Services (An Inclusive Economy)		Updated requested by the Board in October 2017
	Virtual School	Annual Report and Term Update	Education and Culture (An ambitious and socially mobile borough)		Update requested by the Board in March 2018

**PART B – ONE OFF MEETINGS AND WORKSHOPS**

Date	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
TBC	Greater Manchester Spatial Framework	Update on the Development	People and Place (A regenerating and confident borough)	TBC	A workshop was recommended at the Economy and Skills Link meeting held on 28 <sup>th</sup> September 2017 – pending consultation timeline from GMCA	
17 July 2018	Universal Credit	Further visit to the DWP	Corporate and Commercial	Visit arranged for 17 July; invitations sent on 20 June.	A further workshop to be held following earlier visit by the Chair of Overview and Scrutiny to the DWP Offices.	Visit took place on 17 July.
4 July 2018	Multi-Agency Safeguarding Hub	Visit to the MASH	People and Place	Visit arranged for 4 July; invitations sent 20 June.	A workshop to be held to discuss the development of the hub and adult social care.	Visit took place on 4 July.
TBC	Meeting with Headteachers	Evaluate change over the last twelve months	People and Place	Aim for Summer time; early July after assessments	To be similar to event held in September 2017	
TBC	Business and Investment Review	Workshop requested at the O&S Board on 19 June 2018	People and Place	4 September 2018	A workshop to be held to discuss the development of ward councillor involvement working with local businesses and the regeneration team.	Workshop arranged for 4 September at 5.00 p.m.

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

When Discussed	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
26 Nov 17	Free Schools	Update would be received when the national policy on Free Schools had been clarified.	Children's Services	TBC		
6 Mar 2018	Children's Social Care Getting to Good Improvement Plan Update	Report to be received following sign off by Ofsted	Children's Services	July 2018	Update received at O&S Board on 24 July 2018	

6 Mar 2018	Selective Licensing Scheme	Update on Year 4 of 5 of the Scheme	People and Place	TBC		
6 Mar 2018	Combatting Acid Attacks	Members agreed the voluntary scheme not be introduced, however, the issue was to remain on the work programme pending approval of legislation.	People and Place	TBC		
ESN Link Meeting 9 Nov 17	Review of Housing Strategy	Update	People and Place	TBC		
ESN Link Meeting 27 Mar 2018	Children's Services Inspection (may include Virtual School)		Children's Services	TBC		
O&S Board, Jun 18	Community Horizon Projects	Update Requested	Policy and Governance	TBC	Members requested a report at the meeting held on 19 June 2018 as a result of the item being reported on the General Exceptions/Urgent Decisions report.	
Council, 11 July 2018	Tackling 'Problem' and Underage Gambling		People and Place	TBC	Motion referred to O&S Board. O&S and Licensing to consult with Gamble Aware and other relevant parties to ensure the Council and its partner agencies follow best practice	
ENS Link Meeting 27 Mar 18	Children's Health	Update	Children's Services (Thriving Communities)	TBC	Link Meeting, 27 March 2018	
	Ofsted Focused Inspection Outcome	Update	Children's Services (Thriving Communities)		Link Meeting 27 March 2018	

**PART D – ACTIONS FROM PREVIOUS MEETINGS**

<b>Date of Meeting</b>	<b>Title of Report</b>	<b>Directorate</b>	<b>Action(s)</b>	<b>Date Completed and Outcome</b>
6 March 2018	Social Values in Procurement	Corporate and Commercial	Ability of local companies to access the CHEST be discussed at the LINK meeting	
6 March 2018	Virtual School	Children's Services	Ofsted results to be reported to O&S Board in a short briefing note during the next municipal year (18/19)	
19 June 2018	Deprivation of Liberty Safeguards	Community Health and Social Care	Meeting to held between the Chair of O&S and the Cabinet Member for Health and Social Care to discuss the proposed Liberty Protection Safeguards legislation in order to raise the issue with the three MPs.	The Cabinet Member for Health and Social Care sent the letters to the borough's three MPs on 16 July 2018.
22 June 2018	O&S Annual Report	Legal and Democratic Services	Copies of the report to be sent to District Libraries and posted on the website following approval at Council.	The report is posted on the website on the Overview and Scrutiny page. Copies of the report were sent to all libraries on 27 July 2018.
19 June 2018	Key Decision Document	Legal and Democratic Services	Clarification be sought on the Ackers Farm decision as work had already started.	Response sent 20 June 2018 – it was explained that remedial works had started due to the collapse of wall and traffic management issues.
24 July 2018	Getting to Good Children's Improvement Programme.	Childrens' Services	In September 2018 to update the Chair and the other OS Board members on the latest developments concerning the Getting to Good Children's Improvement Programme.	Workshop arranged for 17 September 2018 at 5.00 p.m.

24 July 2018	Oldham Work and Skills Strategy Update	Economy & Skills	Chair to have discussion with relevant portfolio holder to look at the five key points in the report and their prioritisation.	
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**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

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

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

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
ECEN-12-17	Oldham Heritage and Arts Centre/Oldham Coliseum Enabling Works	Borough Solicitor (Paul Entwistle), Borough Treasurer, Director of Economy and Skills	October 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: The implementation of enabling works in relation to the development of a new heritage and arts centre and a new theatre. Document(s) to be considered in public or private: Part A Cabinet report (Oldham Cultural Quarter), 24th April 2017.				
ECEN-04-18	Refurbishment of Royton Town Hall and Library	Director of Economy and Skills	September 2018	Cabinet
Description: To approve spend from the capital programme and appoint contractor. Document(s) to be considered in public or private: Private - commercial relationship with contractor				
ECEN-07-18	Hollinwood Junction Development Site - Disposal of land at Albert Street	Director of Economy and Skills	September 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: To approve the final terms for the disposal of land at Albert Street, Hollinwood. Document(s) to be considered in public or private: Private because it contains information relating to the financial and business affairs.				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
ECEN-08-2018	Prince's Gate Development: Connectivity and Highways Construction Works	Director of Economy and Skills	September 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Approval to proceed with the construction works for the connectivity improvements at Princes Gate. Document(s) to be considered in public or private:				
Page 8 Page 127 ECEN-10-	Waterloo St Area Utility Diversions and Highway Improvements	Deputy Chief Executive People and Place – Helen Lockwood	September 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Utility diversions to facilitate the construction of the new Coliseum Theatre and OMA Heritage and Arts Centre and adjacent highway improvements Document(s) to be considered in public or private: Leader of the Council				
ECEN-11-18	Appointment of EWA Architects	Deputy Chief Executive People and Place – Helen Lockwood	September 2018	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Appointment of EWA architects to complete the design and assist with the delivery of the new Coliseum Theatre and new heritage and arts centre on Union St Document(s) to be considered in public or private: Report of 1st February 2018 concerning the client-side appointment of EWA. This report is private as it contains information that relates to the financial and business affairs of a third party.				
ECEN-12-18	Disposal of land known as 'Plateau 1', situated between Salmon Fields and Turf Lane, Royton [Royton South]	Director of Economy and Skills	November 2018	Cabinet
Description: Document(s) to be considered in public or private: Report				
ECEN-13-18	Cultural Quarter Update	Deputy Chief Executive People and Place – Helen Lockwood	September 2018	Cabinet
Description: Cabinet update in respect of the Cultural Quarter. Document(s) to be considered in public or private: Private report as it relates to the business and financial affairs of the Council				
ECEN-14-18 <b>New!</b>	Acquisition of Third Party Interest in Oldham Property LLP - Acquisition of Former Sainsbury's, Bloom Street	Director of Economy and Skills	September 2018	Cabinet
Description: Document(s) to be considered in public or private: Report to be considered in private due to its commercial sensitivity				

### Education and Culture Cabinet Portfolio

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018

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

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**Employment and Skills Cabinet Portfolio - None**

**Children's Services Cabinet Portfolio - None**

**Health and Social Care Cabinet Portfolio - None**

**Housing Cabinet Portfolio**

NEICO-11-17	Draft Strategic Housing Land Availability Assessment (SHLAA)	Deputy Chief Executive People and Place – Helen Lockwood	September 2018	Cabinet Member - Housing (Cllr Hannah Roberts)
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## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: A Strategic Housing Land Availability Assessment (SHLAA) is a technical exercise to assess the amount of land that could be made available for housing development. It is part of the evidence base that will inform the plan making process. Document(s) to be considered in public or private: Draft SHLAA				
HSG-01-18 <b>New!</b>	GMSF - Northern Gateway Masterplan	Deputy Chief Executive People and Place – Helen Lockwood	September 2018	Cabinet
Description: The report explains how the Northern Gateway masterplan demonstrates: the capacity of strategic economic and residential growth in the area; a development vision for the Northern Gateway; and, the delivery of spatial growth within the area. Document(s) to be considered in public or private: Private on commercial sensitivity grounds				

## Neighbourhood Services Cabinet Portfolio

ENVS-07-17	Highways Improvement Programme	Deputy Chief Executive People and Place – Helen Lockwood	March 2019	Cabinet Member - Neighbourhoods (Statutory Deputy Leader - Cllr Arooj Shah)
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## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Cabinet approved the £6.2m Highways Improvement Programme for delivery over the financial years 2017/18 and 2018/19 in November 2017.</p> <p>As part of the Programme there will be several schemes/groups of schemes with values exceeding £250,000. Document(s) to be considered in public or private:</p>				
NEI-04-18 <b>New!</b>	Growth Deal 3 Major Scheme: Oldham Town Centre Regeneration and Connectivity	Deputy Chief Executive People and Place – Helen Lockwood	November 2018	Cabinet
<p>Description: The report updates Cabinet on the progress and future delivery of the Growth Deal 3 Major Scheme Oldham Town Centre Regeneration and Connectivity, which is part of the Greater Manchester Transport Capital Programme. It also advises on the governance process associated with the Growth Deal grant and seeks delegated approval for various matters to ensure delivery timescales can be met.</p> <p>Document(s) to be considered in public or private: Private: Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because the report contains information relating to the financial or business affairs of the Council.</p>				
NEI-05-18 <b>New!</b>	Highways Investment Programme - Key Principles	Deputy Chief Executive People and Place – Helen Lockwood	October 2018	Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**Policing and Community Safety Cabinet Portfolio - None**

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**Finance and Corporate Resources Cabinet Portfolio**

CFHR-11-17	Report of the Director of Finance - Third Sector Loan	Deputy Chief Executive Corporate and Commercial – Ray Ward	September 2018	Cabinet
<p>Description: Loan to Third Sector Organisation                      Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Third Sector Loan                      The options and alternatives contained within the report are commercially sensitive.</p> <p>Background Documents: The appendix to the report will contain information that is commercially sensitive.</p>				
FCR-07-18	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Quarter 1	Deputy Chief Executive Corporate and Commercial – Ray Ward	September 2018	Cabinet



**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The report provides an update on the Council’s 2018/19 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 June 2018 (Quarter 1)                      Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Quarter 1</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-08-18	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Quarter 2	Deputy Chief Executive Corporate and Commercial – Ray Ward	December 2018	Cabinet
<p>Description: The report provides an update on the Council’s 2018/19 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 September 2018 (Quarter 2)                      Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Quarter 2</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-09-18	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Month 8	Deputy Chief Executive Corporate and Commercial – Ray Ward	February 2019	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The report provides an update on the Council's 2018/19 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 November 2018 (Month 8)  Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Month 8</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
<p>Page 134</p>	<p>CR-10-18 Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Quarter 3</p>	<p>Deputy Chief Executive Corporate and Commercial – Ray Ward</p>	<p>March 2019</p>	<p>Cabinet</p>
<p>Description: The report provides an update on the Council's 2018/19 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2018 (Quarter 3)  Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2018/19 Quarter 3</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
<p>FCR-11-18</p>	<p>Report of the Director of Finance - Capital Programme &amp; Capital Strategy for 2019/20 to 2021/22</p>	<p>Deputy Chief Executive Corporate and Commercial – Ray Ward</p>	<p>February 2019</p>	<p>Cabinet</p>

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To consider the Council's capital programme and capital strategy  Document(s) to be considered in public or private: Report of the Director of Finance - Capital Programme &amp; Capital Strategy for 2019/20 to 2021/22</p> <p>Background Documents: Various Appendices</p> <p>Report to be considered in public</p>				
FCR-12-18	Statement of the Chief Financial Officer on Reserves, Robustness of the Estimates and Affordability and Prudence of Capital Investments in the 2019/20 Budget Setting Process	Deputy Chief Executive Corporate and Commercial – Ray Ward	February 2019	Cabinet
<p>Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2019/20 budget setting process.</p> <p>Document(s) to be considered in public or private: Statement of the Chief Financial Officer on Reserves, Robustness of the Estimates and Affordability and Prudence of Capital Investments in the 2019/20 Budget Setting Process</p> <p>Background documents: Various Appendices</p> <p>Report to be considered in public</p>				
FCR-13-18	Report of the Director of Finance - Budget 2019/20 - Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes	Deputy Chief Executive Corporate and Commercial – Ray Ward	December 2018	Cabinet

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The determination of the tax bases for Council Tax setting and for Business Rates income for use in 2019/20 budget deliberations  Document(s) to be considered in public or private: Report of the Director of Finance - Budget 2019/20 - Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes</p> <p>Background Documents: Various Appendices</p> <p>Report to be considered in public</p>				
Page 136 FCR-14-18	Joint Report of the Deputy Chief Executive People and Place and Director of Finance - Strategic Housing Revenue Account Estimates for 2018/19 to 2022/23	Deputy Chief Executive Corporate and Commercial – Ray Ward, Deputy Chief Executive People and Place – Helen Lockwood	February 2019	Cabinet
<p>Description: The Housing Revenue Account (HRA) outturn estimates for 2018/19, the detailed budget for 2019/20 and the strategic HRA estimates for the three years 2020/21 to 2022/23  Document(s) to be considered in public or private: Joint Report of the Deputy Chief Executive People and Place and Director of Finance - Strategic Housing Revenue Account Estimates for 2018/19 to 2022/23</p> <p>Background Documents: Various Appendices</p> <p>Report to be considered in public</p>				
FCR-15-18	Report of the Director of Finance - Revenue Budget 2019/20 and Medium Term Financial Strategy 2019/20 to 2021/22	Deputy Chief Executive Corporate and Commercial – Ray Ward	February 2019	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To consider the Administration's detailed revenue budget reduction proposals (2019/20 to 2021/22) and the presentation of the Medium Term Financial Strategy for the Council (2019/20 to 2021/22) incorporating the current policy landscape and Local Government Finance Settlement</p> <p>Document(s) to be considered in public or private: Report of the Director of Finance - Revenue Budget 2019/20 and Medium Term Financial Strategy 2019/20 to 2021/22</p> <p>Background Documents: Various Appendices</p> <p>Report to be considered in public</p>				
<p>FCR-17-18</p> <p>Page 137</p>	<p>Report of the Director of Finance - Treasury Management Strategy Statement 2019/20 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators</p>	<p>Deputy Chief Executive Corporate and Commercial – Ray Ward</p>	<p>February 2019</p>	<p>Cabinet</p>
<p>Description: To consider the Council's Treasury Management Strategy for 2019/20</p> <p>Document(s) to be considered in public or private: Report of the Director of Finance - Treasury Management Strategy Statement 2019/20 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators</p> <p>Background Documents: Various Appendices</p> <p>Report to be considered in public</p>				
<p>FCR-18-18</p>	<p>Report of the Director of Finance - Treasury Management Strategy Mid-Year Review 2018/19</p>	<p>Deputy Chief Executive Corporate and Commercial – Ray Ward</p>	<p>November 2018</p>	<p>Cabinet</p>

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018

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 2018/19  Document(s) to be considered in public or private: Treasury Management Strategy Mid-Year Review 2018/19</p> <p>Background Documents: Various Appendices</p> <p>Report to be considered in public</p>				
FCR-20-18	Report of the Director of Finance - Dedicated Schools Grant Outturn 2017/18	Deputy Chief Executive Corporate and Commercial – Ray Ward	September 2018	Cabinet
<p>Description: To report the final outturn position of the 2017/18 Dedicated Schools Grant  Document(s) to be considered in public or private: Proposed Report Title:  Report of the Director of Finance - Dedicated Schools Grant Outturn 2017/18</p> <p>Background Documents:  Various Appendices</p> <p>Report to be considered in public</p>				
FCR-21-18 <b>New!</b>	Addendum to the Continuity of Service Protocol	Deputy Chief Executive Corporate and Commercial – Ray Ward	October 2018	Cabinet
<p>Description: The Continuity of Service Protocol agreed by Cabinet on 26th March limited recognition of continuous service for employees (who have voluntarily moved from the NHS to the Council) to calculating annual leave, sick pay and maternity pay. It is now proposed to extend the protocol to provide for enhanced discretionary termination payments to such employees in order to mitigate against any potential negative impact of a voluntary move.  Document(s) to be considered in public or private: Public</p>				

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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### Commissioning Partnership Board

CPB-01-18	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	September 2018	Commissioning Partnership Board
Description: To provide notification of decisions to be taken by the Commissioning Partnership Board Document(s) to be considered in public or private: Reports to be taken in private as it is not in the public interest to disclose the information as it relates to the financial or business affairs of the Council and the Clinical Commissioning Group				

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#### Key:

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

#### Notes:

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

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2018**

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

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