

OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

***Overview & Scrutiny Committee
Agenda***

Date Thursday 27 June 2019

Time 6.00 pm

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

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Constitutional Services at least 24 hours in advance of the meeting.
 2. CONTACT OFFICER for this agenda is Mark Hardman Tel. 0161 770 5151 or email mark.hardman@oldham.gov.uk
 3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Monday, 24 June 2019.
 4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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

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

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE
Councillors Ahmad (Chair), Phythian, Stretton, Williamson, Byrne, Haque, Hulme and J Larkin

Item No

- 1 Appointment of Vice Chair

The Performance and Value For Money Select Committee is asked to appoint a Vice Chair for the Municipal Year 2019/20. The Vice Chair will chair the Performance and Value for Money Select Committee in the absence of the Chair.
- 2 Apologies For Absence
- 3 Urgent Business

Urgent business, if any, introduced by the Chair
- 4 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 5 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.
- 6 Minutes of the Previous Meeting (Pages 1 - 6)
- 7 Minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee (Pages 7 - 28)

The minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee held on 8th February 2019 and 15th March 2019 are attached for noting.
- 8 Minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee (Pages 29 - 50)

The minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee meetings held on 12th February 2019 and 19th March 2019 are attached for noting.
- 9 Minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee (Pages 51 - 72)

The minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee meetings held on 14th February 2019 and 14th March 2019 are attached for noting.
- 10 Update on the Improving Attendance and Health and Wellbeing (Pages 73 - 80)

- 11 Children's Services - Financial Performance at 2018/19 Year and Balancing the Budget Going Forward

Report to follow.
- 12 Overview and Scrutiny Toolkit (Pages 81 - 106)
- 13 Performance and Value for Money (PVFM) Select Committee Work Programme (Pages 107 - 112)

The Select Committee is requested to note and comment on the PVFM Work Programme for the 2019/20 Work Programme.
- 14 Key Decision Document (Pages 113 - 128)

The Board is requested to note the latest Key Decision Document.
- 15 Date and Time of Next Meeting

The date and time of the next Performance and Value for Money Select Committee will be Thursday, 22nd August 2019 at 6.00 p.m.

This page is intentionally left blank

OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY

SELECT COMMITTEE

21/03/2019 at 6.00 pm



Present: Councillor Ahmad (Chair)
Councillors Curley, Davis, Harkness, Phythian, Stretton (Vice-Chair) and Azad

Also in Attendance:

Councillor Fielding	Leader of the Council and Cabinet Member for Economy and Enterprise
Mark Stenson	Head of Corporate Governance
Andy Collinge	Head of School Support Services
Patsy Burrows	Head of Service – Children Looked After and Care Leavers
Sian Walter-Browne	Constitutional Services

1 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF THE LAST MEETING**

RESOLVED that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committee meetings held on 24th January and 5th February 2019 be agreed as a correct record.

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

RESOLVED that the minutes of the Overview and Scrutiny Board meetings held on 22nd January and 5th March 2019 be noted.

7 **SCHOOL PLACES APPLICATION PROCESS**

Consideration was given to a report of the Head of School Support Services which provided a briefing and update on the school places application process.

Members were provided with a statistical analysis of the allocation of school places over recent years to, which included the following:-

- Places Available.
- Take up of places.
- The percentage of residents who are offered a school place of choice (1st and 2nd preferences).
- The number of parents missing the school places application deadline.

- An overview of schemes and initiatives designed to assist parents when applying for a school place.
- Overview of the current school place plans
- Future plans to increase parental choice.

Members were informed that the application process was completed online for allocations and in-year transfers. There was huge pressure on places, particularly at secondary level, due to school closures and an increasing population, and there were a number of projects under way to increase places and parental choice.

Members asked for and received clarification of the following:-

- Redirection – this occurred only where none of the expressed preferences could be met. This could be due to a parent expressing only one preference or it could be because the application was late and the chosen schools were already full. Pupils would be redirected to the nearest school with a place available. It was understood this was a major source of complaints to Councillors where parents did not like the schools offered. The Council was looking to build up a small surplus of places and support all schools to become good or outstanding, which would greatly reduce the number of complaints and appeals.
- People on waiting lists being displaced by new arrivals – when a pupil moved into the borough they had by law to be allocated a place at a school. Where schools were full, this would go through the Fair Access Panel and Fair Access admissions would take priority over those on the waiting list.
- Pressure being predicted – the authority now had much clearer figures and would anticipate a better ability to predict growth in the future.
- Clarksfield – due to expand this year.
- In-year transfers – usually occurred where a family moved house or were unhappy with the current school, sometimes because a child on the waiting list had been offered a place.
- Information to parents – the services was seeking to understand why applications were late and whether there were any common themes that could be addressed. Those that applied late would usually have limited choices. The research would show if there were any particular geographical areas that had more late applications than others.
- Appeals – main block of secondary school appeals would be heard in June and primaries before the summer break.

RESOLVED that:-

1. The report be noted.
2. A further update be provided in 12 months.

COUNCIL PERFORMANCE REPORT DECEMBER 2018

The Leader of the attended for this Item and Members gave consideration to a report of the Head of Business Intelligence which reviewed Council Performance for December 2018.



RESOLVED that the Corporate Performance Report for December 2018 be noted.

UPDATE ON ADOPTION PERFORMANCE

Consideration was given to a report of the Head of Service - Children Looked After and Care Leavers which presented the Adoption Annual Report and an overview of the Adoption Scorecard for 2017 to update the Committee on the performance of the Adoption Service in relation to the Adoption Leadership Board performance indicators. The report also provided an update on local, regional and national developments in adoption.

Members were informed that since the government's focus on Adoption Reform and the development of the Adoption Leadership Board Scorecard in 2012, an annual briefing had been presented to the Committee to provide an overview of Oldham's performance in relation to the Adoption Leadership Board performance indicators, as well as an update for Members on local, regional and national developments in adoption.

In line with the Adoption Reform Agenda, Oldham had joined with Bolton, Bury, Blackburn with Darwen, Rochdale and Tameside to develop a Regional Adoption Agency (RAA), Adoption NoW, which went live in November 2017. The Annual Adoption Report provided an overview of the progress of Oldham's children through the adoption process, Adopter Recruitment and Adoption Support.

The Adoption Scorecard measured performance against a set of indicators over a 3 year period. The Adoption Scorecard for 2018 had not yet been published and as a result, it was not possible to provide up-to-date comparisons with Statistical Neighbours and England averages.

Members noted highlights of Oldham's performance included:-

- 35 children had been adopted in 2018 compared with 25 children in 2017.
- The cohort of children adopted included a high proportion of children considered hard to place due to age, ethnicity, health needs or being part of a sibling group and this would inevitably have an impact on adoption timescales for children.
- The A1 indicator measured the average time over a 3 year period between a child becoming looked after and moving in with the adoptive family, for children who had been adopted. Oldham's performance had improved from

469 days in 2016 to 447 in 2017. The 3 year average to March 2018 had further improved to 430 days and was only slightly above the Adoption Leadership Board target of 426 days.

- The A2 indicator measured the length of time between the local authority obtaining a Placement Order to matching a child with adopters, for children who had been adopted. Oldham's performance improved from 223 days in 2016 to 213 days in 2017. In 2018, performance in relation to the A2 indicator had deteriorated to 265 days. This was 144 days above the Adoption Leadership Board target of 121 days.
- The Regional Adoption Agency had increased the pool of adopters available to Oldham children.
- Oldham performed better than the England average for almost all Adoption Leadership Board measures in 2017, and better than its Statistical Neighbours against the indicators which measured adoption timescales.

Members asked for and received clarification on the following:-

- Recruitment of BME adopters – One of the aims of the RAA was to become a centre of excellence in such recruitment, especially recruiting from Asian backgrounds. This would increase the number of BME families for the RAA and enable them to be offered to other areas. The RAA was also very skilled in finding families for hard to place children
- Progress – there had been significant progress in the 12 months the authority had been in the RAA. The main identified risk in the future was around the uncertainty of the continuation of the adoption support fund past 2020.
- Ofsted inspection outcome – very positive with regards to both fostering and adoption. Determining lines of responsibility for performance between the individual councils and the RAA was an ongoing area of work.
- Adoption of multiple children by single parents – anyone could adopt. All applicants underwent assessment and the outcome of that would determine how many children could be adopted.
- Dividing siblings – only if a split was beneficial especially where there was no sibling relationship. Where there was a relationship, every effort would be made to keep them together which may mean they took longer to place.
- Nationwide adoption – children could be adopted anywhere, however the target was to place 60% of the children within the RAA. This year the target had been exceeded, with 68% being placed within the RAA.

RESOLVED that:-

1. The report be noted.
2. A further report be provided in Summer 2020.

Members gave consideration to the 2018/19 Work Programme.

Members discussed potential Items for the 2019/20 Work Programme and were invited to send suggestions to the Chair.

RESOLVED that the Work Programme for 2018/19 be noted.



11

DATE AND TIME OF NEXT MEETING

RESOLVED that the date and time of the next Overview and Scrutiny Performance and Value for Money Select Committee, being Tuesday, 27th June 2019 at 6.00 p.m, be noted.

The meeting started at 6.00 pm and ended at 7.09 pm

This page is intentionally left blank

GMCA ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE 8 FEBRUARY 2019 AT 2.30 PM AT GMCA OFFICES, CHURCHGATE HOUSE

Present: Councillor Michael Holly (Rochdale) (in the Chair)

Bury: Councillor Robert Caserta
Bury: Councillor Mary Whitby
Oldham: Councillor Valerie Leach
Rochdale: Councillor Raymond Dutton (substitute)
Salford: Councillor Karen Garrido
Salford: Councillor Kate Lewis
Stockport: Councillor Mark Hunter
Stockport: Councillor Jude Wells
Trafford: Councillor Barry Brotherton
Tameside: Councillor Yvonne Cartey

In attendance

GMCA Councillor Sean Fielding, Portfolio Lead for Education, Skills, Work and Apprenticeships
Councillor Andrew Western, Portfolio Lead for Digital, City Region
Simon Nokes, Executive Director Policy & Strategy
John Wrathmell, Assistant Director Strategy & Policy
Phil Swan, Chief Information Officer
Emma Stonier, Governance and Scrutiny Officer

E13/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Susan Haworth (Bolton), Daniel Meredith (Rochdale) and Charles Rigby (Wigan).

E14/19 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

The Committee agreed that Item 6 – Work and Skills Update was taken after Item 9 – Local Industrial Strategy.

The Committee were provided an update on the following item of urgent business:

a. Brexit

Simon Nokes, Executive Director Policy and Strategy, GMCA, provided an update on Brexit. The Committee receives the GMCA Brexit Monitor on a monthly basis. GM will continue to monitor the economic impacts of Brexit over the coming weeks/months. Brexit preparedness was ongoing and a paper about this was on the agenda for the next Corporate Issues and Reform Overview and Scrutiny Committee. GM was undertaking a

Item 4

range of work about the potential impact of Brexit and civil contingency planning. This included: identifying infrastructure projects over £10m in value and understanding how they might be affected; working with Manchester Airport around potential impact/delays arising from Brexit; looking at sectors such as health and hospitality in which there are larger numbers of EU nationals working; encouraging all public sector organisations to look at Brexit readiness and looking into potential issues around data storage. A GM level group was looking at GMCA preparedness, with relevant issues being included in the CA Risk Register.

Members had the following questions:

- What powers do GM have and how can these be used to lessen the potential impact of Brexit? It was highlighted that GM is currently reviewing what support offers were available for businesses and individuals. This type of support had been offered at the time of the last recession. Live conversations were also taking place with Government around support from them and how this might be deployed. Government have also requested regular reports in relation to the state of the economy.
- The accuracy of economic forecasting was raised and it was asked what period the forecasts covered? GM had used the Government's analysis in the Corporate Issues and Reform Overview and Scrutiny report and had applied this to GM. The forecast was over a 15-year period and, based on the Government's own analysis, showed that GM would be £8.2b worse off than if the UK had remained in the EU. Members queried what percentage of GM's predicted growth this was. It was confirmed Officers would clarify this and circulate information to the Committee.
- Were GM aware of any companies based in GM relocating to the EU due to Brexit? Currently GM were not aware of companies who had relocated, however they were aware of some companies who had opened a second operation in Europe due to Brexit uncertainty.
- What was the expected impact of Brexit over the next 12 months? It was highlighted that the impact depended on the final deal and that the work the Government had carried out focused on the impact over 15 years. Some concerns were also noted around companies stockpiling and perceptions around economic performance arising from this. Modelling over a 6 month/yearly period has not been carried out due to the large amount of unknown variables.
- Companies curtailing investment in the UK because of Brexit was highlighted as a concern. GM had seen companies taking longer to make decisions or putting decisions on hold until the current situation around Brexit became clearer. Companies future investment plans were also closely related to why the company was in the UK.
- A Member raised school meals and the potential impact Brexit may have on their provision due to supply chains and asked whether GM was aware of this and asked of any action being taken to mitigate this? Officers were not aware of any specific action around school meals but would look into this further and report back to Members.

A further update will be provided at the March meeting.

RESOLVED:

1. That the Committee received further updates on Brexit.
2. That information regarding what percentage the £8.2bn figure was of predicted economic growth in GM be circulated to the Committee.
3. That officers would investigate whether there was any action underway around the impact of Brexit on school meals and update the Committee.

E15/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E16/19 MINUTES OF THE MEETING HELD ON 11 JANUARY 2019

The minutes of the meeting held on 11 January 2019 were submitted for approval.

RESOLVED:

That the minutes of the last meeting held on 11 January 2019 be approved as a correct record.

E17/19 WORK PROGRAMME

Simon Nokes, Executive Director Policy and Strategy, GMCA, introduced the work programme. The Committee were informed that the Mayor had confirmed his attendance at the March meeting. It was suggested that the Business and Science items were considered at the April meeting as the GM Cultural Strategy and Women's Employability items were also due to be considered in March.

The requested item on Manchester Airport had been agreed in principal and it was suggested this was scheduled in the next municipal year.

RESOLVED:

1. That the Work Programme be noted.
2. That it be agreed that the Business and Science updates would be considered at the April Scrutiny meeting.
3. That an update on Manchester Airport be scheduled in to the 2019/20 work programme be agreed.

E18/19 GM DRAFT EMPLOYMENT CHARTER

Councillor Sean Fielding, Portfolio Lead for Education, Skills, Work and Apprenticeships, GMCA introduced the GM Draft Employment Charter. The initial consultation for the Draft Employment Charter launched in March 2018. A second consultation was published in October 2018 asking for views on the proposition which had been developed. Responses to this consultation have

been used to develop the model in this report and to decide the next steps around implementation.

John Wrathmell, Assistant Director Strategy and Policy, GMCA, highlighted the following key areas:

- The second consultation finished in November 2018 and consultation responses indicated strong support for the Charter.
- GM were looking at ways in which available employer support could be more easily accessible by employers.
- GM were proposing to use existing accreditations within the Charter and it would act as a framework to bring these together. Existing employment charters within local authorities had also been considered during development to avoid duplication.
- Key employment characteristics have been identified which employers will need to meet to gain membership of the Charter. It is also intended to have a supporters' network which will provide a route to full membership and engagement with the Charter.
- GM were proposing a link to procurement through the social value framework and were also looking at ways this could be linked to investment funding, thereby encouraging employers to sign up through demonstrating the benefits.
- Discussions were scheduled to take place with the Growth Company around implementation and how the Employment Charter will work in practice.

Members questions and comments included the following:

- Had consideration been given to how the Charter engaged businesses who may be reluctant to join, or not influenced by the incentives? GM were working within the powers available to them to influence take up of the Charter. It was also highlighted that sign up to the Charter was voluntary. The procurement and investment fund aspects were also felt to be solid incentives to encourage employers to become involved with the Charter.
- There were concerns that the Employment Charter may become another icon like 'Investors in People'. It would also be useful to understand how it was intended to be used to overcome skills shortages and encourage people into further training and employment. The Employment Charter had developed over the past year and was intended to be a mechanism to support employers to achieving best practice. Additionally, it was intended to be used as tool to signpost employers to further resources. At the GM Prosperity Review Launch earlier today the importance of health and wellbeing was stressed and there were specific references to this within the Charter around healthy and productive workplaces. The Charter would also be linked to the Local Industrial Strategy via the links between healthier workforces and increased productivity.
- Concerns were raised around the time taken to develop the Employment Charter. GM had wanted to ensure that the Charter was used by businesses/employers, and it was felt that the engagement and consultation which had taken place with trade unions, employers, universities and businesses had added value to the Charter and made it a better overall proposition. GM felt it was crucial to have organisational support throughout this process and that employers were more likely to engage with the Charter if they had been involved in the development process. If the Charter received approval at the Combined Authority, then the next stage was to roll out and develop the proposition, with a view to launching the Charter in December 2019.

Item 4

- Had GM involved small businesses in the development of the Charter? GM has worked with the Federation of Small Businesses, the Confederation of British Industry and the Chamber of Commerce to extend the reach of the consultation as far as possible. How the Charter was implemented across different sizes of employers, sectors and businesses needed to be considered further.
- Some concerns were raised about how smaller businesses would be able to fund adoption of the Charter, due to the costs associated with supporting career development and progression. Members also noted that they would like more information about the implications/costs associated with adopting the Charter. It was confirmed that GM was not considering a charge to join the Charter and were aiming to use existing accreditation schemes, to avoid duplication. Members noted that accreditation schemes also had costs associated with them. Initially the Charter would run on a pilot basis to ensure that its implementation worked in practice.

Councillor Kate Lewis provided a brief overview of the work of the Good Employment Task and Finish Group. Key areas highlighted included:

- The task and finish group recognised and supported the broader aspirations including promotion of local labour; increasing economic growth and creating thriving communities; trade union involvement in better working practices and the importance of social value reinforcing and underpinning the work.
- That the group had felt that equality and diversity was a fundamental addition to the areas covered by the Charter. Officers noted that supporting equality and diversity was another characteristic of good employment and that this would be brought more into focus in the next stage of the work.
- That there were potential cost savings by reducing demand on other public services if the Charter was successful.
- That buy-in and engagement from the private sector was crucial to the Charter's success. GM has engaged with the private sector through the Federation of Small Businesses, Confederation of British Industry and Chamber of Commerce, however it was recognised that engagement was required with the wider private sector. Challenges associated with this were also recognised.
- The tiered structure for employers/businesses to work through was supported.
- Governance/oversight of the Charter needed to be clear and it was felt that representation from GMCA/Scrutiny was important. Members were updated that a panel would be convened which had representatives from those groups who had helped develop the Charter. It was also noted that the Charter was not intended to be static and would change/develop over time.
- That more information was needed about how the Charter would be resourced.

RESOLVED:

1. That the proposal for the Good Employment Charter be noted.
2. That the Committee received updates on the Employment Charter progress.

E19/19

GM FULL FIBRE PROGRAMME

Item 4

Councillor Andrew Western, Portfolio Lead for Digital, City Region, GMCA presented the GM Full Fibre Programme update. GM were awarded £23.8m funding from the Department for Culture, Media and Sport (DCMS) to deliver full fibre connectivity to 1300 public sector sites.

Key areas highlighted included:

- GM aimed to increase Full Fibre coverage from 2%-25% over the next three years. This was highlighted as being crucial for GM achieving its ambition of being a world leading digital city.
- CCG assets were no longer part of this project as they had secured fibre infrastructure investment via alternative routes. This had enabled GM to bring urban traffic control sites into scope.
- Tameside Council had entered into separate arrangements with DCMS for £2.5m of the GM Local Full Fibre Networks (LFFN) funding to deliver Full Fibre connectivity through a co-operative approach. Therefore, the total remaining funding at GM level was £21.3m.
- £1.46m capital from GMCA (Fire and Rescue Service) and £3.384m capital from GMCA (TfGM Urban Traffic Management Control) investment was proposed to be put into the project (by making a capital investment to replace future revenue costs).
- The procurement approach was noted as being complex and the DCMS deadline for delivery was March 2021. GM has split the contracts into a 'Northern Area' and a 'Southern Area' and will seek tenders for the delivery of each.
- Formal financial approval from each local authority for their capital investment is needed before the end of March 2019, prior to formal commitment to procurement contracts.
- Work was underway to ensure that the GM Prospectus is adopted as widely as possible by July 2019. This is designed to make it easier for private companies to invest in infrastructure delivery across GM.

Members comments and questions included the following:

- In relation to increasing coverage from 2 – 25% had priorities been set around where coverage will be placed and how had these decisions been made? GM has worked with each local authority to see which public sector sites they wanted to connect. Sites provided have been looked at to ensure they met the needs of the local authority.
- Members asked about which sites would be connected. It was emphasised that the project funding was to connect public sector assets and not for funding business/home connections. It was also noted that 1300 was the minimum number of sites to be connected and that currently GM hoped to exceed this figure. Members also asked whether there were records of assets/infrastructure which had been installed previously. GM were aware of a significant number of assets.
- Did the scope of the programme include Greater Manchester Police (GMP)? It was confirmed that GMP were not in scope as their sites already had full fibre connectivity. GM were also already seeing encouraging private sector investment taking place, as a result of this work.
- Were all local authorities on track to achieve the March 2019 deadline for financial approval? Feedback received indicated that all were going to hit this deadline and staff in all authorities had been working hard to ensure that this deadline was met.
- The GM Prospectus was expected to be in place by July 2019 and it was asked whether there was any possibility that this process might be delayed due to differing views. GM aimed to minimise risks associated with the overlapping time window and were going out

to tender based on the assumption that these had been resolved and that the July deadline would be met.

- If projects were to overrun how would any associated costs be funded? This would be dependent on whose responsibility the delay was. GM had minimised the scenarios where responsibility would lie with them and have been clear with suppliers that there will be penalties for not hitting key project milestones. Progress will also be closely monitored.

RESOLVED:

1. That the investment of £1.46m capital from GMCA (Fire & Rescue Service) and £3.384m capital from GMCA (TfGM Urban Traffic Management Control) be noted.
2. That the £21.3m grant DCMS LFFN, allocated between the Districts and the GMCA to maximise full fibre site coverage across each district and CA agreement will be sought to the final grant splits following the market response to the procurement, be noted.
3. That it be noted that CCG assets are no longer part of this project, having secured fibre infrastructure via an alternative route.

E20/19 LOCAL INDUSTRIAL STRATEGY

Simon Nokes, Executive Director Policy & Strategy, GMCA presented the Local Industrial Strategy update. The Committee had received the Local Industrial Strategy (LIS) update report, to be considered at the GMCA on 15th February 2019. A further report will be considered at the next Scrutiny meeting in March, prior to the LIS receiving final sign off from Government. GM is one of three trailblazer areas alongside the West Midlands and Oxford/Cambridge. The LIS will be a joint agreement between Government and GM and will set out what GM feels is central to future growth within the region.

The GM Independent Prosperity Review had launched earlier. An evidence based approach had been taken and key findings included:

- A number of areas had been identified as economic strengths/assets which included; advanced materials/advanced manufacturing; health innovation; digital creative/technology and financial/professional services.
- The challenges faced which included; the skills system and the detrimental impact this had on both individuals and businesses; poor health outcomes, the impact this had on the economy and the need to address this differently to unlock economic potential; the need for improved infrastructure within GM and low productivity within the economy.

Within the LIS GM intended to pull out key areas which were felt to be central to achieving ambitions for economic growth. These included; improving the skills system and in-work progression; ensuring that the Strategy developed was one which benefited all areas of GM, looking at the system as a whole rather than in isolation; a focus on leadership/management within businesses to drive forward productivity and making sure 'place' was at the heart of the Strategy.

Item 4

It was highlighted that not all the recommendations from the GM Independent Prosperity Review would be taken forward through the LIS. Some will be picked up in other strands of work including through Public Service Reform. It is intended to produce a strategy which responds to the challenges from Government, the drivers of productive growth and provides a framework for the future Shared Prosperity Fund. Over the next few weeks the Strategy will be finalised.

Members were informed that conversations with Government had been positive and that the evidence based approach had been well received, with a request that learning from this was shared with other areas.

Members questions and comments included the following:

- Whether the Strategy would reference banking and the ability of businesses to access finance for investment/innovation/growth. GM wants to encourage productivity and enable companies to access finance and this will be covered in the final LIS.
- That the strong evidence base was an advantage for GM. Members also welcomed the inclusion of new areas of policy, such as mental and physical health, included in the GM Independent Prosperity Review.
- That reference to inclusive economic growth in the GM Independent Prosperity Review was welcomed and that ways in which GM can achieve this needed to be considered further.
- Were GM aware of how funding from the Government's proposed Shared Prosperity Fund would be allocated? Currently this was not known and GM were awaiting the Government consultation on this which had originally been expected in Autumn 2018.
- That an integrated transport system was essential to GM's future economic ambitions and that the LIS should make reference to this. Improved infrastructure will be included in the final LIS and additionally the GM 2040 Transport Strategy outlined GM's transport infrastructure ambitions. Integrated transport was at the heart of these. It was also emphasised that improving infrastructure included other areas, such as digital and energy.
- Had all GM Local Authorities been involved in the development of the LIS? Members were informed that Leaders, Chief Executives and Directors of Place had been involved in the development of the LIS and that there had been a substantial amount of consultation and joint work across GM. Once the LIS had been agreed with Government then each local authority will be asked to think about their response and how they can work with the LIS.
- That challenges outlined in the GM Independent Prosperity Review around skills and health inequalities had been issues for a considerable length of time and resolving these was key to the future growth of GM.

RESOLVED:

That the Local Industrial Strategy update be noted.

E21/19 WORK AND SKILLS UPDATE

Councillor Sean Fielding introduced the Work and Skills Update. Progress towards the work and skills priorities was highlighted as being positive. GM had been awarded £500k funding from the Careers & Enterprise Company to be one of 20 careers hubs across England and the Bridge GM careers hub launched in October. This was highlighted as being crucial to improving young

Item 4

people's knowledge and ambitions around careers open to them. Members were informed that 36 providers had been successful in moving to the next stage of procurement for the Adult Education Budget (AEB). Members were also informed that a further bid for ESF funding would be made to support the work and skills agenda via GM's Co-Financing status. Skills Capital Funding from the LTE Group and Wigan and Leigh College had been approved in principle at the GMCA meeting at the end of January and recommendations for funding for the application from Oldham Council will be submitted to the GMCA meeting in March. Graduate retention was up compared to previous years and in relation to Welfare reform GM had visited Northern Ireland and Scotland in December to look at devolved welfare and support arrangements in those regions.

Members comments and questions included the following:

- The Working Well information was highlighted as being particularly useful as a clearer picture around programme outcomes was presented. Members requested that future reports included more information around outcomes. An executive summary had been produced for priority 4 and this would be circulated to the Committee. Officers stated that they will endeavour to include outcomes in future reports where this was possible.
- Whether the ambition to match 180 schools and colleges with Enterprise Advisors by December 2018 had been met? 105 Enterprise Advisors had been matched so far, however there had been some delays to appointments and work was underway locally to meet this target.
- Was it felt that Bridge GM was ambitious enough in scope? It was felt that the programme was ambitious and had been made more so as GM had focused on internationally recognised benchmarks of what constituted good careers advice. Currently work was underway around how to demonstrate the evidence of its impact and it was a model designed to work around young people.
- That future reports included more information about work taking place in GM with regards to care leavers.
- That it would be useful to have more information about the detail of what the 15,611 achievements in apprenticeships were. More detail could be provided in future reports around what these achievements were, however it was emphasised that there was no correlation between apprenticeship starts and achievements due to the varying lengths of apprenticeships.
- Members highlighted the importance of professional networks to employment and progression and asked whether there were any mentorship programmes in place for disadvantaged young people to assist with tackling this. This was one of GM's future ambitions as it was an acknowledged gap within GM.
- Were Pupil Referral Unit's (PRUs) included within the Bridge GM programme and was there any intention of extending this to primary schools? It was confirmed that PRUs were included in the programme and that there was an ambition to extend this programme to primary schools in future.
- Were GM also looking at the demand side of skills and the links between skills and the Local Industrial Strategy. One of the key messages of the GM Independent Prosperity Review was the centrality of skills to delivering on GM's ambitions. The Charter would also drive productivity through up-skilling employees and this will also be one of the main focuses of the Local Industrial Strategy.

RESOLVED:

1. That the progress in delivering the 10 priorities in the GM Work and Skills Strategy and Priorities 2016-2019 be noted.
2. That the executive summary produced for priority 4 be circulated to the Committee.
3. That future reports included more information regarding outcomes where this was possible.
4. That future reports included a breakdown of apprenticeship achievements figures.
5. That future reports included more information about work being undertaken to support care leavers.

E22/19 REGISTER OF KEY DECISIONS

RESOLVED:

That the Register of Key Decisions be noted.

E23/19 BREXIT MONITOR

RESOLVED:

That the Brexit Monitor be noted.

E24/19 DATE AND TIME OF NEXT MEETING

Friday 15th March 2019, 2.00 – 4.00pm, Boardroom, GMCA Offices, Churchgate House, Oxford Road, Manchester, M1 6EU

GMCA ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE MINUTES 15 MARCH 2019 AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE

Present: Councillor Michael Holly (Rochdale) (in the Chair)

Bolton: Councillor Susan Haworth
Bury: Councillor Robert Caserta
Bury: Councillor Mary Whitby
Manchester: Councillor Luke Raikes
Oldham: Councillor Chris Goodwin
Oldham: Councillor Valerie Leach
Salford: Councillor Karen Garrido
Salford: Councillor Kate Lewis
Stockport: Councillor Mark Hunter
Stockport: Councillor Jude Wells
Trafford: Councillor Barry Brotherton
Wigan: Councillor Charles Rigby
Wigan: Councillor Fred Walker

In attendance

Mayor for Greater
Manchester Andy Burnham

GMCA Simon Nokes, Executive Director Policy & Strategy
John Holden, Assistant Director Research & Strategy
Alison Gordon, Assistant Director of Business, Innovation and Enterprise
Policy
Marie-Clare Daly, Principal Culture and Creative Policy
Gemma Marsh, Assistant Director - Skills (Policy, Strategy, Delivery)
Emma Stonier, Governance and Scrutiny Officer

E25/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Daniel Meredith (Rochdale) and Yvonne Cartey (Tameside).

E26/19 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

The Committee agreed that Item 8 – Mayoral Update was taken before Item 7 – Turbo-Charging Gender Equality.

The Committee were provided an update on the following items of urgent business:

- a. Local Industrial Strategy

John Holden, Assistant Director Research & Strategy, GMCA gave a presentation on the development of the Local Industrial Strategy (LIS). Members were informed the LIS had been delayed due to Government and GM being in negotiations around the wording of the joint statement and final strategy. It was hoped that agreement could be reached by the end of March 2019 despite the challenging situation nationally.

Members had the following questions and comments:

- When it was expected that the Scrutiny Committee would receive the final version of the LIS. Currently the plan was to submit this to the April meeting of the Committee. Following agreement of the LIS with Government Members were informed that discussions would move to implementation of the strategy. Members stressed the importance of the LIS being submitted to this Committee and highlighted slow progress towards the final Strategy being signed off. The fact that the Strategy was being co-produced with Government and the current national picture meant there had been delays in finalising it. Discussions with Government were scheduled for next week and it was hoped that these would enable progression to the next stage.
- Had co-production with Government resulted in a trade-off between having a leading role supporting UK growth versus a leading role supporting GM growth. In developing the Strategy GM had aimed for balance around this to ensure that GM benefits from national opportunities as much as possible. GM were also taking an approach that promoted assets identified in the Independent Prosperity Review, that can also be drivers of UK economic growth.
- Was there a mismatch in skills between those GM residents were gaining and those that businesses required? There was recognition that the skills system was not necessarily responding to the needs of individuals' and businesses and that the way the skills system as a whole works needed to change. Members highlighted that ensuring GM residents had the right skills to capitalise on opportunities was an ongoing challenge in GM.
- What was the likelihood of GM receiving further devolution of the skills system? Members were updated that GM was working with the Department of Education to drive a more joined up / integrated approach to the skills system.
- The importance of tackling low productivity and raising young people's ambitions were highlighted.
- How were GM intending to affect the demand side of the economy, encouraging businesses to adopt innovation, become more productive and train staff. It was intended to support this through the Growth Hub and their work to support stimulus and business projections. The Good Employment Charter was also a new way GM could work with firms to assist in raising productivity and upskilling staff.
- Were any interventions planned for the Social Care sector? There were two key elements of work around social care; the adoption of new technology for assisted living and workforce issues, particularly in relation to low pay. Once GM begins to work on implementation of the Strategy they will work with local authorities and the Greater Manchester Health and Social Care Partnership in relation to this.
- Was the Local Industrial Strategy designed to be a bid for funding from Government? Linked to this was the need for an attainable Strategy which was right for the whole of GM. Members were updated that the Greater Manchester Strategy (GMS) clearly set out where GM aims to be by 2020, and that the LIS

formed part of this. In development GM had focused on identifying strengths and assets of the GM economy. Underpinning the Strategy will be an implementation plan with objectives outlined that will drive delivery. GM has also been clear that it wants to work in partnership with Government to identify solutions and develop a long term plan to implement change.

- Members recognised the amount of work undertaken by Officers to develop a Local Industrial Strategy which was right for GM, focused on what could be done differently and driving inclusive growth.
- How did GM progress towards finalising a Local Industrial Strategy with Government, compare to the other trailblazer areas? It was reported that West Midlands had almost agreed their approach and Oxford/Cambridge's was delayed. Members asked why GM was behind the West Midlands. GM had taken a different approach and commissioned a renewed evidence base. Additionally, GM wanted the inclusion of certain things within the LIS that were thought to be essential to producing the right strategy for the region.
- That the overall infrastructure in GM needed modernising to ensure that the GM's ambitions were realised.

RESOLVED:

That the Local Industrial Strategy be considered at the April meeting.

b. Brexit

Simon Nokes, Executive Director Policy and Strategy, GMCA, provided an update on Brexit. The picture remained uncertain and GM were planning for various different scenarios, including for any potential economic downturns or turbulence.

RESOLVED:

That the update be noted.

E27/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E28/19 MINUTES OF THE MEETING HELD ON 8 FEBRUARY 2019

The minutes of the meeting held on 8 February 2019 were submitted for approval. An amendment was requested to the second resolution under Item 18/19 – Employment Charter, to reflect that Members had asked for further information about implications/costs associated with the Charter.

RESOLVED:

That the minutes of the last meeting held on 8 February 2019 be approved as a correct record subject to the requested amendment.

E29/19 WORK PROGRAMME

Simon Nokes, Executive Director Policy and Strategy, GMCA, introduced the work programme. The Committee were informed that the GMS Annual Update had been delayed due to the work being undertaken by officers on the Local Industrial Strategy (LIS). This would be an item at the May or June meeting of the Scrutiny Committee.

The Chair raised funding allocations criteria and requested that in future, where appropriate, these were included in reports to this Committee.

A future work programme item on demand in relation to the LIS (productivity/innovation/relationship with skills) was suggested to the Committee for consideration. Members supported this addition.

RESOLVED:

1. That the Work Programme be noted.
2. That the GMS Annual update be considered at the May or June Committee meeting.
3. That an item on the Local Industrial Strategy and demand was scheduled into the Work Programme for 2019/20.

E30/19 GM CULTURE STRATEGY

Alison Gordon, Assistant Director of Business, Innovation and Enterprise Policy and Marie-Clare Daly, Principal Culture and Creative Policy, GMCA presented the GM Culture Strategy. The Committee were reminded that this was the second time they had received the draft Strategy and that their previous feedback had helped inform the final Strategy. The inclusion of sport had also been discussed by the Committee and a decision had been taken not to include sport in the final strategy.

Members expressed disappointment that the Portfolio Leader had not been in attendance for this item and stressed the importance of them attending Scrutiny Committees when they had an item on the agenda related to their portfolio area.

Members comments and questions included the following:

- That 2.7 should specifically highlight a link with a potential, future GM sports strategy.
- A number of Members expressed concerns around sport not being included in the final Strategy as they felt that an opportunity to capitalise on the cultural impact of sport in GM had been missed. Others supported the exclusion of sport and the space this gave to other areas of the arts and culture to flourish.
- What was being done to maximise the opportunities that sport brings to GM? For example, was sport included as part of the Internationalisation Strategy. Officers stated that the significance of sport to GM was fully recognised and that as it encompassed such a wide range of areas it needed to be considered in its own right. At present a full and comprehensive picture of sport across GM was not available and before any work could be undertaken this would need to be carried out to ensure that the work was approached in the right way and made an impact.

- Was a breakdown of the 200 responses highlighted in 2.6 available? Officers informed the Committee that the online portal included a breakdown of responses and that a link to this would be circulated to the Committee. Members were also informed that the majority of the 200 responses were from GM residents.
- Outcomes were included but it was not clear how these were going to have an impact across GM. It was also asked how culture for older people/people with dementia fitted into the overall Strategy. Delivery of the Strategy will be funded through the GM Culture and Social Impact Fund, where from 2020 onwards investment will be directly aligned to the Strategy. Once the Strategy has been agreed further consultation around what the investment strategy will look like will take place. An implementation plan was also being developed which would provide further detail about delivery and activity which would be taking place with different groups, including older people and those with dementia.
- Would the implementation plan include smart objectives? It was confirmed that through the implementation plan and the linking of investment to the Strategy how objectives/outcomes would be delivered would become clearer.
- One of the outcomes outlined was increasing the uptake of cultural subjects at GCSE and it was asked how this would be achieved in light of the Department of Education having a strong focus on increasing the uptake of STEM subjects. The difficulty in balancing an uptake in cultural and STEM subjects simultaneously was also highlighted. GM were working closely with organisations who were engaging with schools around recognising the benefits and values of a cultural education. Challenges related to balancing this with increasing the uptake of STEM subjects were recognised. However, it was noted that this was not an either/or approach and the importance of both subject areas for an all-round education was emphasised.

RESOLVED:

1. That the process undertaken in development of the Strategy be noted.
2. That the link to the online portal would be circulated to the Committee.
3. That a GM sport's strategy be considered as a future area of work.

E31/19 MAYORAL UPDATE

Andy Burnham, Mayor of Greater Manchester, provided Members with an update around current areas of work for GM.

Key areas highlighted included:

- GM's attendance at MIPIM. This was felt to be of particular importance in signifying to investors that GM has a clear vision and direction and is open for business.
- The development of the Local Industrial Strategy and the links this has to the Greater Manchester Spatial Framework (GMSF), which outlines the detail behind GM's future industrial ambitions and where these lie.
- The upcoming Green Summit and the proposal to commit to Carbon Neutrality by 2038. GM had developed a 5-year delivery and implementation to sit underneath this. This will also be a key driver in starting to provide some real economic impetus to the Local Industrial Strategy.

- Health and how GM was using devolution to drive change through place based working and integrated care. Links were also starting to be made between health and other priority policy areas, such as housing, skills and growth.
- Focus on skills and young people and supporting them to achieve their ambitions in GM and access the opportunities available to them. The Opportunity Pass was currently being developed to assist young people in accessing opportunities across GM. The skills system and achieving greater control over this was highlighted as being critical to the future success of GM.
- The importance of a talent pipeline and a skills pipeline to achieve ambitions and attract investment into GM.
- The series of policies developed that link together to create a clear, future vision for GM. This was also linked to the ambition for further devolution in key areas to enable the delivery of this vision.

The Chair noted the Committee's support for the focus on the skills system and further devolution in this area to support the productivity of GM in the future. The Mayor noted that cross party support was crucial if GM were to achieve this ambition.

Members further comments and questions included the following:

- Funding of public services was raised and the shift from HMT to Council Tax funding. it was asked whether there was any feel for how this may impact the GM economy or whether there was any action which could be taken at a GM level around this. GM residents have indicated that they want more police and better buses which was why the Mayor had developed proposals to deliver these through the Mayoral Precept. A cross-party message also needed to be delivered to Government around the sustainability of public service funding. Additionally, the Mayor highlighted some of the action being taken at a national and GM level. This included councils lobbying of Government around funding, GM starting to give consideration to the upcoming Comprehensive Spending Review, the potential of the Convention of the North being used to lobby Government about public service funding and Police and Crime Commissioners working jointly around police funding.
- Members asked what the overall investor mood at MIPIM had been in relation to GM. Comments had indicated that GM was still seen as an attractive place to invest, however there was concern around the national political picture and how this was impacting on investment decisions. It was highlighted as important that GM had representation there to make clear to investors that it was open for business.
- Members' raised the Local Industrial Strategy (LIS) and had the following specific questions and comments about the LIS:
 - The importance of the LIS for the future of GM was supported but some Members had concerns about progress towards a final Strategy being signed off with Government. The Mayor stated that GM wanted to ensure that the final Strategy was the right one for GM's future ambitions and therefore sign off had been slightly delayed.
 - Members wanted assurance that once the LIS had been approved with Government it would be ready to be shared.
 - That increasing resident's skills and qualifications had not been reflected in productivity figures. It was recognised that there was a disconnect between the

needs of the economy and the skills system which was why improving the skills system was central to GM's future ambitions.

- That there were other reasons for low productivity within the GM economy, for example investment needs and lack of access to capital and it was asked what was being done to understand business need. The Independent Prosperity Review recognised that low productivity remained a challenge for GM. The Mayor highlighted the Good Employment Charter and commissioning through social value as two areas which could have an impact on productivity and low pay. The needs of Small, Medium, Enterprises (SMEs) in relation to banking and access to finance was an area which needed more consideration. A recent Resolution Foundation report was also highlighted which had identified 5/6 employers who were responsible for a large proportion of low pay in GM.
- A Member noted that, historically, productivity in the North had always lagged behind the South. It was reported that there were plans to meet with Further Education colleges and schools to engage with them around the LIS to further identify what is needed to achieve the outcomes and ambitions outlined in this. Further education was also beginning to work more collectively at a GM level and a GM Careers Application Platform was in development which would identify opportunities for young people across GM. It was expected that this, alongside the identification of opportunities within economic sectors, would begin to raise productivity in GM. The importance of improving transport infrastructure was also stressed as being central to increasing productivity.
- Concerns were raised around perceptions that the centre and southern parts of GM were receiving a disproportionate share of resources and it was asked what could be done to make sure allocation criteria and decision making was as clear and transparent as possible. Geographical considerations were a key area taken into account when allocations were being decided. The way this can be demonstrated in future to ensure open-ness and transparency will be considered. The GMSF has also been designed to address this divide, through the industrial sites promoted within it (for example the Northern Gateway). The Mayor also emphasised that rebalancing the GM economy was one of his priorities.

Members raised portfolio leaders' attendance with the Mayor and noted the importance of them attending Scrutiny Committee meetings.

RESOLVED:

1. That ways the allocation criteria and decision making were more clearly demonstrated would be considered for future reports/updates to Scrutiny.
2. That a Mayoral update would be scheduled into the Work Programme for 2019/20.

E32/19 TURBO CHARGING GENDER EQUALITY

John Holden, GMCA, introduced the Turbo Charging Gender Equality Report. This provided Members with an update and overview of the work underway to accelerate greater gender equality in Greater Manchester. A Greater Manchester Women's Voice Group had been convened to drive this work forward. The meeting had agreed that this group would act as a steering group for the development of an action plan and proposed action areas for consideration were highlighted in the report.

Members comments and questions included the following:

- It was highlighted that economic statistics often obscure gender differences within the economy and asked whether any consideration was being given to this. Officers were aware of various panels/advisory groups set up to investigate differences in inequalities. Discussions were also taking place at a GM level around how a broader, holistic view could be taken when looking at inequalities.
- Whether there was an understanding of factors for female employment rates in GM being less than the national average and nearly twice as many low paid part-time jobs being held by women than low-paid full time jobs. Members were informed that the Fawcett Society had produced a report which looked at this in more detail. This will be shared with the Committee.
- The importance of local authorities increasing representation on councils was highlighted as an area Members could influence locally.
- Where would the Women's Voice Group and action plan sit in terms of Combined Authority Governance structures? The GM Women's Voice Group did not sit as a formally constituted Combined Authority Committee. However, it is Chaired by the Portfolio Leader for Age-Friendly Greater Manchester and Equalities, and will feed into decision making in these areas.
- The report highlighted violence against women/girls as an issue which impacted on gender equality but there was no reference to discrimination which also has a significant impact on achieving gender inequality. It was requested that this area was considered when developing the action plan.
- Whether the GM Women's Voice Group could be expanded to include a more diverse range of women. Officers confirmed that this was an open group and stated that Members were welcome to recommend people for membership.
- Had consideration been given to including a priority around women and girls' mental health? Officers confirmed that this could be considered as a priority and that they would feed this back to the group leading on the work.

RESOLVED:

1. That a priority around women and girls' mental health be recommended for inclusion in the action plan.
2. That discrimination and how this impacted on gender equality be considered further when developing the action plan.
3. That the Fawcett Society report be shared with the Committee.

E33/19 WORK AND SKILLS UPDATES

A. HMT SKILLS PILOT

Gemma Marsh, Assistant Director – Skills, GMCA, introduced the HMT Skills Pilot report. In the 2018 Autumn Statement it had been announced that Government would fund three skills pilots in Greater Manchester, totalling £20m. These pilots consist of:

- Digital Skills Pilot: £3m programme to help GM employers to address local digital skills gaps through short training courses.
- Self-Employment Pilot: £10m programme working with the Federation of Small Businesses (FSB), to test what forms of government support are most effective in increasing training levels for the self-employed.
- Future Workforce Fund: £7m pilot programme to provide on the job training to NEET young people in GM and to move them into sustainable career paths with employers. The Prince's Trust made a recommendation to Government around working with NEET young people which has fed into the development of this Pilot at central Government level, therefore GM are anticipating the Prince's Trust to be named as the primary programme provider and will look to transfer funding to them via a grant.

Members asked for a better understanding of those currently excluded from accessing existing business start-up and business support activity. It was reported that previously exclusionary criteria had in the majority been related to the length of time unemployed and that this programme had been designed to test out what form of Government support services are most effective in increasing training, skills development and the longer-term sustainability of GM's self-employed workforce.

RESOLVED:

That the HMT Skills Pilot be noted.

B. GM CAREERS APPLICATION PLATFORM

Gemma Marsh, Assistant Director – Skills, GMCA, introduced the GM Careers Application Platforms report. The report provided an update on the progress of the commitment to developing and implementing a UCAS-style application system for all Technical/Apprenticeships and opportunities in GM. This will contribute significantly to GM's ambitions for a reformed technical education system across the region and underpin the Local Industrial Strategy by informing the talent pipeline of the future. The aim of the platform is to create a single, digital space that helps GM's young people to make appropriate and informed decisions about their future careers.

Members highlighted the need for distinguishing between the Liverpool UCAS style-system and what was proposed for GM. It was noted that the Liverpool UCAS system was what GM had currently and that the GM Portal will be more far reaching to ensure all young people have access to opportunities.

Members queried whether consideration had been given to monitoring the impact of this on local outcomes. The platform has been developed with local authorities and work around NEETs has also been built into this. Different work streams underway, including the Skills Pilots, have been designed to complement each other and have specific impacts in a place.

Members asked whether there would be revenue resource to support the development of the platform. It was confirmed there was £700k to support the GM Portal, with £500k allocated for the build and £200k for ongoing revenue support.

RESOLVED:

That the GM Careers Application Platform update be noted.

E34/19 REGISTER OF KEY DECISIONS

RESOLVED:

That the Register of Key Decisions be noted.

E35/19 BREXIT MONITOR

RESOLVED:

That the Brexit Monitor be noted.

E36/19 DATE AND TIME OF NEXT MEETING

Friday 12th April 2019, 2.00 – 4.00pm, Boardroom, GMCA Offices, Churchgate House, Oxford Road, Manchester, M1 6EU

E37/19 EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

E38/19 ADULT EDUCATION BUDGET

Gemma Marsh, Assistant Director – Skills, GMCA, introduced the Adult Education Budget report. This provided an update on progress in readiness for devolution in August, including confirmation of GM's Budget and the methodology through which it has been calculated, an update on commissioning and additional information on the level of administration/management funding.

Members asked how it was intended to identify learners aged 24 years and over, without level 2 qualifications, who under the proposals will have access to funding. GM outlined they will look at ways providers work with businesses around this, work with the Growth Hub, and work with the Chamber of Commerce to identify these learners. GM will also continue to fund community learning outreach and local providers and business will be engaged with around in work progression and training.

Members asked whether asylum seekers would be able to access English as a Second Language (ESOL) courses. It was confirmed that currently access remained in line with Home Office regulations but there was the possibility of GM having flexibility around this in future.

Members welcomed the inclusion of priorities to support lower skilled GM residents. Support was also raised for the performance management framework outlined in the report.

RESOLVED:

That the Adult Education Budget update be noted.

This page is intentionally left blank

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

Present:	Councillor Nathan Evans (Trafford) (in the Chair)
Bolton:	Councillor Hamid Khurram
Bury:	Councillor Stella Smith Councillor Tim Pickstone
Manchester:	Councillor Mary Watston Councillor Annette Wright
Rochdale:	Councillor Peter Malcolm
Salford:	Councillor David Jolley
Stockport:	Councillor Linda Holt Councillor Yvonne Guariento
Trafford:	Councillor Anne Duffield
Tameside:	Councillor John Bell
Wigan:	Councillor Joanne Marshall

In attendance

Bolton:	Tony Oakman, Chief Executive Lead for Digital City Region
GMFRS	Dawn Docx, Deputy Chief Fire Officer
TfGM	Steve Warrener, TfGM Finance and Corporate Services Director
GMCA	Mayor Andy Burnham Andrew Lightfoot, Deputy Chief Executive Richard Paver, GMCA Treasurer Paul Argyle, Chair of Greater Manchester Resilience Forum Alison Gordan, Assistant Director of Business, Innovation and Enterprise Policy Amanda Fox, Group Finance Lead Jamie Fallon, Governance and Scrutiny Officer

CI86/18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Hamid Khurram (Bolton), Gillian Peet (Tameside), and Colin McLaren (Oldham)

CI87/18 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

No urgent business was raised.

CI88/18 DECLARATIONS OF INTEREST

Declarations of interest were received from Councillor Peter Malcolm in relation to item CI/98 funding of fire fighters pension.

CI89/18 MINUTES OF THE MEETING HELD ON 22 JANUARY 2019

The minutes of the meeting held on 22nd January 2019 were submitted for approval.

RESOLVED:

That the minutes of the meeting held on 22nd January 2019 be approved as a correct record.

CI90/18 WORK PROGRAMME

Andrew Lightfoot, Deputy Chief Executive, GMCA introduced the work programme. Consideration was given to the March work programme and it was proposed that the following items be deferred until April 2019:

- GMFRS Overview of Training – April 2019
- Health and Safety Executive (HSE) Inspection of GMFRS –April 2019

Members were asked to contact the Governance & Scrutiny Officer with any further items for inclusion in the work programme.

RESOLVED:

That the reconfigured work programme be agreed.

CI91/18/01 GMCA/MAYORAL GENERAL BUDGET – BUDGET OVERVIEW

Mayor Andy Burnham introduced a report, which set out the background to the GMCA General Budget, Transport Levy Budget, Waste levy and Mayoral General budget and the interconnectivity of the various decisions, which needed to be taken.

The Mayor advised that during a time of national uncertainty, socially and economically, Greater Manchester (GM) was setting out bold plans, to inspire hope and confidence in the future, with the publication of the; Greater Manchester Spatial Framework (GMSF), Housing Vision, Transport Delivery Plan 2020-2025, and Clean Air Plan.

The Mayor added that the proposed budgets reflected the priorities of the people in GM, for increased levels of policing, an improved bus network, protecting GMFRS, and releasing the pressures on districts.

Members raised the following questions:

- How long will it take to get the outstanding Transport Order through Parliament? The Order had now been laid before Parliament and it was anticipated that its provisions would be in place for the 2019/20 financial year. TfGM were undertaking an assessment of the options (under the Bus Services Act 2017) in order to identify which would deliver the best outcomes for GM. The Mayor advised that he was unable to implement a public operator as a last resort currently in GM, noting that if required, there may be a further call to Government.
- A Member highlighted the disparity in fares, with some journeys quicker and cheaper to take by taxi. The Mayor highlighted that London had invested in their bus market, got more people using buses, which had in turn decreased the cost of bus travel.

- Members explored whether further monies would be required in future years to improve bus services. The Mayor confirmed that reforming bus services was a major undertaking, and the level of investment required, would depend on GM's level of ambition. It was noted that with congestion at saturation level, it would benefit everyone to get more people on buses.
- A Member explored whether providing free tram travel for older people, and bus travel for younger people, was creating a two-class travel system. The Mayor advised that unfortunately he was not able to offer free tram travel to young people currently. It was confirmed that the opportunity pass was a two-year pilot, to understand how it impacts on the market. However, to ensure that the costs of the pilot did not fall entirely on the taxpayer, the GMCA were working with the Greater Manchester Further Education Colleges and Sixth Form Colleges to pool the money they spend on providing subsidised bus travel for their students. In addition, commercial sponsorship was being sought, along with other public services who could benefit from this scheme. The aim was to develop a passport for young people to help connect them with opportunities across the conurbation – to access the right course to develop their future career, to travel to the many leisure and cultural offers of GM or to travel to employment.
- A Member explored whether the perception of 'anti-social behaviour' would put older people off using buses? It was confirmed that any issues would see the pass revoked, noting that the aim was to create a passport (contract), which was valued by young people.
- Members acknowledged the issues affecting other modes of travel, in particularly, those on rail, and explored how rail performance could be improved. The Mayor advised that if performance had not improved by May, he would be using his voice on GM's behalf, to call for franchise removal, given Northern had already failed to resolve their staffing issues. It was noted that the issues affecting Saturday services had only recently been resolved with the help of the Government and the GMCA. It was acknowledged that taking guards off trains would not instil confidence.
- Had the significant investment in Metrolink, enticed people to switch modes? It was confirmed that the ambition was to develop a 'London style' highly integrated system, which enabled people to easily switch to complete a journey; linked to beelines proposal.
- Shouldn't school children who cannot afford to travel to school not also be a priority? The Mayor explained that 'if he could, he would', noting that his decision was based on the fact that at age 16 years, young people were making life changing decisions, and was also an attempt to replace the 'Education Maintenance Allowance'.
- A Member emphasised the need for a 'Council Tax reform', as it was regressive and hit those who could not afford to pay it. It was acknowledged that the Government did need to change their view regarding taxation, noting that they had not yet addressed the issue of re-evaluation. The Mayor agreed that funding was essential for public services and could not be made exclusively through council tax, as it was not sustainable. The budget reflected the Mayor's ambition to move a number of important agendas forward, in a prudent, cautious way.
- Who pays for the London bus system? It was confirmed that Transport for London (TfL) get a revenue subsidy from central Government.
- A Member queried whether the Mayor had considered introducing a tourist tax? The Mayor advised that he was open minded, and would consider introducing a tourist tax, as a method of accruing monies to create a higher-level transport system.
- How had the precept been used in the West Midlands? It was confirmed that they had decided not to implement a precept; however, their system was very different to that of GM.
- A Member highlighted that GMFRS had a tremendous brand in GM, and explored whether the Programme for Change would see fire station closures, and a manning cover reduction.

The Mayor advised that there could be mergers, and possibly the development of new fire stations, which were fit for purpose and potentially co located with the Ambulance Service. It was acknowledged that in terms of manning cover, most FRS were now operating as 4 firefighters on each appliance. The Mayor confirmed that once finalised, the proposals would be consulted upon before any decisions were taken.

- A Member felt that there was a lack of focus on business within the report, and explored the rationale for this. It was confirmed that business did feature, but that the Local Industrial Strategy due to be agreed in March 2019, would fully outline GM's ambition for a thriving, productive economy. The Mayor highlighted that the results of an independent prosperity review on the current state and future of GM's economy found that the city-region has 'world-class strengths' but real work was still needed to reduce social disparities, boost wages and improve productivity. The Independent Prosperity panel were in support of the 'GM Good Employment Charter.' The Treasurer added that some of the business rates income had been retained, to fund work on the Local Industrial Strategy and GM Good Employment Charter.
- The Mayor added that the Government had proposed to develop a Shared Prosperity Fund which would replace the European Regional Development Funds (ERDF) and the European Social Fund (ESF) when the UK leaves the EU, noting that further information was expected imminently.

RESOLVED:

1. That the report be noted.

CI91/18/02

MAYORAL GENERAL BUDGET AND PRECEPT PROPOSALS

Mayor Andy Burnham, presented a report, which set out his proposals for the Mayoral General Budget (including Fire and Rescue) and the Mayoral General Precept for 2019-20. The following key points were highlighted:

- The proposal was to set an overall Mayoral General Precept of £76.95 (Band D) comprising of £59.95 for functions previously covered by the Fire and Rescue Authority precept (no change) and £17 (an additional £9 for 2019/20 on the current £8) for other Mayoral General Functions, specifically bus reform.
- The Transport Order had now been laid before Parliament and it was anticipated that its provisions would be in place for the 2019/20 financial year. If approved, the transport levy and Mayoral grants would need to be revised to match the new funding arrangements provided for in Part 4 of the Order.
- The Mayor added that Bus reform was essential for the future success of GM noting that the current system was not serving the public well, with routes being cut, and fares too high, which was subsequently impacting on patronage.
- The Mayoral precept would be fully invested in reform, including through a two year pilot, providing free bus travel to all 16-18 year olds in Greater Manchester from September 2019.
- In May 2017, the Fire Authority had been abolished, and the responsibility for GMFRS transitioned to the GMCA under the Mayor. Only a few weeks later, the Manchester Arena attack on 22nd May 2017, was one of the biggest incidents ever to hit the city of Manchester. Following the attack, the fire service came under heavy criticism due to a 2 hour delay in attending the incident.

- In April 2018, the Mayor called for a root and branch review of the Service, including a comprehensive, evidence based review of fire cover requirements across Greater Manchester. The GMFRS Programme for Change has undertaken a whole service review and developed a proposed operating model for GMFRS.
- The Programme for Change outlines a range of options to deliver savings for GMFRS, alongside investment required to deliver transformational change. The outcomes from the programme would affect the GMFRS Revenue Budget for 2019/20 and onwards, with decisions anticipated in March 2019. In light of this, there was a requirement for reserves to be used to underpin the Budget until approved proposals could be implemented.

RESOLVED:

That the update on be noted.

CI91/18/03 GMCA TRANSPORT REVENUE BUDGET 2019/20

Mayor Andy Burnham, presented a report which set out the transport related Greater Manchester Combined Authority (GMCA) budget and Transport Levy for 2019/20.

The Mayor advised that districts had recently given their consent to the Order (Bus Services Act 2017), which had now been laid before Parliament. It was noted that the various budgets had had to be prepared on the basis of the current split of responsibilities and particularly, that costs incurred in assessing and implementing 'Bus Reform' options, and the 16-18 travel concession, were a GMCA responsibility.

Richard Paver, GMCA Treasurer, noted that as the Transport Order was due to be in place for the 2019/20 financial year, then some £86.7m of monies raised through the levy would be treated as being due as a 'statutory charge' as specified in Part 4 of the draft Order

It was proposed that the levy would be increased by £8.3 million to fund additional transport costs associated with Bus Reform, including the 16-18 travel concession. However, following a review of reserve balances, it was proposed that £3.8 million is returned to districts from general reserves and a one-off reduction in the Levy of £1.2 million, taking the total Levy proposed to £195.773 million, apportioned on the basis of mid year population as at June 2017.

RESOLVED:

That the update on be noted.

CI91/18/04 GMCA REVENUE GENERAL BUDGET 2019/20

Richard Paver, GMCA Treasurer, introduced a report which set out the Greater Manchester Combined Authority (GMCA) General Budget for 2019/20, highlighting the following key points:

- The proposal to refund £25 million of retained Business rates was included within the GMCA Revenue Update 2018/19 report.

- The GMCA General budget had been reviewed as part of the 2019/20 budget setting process with a number of potential priorities and pressures being identified including; GM Full Fibre, Unified Architecture, Midas, and Marketing Manchester.
- The GMCA general budget has significantly increased from 2018/19, due to the devolution of Adult Education budgets (AEB) from August 2019. The AEB was a single budget stream bringing together adult further education (all 19yrs+ provision with the exception of apprenticeships/traineeships), community learning and discretionary learner support. The AEB was intended to fund provision, which supports the local labour market and economic development. In particular, it focuses on ensuring that adults have the core skills that they need for work, including guaranteeing a number of statutory entitlements relating to English, Maths and (from the 2020/21 academic year onwards) digital skills, as well as first level 2 and 3 qualifications and English for Speakers of Other Languages (ESOL).
- There are a number of potential calls against Business Rates totalling around £3 million for 2019/20, which would be reported back to the GMCA separately for approval once details were confirmed, along with any proposals for future years funding. This would include the Local Industrial Strategy, and GM Good Employers Charter.
- Along with external pressures, there had been a number of general pressures identified which would be funded from increased investment income, earmarked reserves, utilisation of grants to cover core costs where applicable and appropriate internal recharges. Amongst others this included; GDPR and Information Governance.

Members raised the following question:

- A Member requested further information on the work of the Youth Combined Authority (YCA) detailed at paragraph 2.4 within the report. It was agreed that further information on the makeup and impacts of the YCA would be circulated to the Committee.

RESOLVED:

1. That the update on be noted.
2. That the Committee receive further information on the Youth Combined Authority.

CI91/18/05

OUTTURN 2018/19 AND BUDGET AND LEVY 2019/20 – WASTE SERVICES

Members considered a report that outlined the projected outturn budget for 2018/19 and proposed Budget and Levy 2019/20 for waste and resource management services for Greater Manchester.

Richard Paver, GMCA Treasurer, highlighted the report had only been updated to reflect the District Council Tax bases for 2019/20, district final tonnage, and actual inflation had been included for the two months of Run Off Contract and the Residual Value Contract.

A separate report on the part B agenda provided more information on commercial considerations in setting the budget.

RESOLVED:

That the update on be noted.

CI91/18/06

GMCA REVENUE UPDATE 2018/19

Richard Paver, GMCA Treasurer, presented a report which outlined the 2018/19 forecast revenue outturn position as at the end of December 2018, which forecasted an underspend in relation to GMCA's overall budget, the Mayoral General Budget, and the Mayoral General – GM Fire and Rescue budget.

The following key points were highlighted:

- The Fire and Rescue budget, included the forecast costs of the Moorland Fire Incident, at £1.1m, which the GMCA was seeking to recover via the Bellwin claim. The costs of the incident were in the process of being finalised, noting that the Mayor had wrote to the Secretary of State prior to Christmas regarding the incident. It was anticipated that the Service would be required to bear at least the first £0.195m of any claim made representing the Bellwin threshold, depending on whether the Minister was minded to activate the Bellwin scheme for this incident.
- The outturn position for Transport for the year ending 31st March 2019 showed an underspend of £12.286m. Of this, £8.6m was being funded from existing reserves, therefore a lower amount would be released for 2018/19. The underspend of £3.686m was due to lower capital financing costs which would be transferred to the capital programme reserve.
- With regards to Business Rates Income (paragraph 3.11), it was noted that a share of retained business rates each year to funded GM Strategic priorities. Following a review of the use of business rates and forwarded commitments. It was proposed that £25m would be returned to districts.
- Although figures would not be confirmed until April / May 2019, it was envisaged that a further £30m would be available to the GMCA from 2018/19 receipts. Final figures would be reported to the GMCA as part of the outturn report in May 2019.
- The GMCA had earned £60m a year, the highest amongst the four Mayoral Combined Authorities' and Cornwall.

RESOLVED:

That the update on be noted.

CI91/18/06

GMCA CAPITAL PROGRAMME 2018/19 – 2021/22

Richard Paver, GMCA Treasurer, introduced a report which presented an update to the GMCA capital expenditure programme, noting that the capital programme would continue to be reviewed, with any new schemes which had not yet received specific approval, being subject to future reports.

RESOLVED:

That the update on be noted.

Tony Oakman, Portfolio Lead Chief Executive for Digital City Region, informed the Committee that following the successful GM bid to Government's Department for Digital Culture Media and Sport (DCMS) for £23.8m Local Full Fibre Networks Funding (LFFN) in March 2018, a considerable amount of work had been undertaken to finalise the large complex project.

The report sought agreement and support on investment, programme and project management and procurement in order to progress to full procurement to ensure delivery within a tight funding timescale.

Alison Gordan, Assistant Director of Business, Innovation and Enterprise Policy, GMCA, provided a short presentation, and the following key points were highlighted:

- In March 2018, GM secured 25% of the UK LFFN funding pot to connect over 1300 public sector sites across GM. This would encourage further private sector investment of up to £250m and could be worth over £2.1bn to the GM economy over the next fifteen years.
- The GMCA at its meeting in July 2018, noted the indicative capital funding requirements required to secure DCMS LFFN funding, GMCA also noted the requirement to secure local funding budget approvals.
- The LFFN Programme would have a transformational impact on digital infrastructure in GM, leading to an increase of full fibre coverage from 2% now to around 25% within three years. Greater Manchester would then have the best high speed digital infrastructure coverage of any city region in the UK.
- The LFFN Programme was also expected to deliver cost benefits to public sector partners over the medium term and additional cost benefits could be expected from increased competition from providers seeking to provide services to partners over the new fibre network.
- Tameside Council had entered into separate arrangements with DCMS for £2.5m of the GM LFFN funding which builds on an earlier phase of the LFFN Programme for its full fibre programme. The total LFFN Programme funding for the rest of GM is therefore £21.3m and it is this funding the report is focussed on.
- The LFFN Programme would deliver over 450km of new full fibre network in GM that passes over 30% of total premises in GM, and supports strategic growth allocation sites set out in GMSF.

The following questions were raised:

- A Member requested further information on the risks and challenges associated with the project and the requirement to spend the £21.8m DCMS LFFN funding by the end of March 2021. It was highlighted that the project had been complex and not without its challenges, noting that the original intention was to work with NHS and CCG partners, until market forces began to play and one major provider decided to incentivise their offer to the NHS. It was noted that TfGM had been key in identifying how the same outcomes might be delivered, via a different approach. In terms of the challenging timescale, section 3 of the report outlined the adoption of a front loading approach to ensure that money from Government was spent first. The procurement approach would seek tenders for the delivery of two main contracts; Northern and Southern, grouped geographically. The aggregated procurement approach reflected suppliers preference for fewer larger bundled contract, and was expected to

maximise value for money. The costs of fibre roll out could be significantly reduced if GM local authorities adopt common processes and criteria to utilities infrastructure delivery, noting that this could be achieved by the widest adoption of a GM Prospectus. TfGM were working with local authorities to ensure that the GM Prospectus was in place by July 2019. For the LFFN programme specifically, key elements of the Prospectus were being taken forward through the procurement process in conjunction with colleagues in Highways Departments across GM, which was expected to deliver better value for money.

- Would the benefits of laying the dark fibre be immediate? There would be immediate benefit from installation. It would also put GM in a unique position for the future, which could lead to options such as 5G.
- Had a study of the dark fibre already in the ground across GM been conducted? It was confirmed that where known about it had, noting that GM were also working with DCMS to ask providers what was already in the ground. Manchester were slightly different because of the amount of existing and planned full fibre investment by the market. It was confirmed that DCMS would not fund any overlay of dark fibre as it was not appropriate. The market would decide whether to lay more fibre through the ducting, as they were fully aware of the opportunity and proximity to a whole range of premises.
- A Member highlighted the link to local authority planning departments and the importance of future proofing new developments. Media City was highlighted as an example of a fairly new development which did not have dark fibre laid when developed. It was felt that if we did not legislate for or it would not be done. It was confirmed that local authorities had been fully consulted and involved in the planning. The pioneering work would definitely put local authorities on a strong footing, and open up future opportunities.

RESOLVED:

1. That the investment of £1.46m capital from GMCA and £3.384m capital from GMCA be noted.
2. That the Committee commend that participating district partners are able to secure their individual financial investment commitment before the end of March 2019.
3. That the Committee commend to local authority partners that dedicated local management support is put in place for this programme.
4. That the Committee note that the £21.3m grant DCMS LFFN is allocated between Districts and the GMCA to maximise full fibre site coverage across each district and CA agreement would be sought to the final grant splits following the market response to procurement.
5. That the Committee support the proposed approach to procurement and contract management, namely that:
 - The GMCA agrees to be part to the Inter Authority Agreement with participating Local Authorities.
 - The GM Prospectus is put in place by July 2019 to minimise barriers to investment and reduce roll out costs of utilities across GM.
 - That participating Local Authorities are requested to agree the Inter Authority Agreement to formalise their participation in the GM Full Fibre Programme and secure Government (DCMS) LFFN grant funding.
6. That the Committee note that CCG assets are no longer part of this project, having secured fibre infrastructure via an alternative route.

Andrew Lightfoot, Deputy Chief Executive, GMCA introduced a report, which provided an update on the GM Brexit Monitor, and an overview of the organisational preparedness work being undertaken by GMCA, wider GM agencies and civil contingencies planning in the event of a no deal Brexit.

It was acknowledged that given the fast moving nature of the national Brexit position, the position had already evolved.

Members were advised that in September 2018, the GMCA had agreed a series of principles and areas for action for Greater Manchester to pursue, to consider possible impacts arising from Brexit were understood, and where appropriate contingency plans were in place. The GMCA also agreed that a 'no deal' Brexit be opposed outright, and where all other options had been exhausted the GMCA would support a People's vote.

Paul Argyle, the Chair of the Greater Manchester Resilience Forum (GMRf), provided an overview of the Brexit preparation activities, which had been taking place across agencies in Greater Manchester, focused on a number of key areas.

Members were advised that the GMRf were leading multi-agency planning for civil contingencies matters and were engaging with relevant Government Departments to assess risk at national, regional and local levels. It was noted that three scenario planning exercises had taken place, engaging with local resilience forum partners, testing local planning assumptions, 'planning for the unusual in the usual way'.

In December, the GMRf had ran an exercise with its constituent partners, running through scenarios designed from a month before exit, in the immediate days after exit and through to two months after exit. Learning was fed into and exercised at the beginning of February, with the GM Civil Contingencies Chief Officers Group (all LA's), and other relevant partners. It was noted that a final exercise would be held on 6th February, with the GMCA Readiness Group, and broader partners, to understand the civil contingencies risks and potential impacts.

Members posed the following questions:

- A Member explored the link to Cobra (Cabinet Office briefing room A). It was confirmed that the command control centre, go through National Liaison officers, and speak to Cobra. It was noted that the GMRf engages with all UK Government Departments on a regular basis.

RESOLVED:

1. That the report be noted.

CI94/18 GMCA REGISTER OF KEY DECISIONS

RESOLVED:

That the report be noted.

CI95/18

DATE AND TIME OF NEXT MEETING

Tuesday 19th March, 6pm, GMCA Boardroom, Churchgate House, Manchester, M1 6EU

CI96/18

EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CI97/18

**OUTTURN 2018/19 AND BUDGET AND LEVY 2019/20 – WASTE SERVICES
– COMMERCIAL CONSIDERATIONS**

The Committee considered a report, which outlined the commercial considerations in respect of the outturn for 2018/19 and budget for 2019/20 and beyond.

RESOLVED:

1. That the report be noted.

This page is intentionally left blank

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

Present:	Councillor Nathan Evans (Trafford) (in the Chair)
Bolton:	Councillor Hamid Khurram
Bury:	Councillor Stella Smith
Manchester:	Councillor Mary Watson
Rochdale:	Councillor Peter Malcolm
Salford:	Councillor David Jolley
Stockport:	Councillor Linda Holt
	Councillor Yvonne Guariento
Trafford:	Councillor Anne Duffield
Tameside:	Councillor John Bell

In attendance

GMFRS	Jim Wallace, Chief Fire Officer Dawn Docx, Deputy Chief Fire Officer Leon Parkes, Assistant Chief Fire Officer
TfGM	Steve Warrener, TfGM Finance and Corporate Services Director Garreth Turner, Head of Fares and Ticketing
GMCA	Mayor Andy Burnham (items CI04/18/02 & CI106/18/04) Andrew Lightfoot, Deputy Chief Executive Richard Paver, GMCA Treasurer Mike Wright, Strategic Lead for Homelessness Jamie Fallon, Governance and Scrutiny Officer

CI98/18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Hamid Khurram (Bolton), Tim Pickstone (Bury), Annette Wright (Manchester), Gillian Peet (Tameside), and Joanne Marshall (Wigan)

CI99/18 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

No urgent business was raised.

The Chair highlighted that the appointment process would start immediately after the May election with the new members being agreed at May's GMCA meeting.

CI100/18 DECLARATIONS OF INTEREST

Declarations of interest were received from Councillor Anne Duffield in relation to item CI103/18/01, and Councillor Peter Malcolm in relation to item CI104/18/02

CI101/18 MINUTES OF THE MEETING HELD ON 12 FEBRUARY 2019

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

RESOLVED:

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

CI102/18 WORK PROGRAMME

Andrew Lightfoot, Deputy Chief Executive, GMCA introduced the work programme. Following discussion regarding the GMFRS – Outline Business Case, it was agreed that the topic would be considered further at the April and May Committee meetings.

Members were asked to contact the Governance & Scrutiny Officer with any further items for inclusion in the work programme.

RESOLVED:

1. That the reconfigured work programme be agreed.
2. That the GMFRS – Outline Business Case be reconsidered at the April and May meetings.

CI103/18/01 HOMELESSNESS PROGRAMMES AND ROUGH SLEEPING IN GREATER MANCHESTER

Mike Wright, Strategic Lead for Homelessness, introduced a report, which provided a sense of the scale of work being undertaken, with further detail on each programme. The report also highlighted the significant level of resource that had been secured to assist the work of local authorities and partners.

Increasingly in Greater Manchester, local authorities and their partners have worked in partnership and across local authority boundaries, including jointly submitting responses to central government consultations and collectively bidding for funding in this area.

Until 2018, Greater Manchester had had an increasing share of rough sleepers in England, peaking at 5.9% of the registered total in 2017, against 4.7% of the English population. The proportion of English rough sleepers from Greater Manchester has increased significantly since 2010.

The A Bed Every Night Programme, which set out to provide a guaranteed bed for anyone from our region who was sleeping rough or at imminent risk of rough sleeping, has been extended from 1 November 2017 to 30 April 2018 and has delivered significant levels of intervention across the region.

For the first time in Greater Manchester, critical data had been secured for further analysis, on the rough sleeping population and movements within it. This has highlighted a more significant take up of A Bed Every Night accommodation by younger people, with 54% of bed-nights provided to people aged under 35.

At the end of February 2019, a stock take of the A Bed Every Night programme was undertaken by Dame Louise Casey, the former Homelessness 'Czar'. Dame Louise Casey was broadly supportive of the approach taken in Greater Manchester, describing it as a 'torch in the darkness.' However, she made a number of suggestions for improvement moving forwards, which included a focus on more vulnerable people, and those with more complex needs. It was noted that 26% of people had identified as having mental health problems.

There are three major programmes currently in operation in Greater Manchester, being co-ordinated by the GMCA:

- GM Social Impact Bond (SIB) for Entrenched Rough Sleepers
- GM Homelessness Prevention Trailblazer Programme
- GM Housing First Programme

The programmes offer the potential to touch, significant numbers of people, and shift the focus to prevention rather than the current emphasis on tackling rough sleeping, however, this demonstrates a symptom of what needs to be tackled right now.

Due to the success of the SIB programme, GM had secured an additional £829k of funding from central government, taking the total investment in the programme to £2.629m. Nationally the Greater Manchester SIB has been the most successful, delivering more and better outcomes than other programmes in England. The success has been due to the integration of housing providers from across the region into the delivery vehicle, together with close contract and programme monitoring through the GMCA.

The Homelessness Prevention Trailblazer Programme was developed across Greater Manchester as a preparation for the enactment of the Homelessness Reduction Act (HRA) in April 2018. The HRA imposes new duties on local authorities in how they deal with homeless applicants and introduces a new legal duty to prevent homelessness where possible.

Housing First is a recognised programme which has achieved great success in delivering very positive outcomes for single homeless people and rough sleepers with complex needs. The programme will be thoroughly evaluated, and used as a basis for future national policy.

Members raised the following questions:

- A Member welcomed the update, but felt that it was targeted on people who are rough sleeping, noting that the problem of homelessness was far greater than that. Concerns were raised regarding the number of families that are homeless, and in temporary accommodation, and even more about the causes of homelessness. It was confirmed that the recommendation was for the Committee to take regular updates, so that each report could focus on different elements of homelessness. The number of homeless families was a significant concern, noting that the use of temporary accommodation had increased by 347%, with 2102 households in statutory temporary accommodation.
- How is GM tackling the inability to control private rented sector? How does a Social Lettings Agency work? It was confirmed that the principles around a Social Lettings Agency, were that they take over management of properties on behalf of private landlords. The aim is to drive up standards, and ensure that there is a better link to local authorities and housing waiting lists.

- A Member who worked in the housing sector noted that the Social Impact Bond, without doubt was the hardest work they had ever done, noting the longevity it takes to assist people with their needs.
- How are we taking welfare reform and section 21 evictions? It was confirmed that welfare reform was a barrier to preventing homelessness, noting that people under 35, are limited to single room rents (around £60 per week), however, there are no properties which are affordable on their own, making it difficult to prevent homelessness, and to identify housing options. In terms of section 21 notices (no fault evictions in private rented sector), at local authority level, we are seeking to improve relationships with private landlords, and the Ethical Lettings Agency, was part of the response, in particularly for inexperienced landlords who have potentially not planned to become a land lord. Work is also underway with DWP, around the roll out of Universal Credit, which included; seeking to bust some of the myths around Universal Credit, and also ensure better targeting of things like discretionary housing payments, to ensure that the totality of funding available is focussed on preventing homelessness.

RESOLVED:

1. That the report be noted.
2. That the Committee receive regular updates on progress in tackling homelessness and rough sleeping in Greater Manchester.

CI104/18/02

PROGRAMME FOR CHANGE – OUTLINE BUSINESS CASE

Mayor Andy Burnham, introduced a report which set out the Outline Business Case (OBC) for the GMFRS Programme for Change, including details of the proposals following the root and branch review. The review had come from a number of factors, including a response to the Manchester Arena attack, the Kerslake Report and concerns raised by firefighters.

GMFRS were currently facing a number of significant challenges that must be addressed, noting that there was inevitably some difficult decisions to be made. The proposals seek to protect the frontline, enhance firefighter safety, keep more firefighters in communities, whilst having a minimal impact on performance and maintaining response times.

Jim Wallace, Chief Fire Officer, supported by Assistant Chief Fire Officer, Dawn Docx and Deputy Chief Fire Officer, Leon Parkes, provided Members with a presentation, which outlined the proposals. The proposed pack of changes were highlighted:

- The removal of six 2nd fire engines at: Manchester Central, Blackley, Heywood, Moss Side, Oldham and Eccles;
- Crewing levels of 4 on all fire engines. The position of FBU was acknowledged, however, it was noted that 87% pumps had been running within crewing levels of 4.
- Alter shift start and finish times, review options to consolidate pay and reduce staffing numbers from 12 to 9 at the six day crewed stations;
- Remove a further two 2nd fire engines from Salford and Gorton;
- Undertake three station mergers at Bolton (Bolton Central and Bolton North), Manchester (Manchester Central & Philips Park), & Stockport (Stockport & Whitehill);

- Impact on performance at GM level for the first fire engine is around 10 seconds. The least impact on any option explored;
- New delivery model for Prevention, Protection, Youth Engagement & Administration;
- Realise savings of £6.7m (year 1), £11.6m (year 2), and £12.8m (year 3).

Following the staff presentation outlining the OBC proposals on the 11th March, the internal staff and public consultation would commence, and was planned to remain open for nine weeks.

The following questions were raised:

- How many front line firefighters would be recruited this year? It was confirmed that there were three recruitment courses planned in 2019. Each round would aim to recruit up to 36 firefighters, notwithstanding, GMFRS would continue to recruit on a flexible basis to address fluctuations.
- A Member noted the importance of sharing a positive message about the station mergers, along with emphasising the rationale. The Chief Fire Officer agreed, and advised that he had as an example, spent 6 hours talking to crews in Stockport, which had been helpful.
- A Member confirmed that he had submitted written feedback on the OBC for consideration, but emphasised that given the immense asset value in Greater Manchester, it was disappointing that we were unable to afford the nine fire engines being planned for removal. Merseyside FRS was highlighted as an example of where they had removed pumps previously, and this year reverted back to the original number. It was advised that GMFRS had the second best response times in England, noting that the proposed changes had only changed the response times by 10 seconds. Substantial risk modelling had been undertaken, to test out the proposals.
- A Member also raised concerns regarding the loss of the 2nd fire engine, which would leave three fire engines less in the city of Manchester, and highlighted that no local discussions had taken place.
- A number of Members highlighted that they had received correspondence from a Trade Union Representative, raising concerns regarding their engagement in the proposals development. Why did Trade Unions not feel involved? It was confirmed that GMFRS had regular meetings with Trade Unions through the Trade Union Forum, however, there had not always been consistent attendance at the meetings, and until now, they had not been able to work through the proposals with them, which was at times frustrating for Trade Unions. It was noted that GMFRS were meeting weekly with Trade Unions to consider their views.
- How would the proposals stand up against a disaster like the Arena attack or Saddleworth Moor fires? Modelling had been undertaken using events, which had taken place in the last 5-10 years. It was acknowledged that there were well-developed mutual aid arrangements in place, to provide assistance for unprecedented events, such as the Moorland Fires which could not be predicted.
- A Member requested further information about the 'place based model' and how this would work. It was agreed that further information would be provided to the Committee regarding the 'place based model'.
- A Member requested further information about the plans to merge stations, particularly in Manchester. Had a site been selected? It was agreed that further information would be provided to the Committee regarding the station mergers.
- Would the changes be implemented on 1st April 2019? It was confirmed that the first six pumps were due to be removed from the 1st April 2019, however, using the pre-arranged

overtime, it has been agreed that they would continue in the short term. It is envisaged that the first six pumps would be removed from 1st September 2019.

- When would the public consultation be launched? It was confirmed that the consultation would be launched once the Mayor and Deputy Mayor were happy that the proposals, however, a date had not yet been set. The consultation period would last for 9 weeks. It was agreed that once the public consultation summary document and questionnaire were finalised, it would be circulated to the Committee.
- A Member explored whether GMFRS would be holding public consultation events to enable people to contribute. It was confirmed that GMFRS had offered to visit boroughs and hold events where requested.
- Members noted that they had not had sufficient time to review the full OBC, and did not feel they could sufficiently scrutinise the proposals. Following discussion on how best to appropriately scrutinise the proposals, it was agreed that the Committee would reconsider the proposals at the next two meetings, albeit, the potential changes to membership were noted. Members were asked to submit any pre prepared questions to the Governance & Scrutiny Officer prior to the next meeting.
- A Member highlighted that they were struggling to review the extensive OBC using their tablet. The Chair agreed that paper copies of the OBC would be arranged for those who were struggling to review the OBC online. Requests should be submitted to the Governance & Scrutiny Officer.

RESOLVED:

1. That the Committee note the contents of the Outline Business Case and associated proposals.
2. That the Committee note the commencement of consultation and associated timescales.
3. That the Committee reconsider the OBC at the April and May meetings.
4. That the Committee submit any pre prepared questions to the Governance & Scrutiny Officer in advance of the April and May meetings.
5. That the Committee contact the Governance & Scrutiny Officer if they would like a paper copy of the OBC.
6. That the Consultation Summary be circulated to the Committee once available.
7. That the Committee receive further information on the plans to implement a 'place based model.'
8. That the Committee receive further information on the station merger plans, in particular, those in Manchester Central.

CI105/18/03

QUARTER 3 PERFORMANCE UPDATE

The Quarter 3 Performance Update was deferred until the April meeting.

RESOLVED:

That the item be reconsidered at the April Committee meeting.

CI106/18/04

OPPORTUNITY PASS INCLUDING 16-18 FREE BUS TRAVEL

Mayor Andy Burnham, introduced a report which set out a proposal to implement a pilot scheme that would introduce an Opportunity Pass for eligible young people within Greater Manchester from 1 September 2019. The Opportunity Pass would include free bus travel and a number of other complementary benefits.

The following key points were highlighted:

- Free bus travel could 'ensure that horizons are not limited by financial barriers', with the Opportunity Pass providing a 'passport to study, apprenticeship or work, but more than that; free or reduced entry to participating sporting, cultural and leisure venues.'
- The name and visual identity of the Pilot, including the design of the Opportunity Pass smart card, would, subject to all necessary legal searches, be selected by the Greater Manchester Youth Combined Authority (YCA), in consultation with the Chief Executive of the GMCA.
- The Opportunity Pass aims to generate a sustainable increase in bus patronage and reverse an ongoing decline in bus use by young people.
- The proposal would be implemented as a pilot, and would run from the start of the 2019/20 academic year (i.e. 1 September 2019) to the end of the 2020/21 academic year (i.e. end 31 August 2021).
- All eligible young people would be able to access free bus travel during the pilot period using a personalised Opportunity Pass smart card. Applicants would be required to pay a £10 application fee to cover administration costs, including the production and delivery of the card.
- A behavioural code would be developed, retaining the right to withdraw the card and access to opportunities if the cardholder breaks the behavioural code.
- On 14 February, the GMCA announced that Rose Marley, CEO of SharpFutures, had been appointed to lead the development of the Opportunity Pass, and to work with brands and businesses to empower young people across Greater Manchester with a rich variety opportunity.
- Further detail on the budget, scope and development of the Opportunity Pass including a progress update on the delivery of the Pilot, would be provided in a further report to the GMCA in June 2019.
- The total cost for a full year is estimated at £15.9m in the base case but the purpose of the Pilot is to gather the data on take up and usage to inform future financial planning.
- As approved by the GMCA on 15 February 2019, the prorated estimated cost of £9.3m in the 2019/20 financial year would be funded from the Transport Levy (£6.05m), and Earnback monies (£3.25m).
- However, to ensure the costs do not fall entirely on the taxpayer, we are working with public and private sector partners who may benefit from the scheme to identify additional funding sources.
- It was noted that the proposal would be considered by the GMCA for approval on 29 March 2019.

Members raised the following questions to the Mayor, and representatives from TfGM, who were also in attendance:

- A Member clarified whether the scheme would affect the private buses arranged by colleges. It was confirmed that the scheme would not affect college run buses.
- A Member highlighted the work of the School Readiness Task and Finish Group, which had identified that the cost of travel was an issue and welcomed the ambitious proposal.
- Were there any plans to extend the Pilot to those on apprenticeships who were over 18. It was confirmed that TfGM offers support to new apprentices on their commute to work with a free and reduced price ticket offer, or a free bike. The Mayor confirmed that consideration would be given to whether employers should contribute, noting that some employers did already provide support to their apprentices. The Mayor advised that he would love to do more, should a funding stream be identified, noting that he continues to have conversations with the GM Chamber to capture the spend on all age apprentices.
- Is the £10 application fee dependent on parental income? It was confirmed that the fee was not means tested.
- A Member queried whether the Opportunity Pass was only available to those in full time education, and how this was defined. It was confirmed that the aim is to provide free bus travel to all 16-18 year olds living in GM, at all times of the day and week.
- How will success be measured? The Mayor advised that there were various measures of success, such as increased use of buses, cars off the road, bus routes not under threat, young people having higher ambitions after school. It was acknowledged that measures needed to be identified, noting that a Monitoring and Evaluation Plan would be developed, which would outline a multi-faceted approach. It was noted that this would include conducting a survey of sixth form students. It was agreed that as the key performance indicators were developed, further information would be shared with the committee.

RESOLVED:

1. That the Committee note the report recommendations made.
2. That the Committee receive further information on the Key success measure when available.

CI107/18/05

LOCAL TRANSPORT PLAN/ POLICY AND STRATEGY BUDGETS

The report provided members with an overview of the revenue budget for the costs of the Local Transport Plan (LTP) and Policy and Strategy Budgets, which included the costs to continue to develop and deliver the Greater Manchester Local Transport Plan.

RESOLVED:

That the update be noted.

CI108/18/06

DRAFT GREATER MANCHESTER DRUG AND ALCOHOL STRATEGY (2019-2021)

The report invited the Committee to endorse the draft Greater Manchester Drug and Alcohol Strategy, and note the governance process and extensive consultation undertaken for the strategy.

RESOLVED:

That the update be noted.

CI109/18 GMCA REGISTER OF KEY DECISIONS

RESOLVED:

That the report be noted.

CI110/18 DATE AND TIME OF NEXT MEETING

Tuesday 16th April, 6pm, GMCA Boardroom, Churchgate House, Manchester, M1 6EU

CI111/18 EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CI112/18 OPPORTUNITY PASS INCLUDING 16-18 FREE BUS TRAVEL

The report sets out detailed financial information relating to a proposal to implement a pilot scheme that will introduce an Opportunity Pass for eligible young people within Greater Manchester from 1 September 2019. The Opportunity Pass will include free bus travel and a number of other complementary benefits.

RESOLVED:

1. That the report be noted.
2. That the Committee comment on the report in advance of the proposal being submitted to the GMCA meeting on 29th March 2019 for approval.

**DRAFT GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE
14 FEBRUARY 2019 AT 10.30AM AT THE GMCA OFFICES**

Present:

Stockport	Councillor Lisa Smart (in the Chair)
Bolton:	Councillor Andrew Morgan
Bury:	Councillor Dorothy Gunther
Manchester:	Councillor Paula Sadler
Manchester:	Councillor Ben Clay
Oldham:	Councillor Barbara Brownridge
Rochdale:	Councillor Linda Robinson
Salford:	Councillor Tanya Burch (substitute)
Salford:	Councillor Ari Leitner (substitute)
Tameside:	Councillor Mike Glover
Trafford:	Councillor Bernard Sharp (substitute)
Wigan:	Councillor Fred Walker (Substitute)

In attendance

Salford Council	City Mayor Paul Dennett
GMCA Officers	Julie Connor (Assistant Director Governance and Scrutiny) Anne Morgan (Head of Planning Strategy) Mark Atherton (Assistant Director Environment) Steve Fyfe (Head of Housing Strategy) Simon Nokes (Executive Director Policy & Strategy) Matt berry (Governance and Scrutiny Officer)
TfGM Officers	Simon Warburton (Transport Strategy Director)

M133/HPE

APOLOGIES FOR ABSENCE

Apologies for absence were received from Shamim Abdullah (Bolton), Catherine Preston (Bury), Laura Booth (Stockport), Stuart Dickman (Salford), Graham Whitham (Trafford), Lynne Holland (Wigan) and Michael Winstanley (Wigan).

M134/HPE

CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

Members were informed that Councillor James Wilson has stepped down as a member for this committee for Manchester and has been replaced by Councillor Ben Clay. Councillor Steve Bashforth has also stepped down as Oldham representative with Councillor Barbara Brownridge taking her place. The Chair welcomed the new members.

Julie Connor from the GMCA issued an apology for any difficulties that members or the public may have experienced in accessing the papers for this meeting, which was due to some technical problems relating to the imminent migration of the GMCA's web hosting platform to Modern.gov.

M135/HPE DECLARATIONS OF INTEREST

There were no declarations of interest received.

M136/HPE MINUTES OF THE LAST MEETING HELD ON 10 JANUARY 2018

To consider the approval of the minutes of the meeting held on 10 January 2019, as a correct record with the following amendment:

Amended Minute of the meeting held on 15 November 2018, Item M116/HPE:

That the Mayoral Manifesto commitment to end the need for rough sleeping by 2020 was not included as one of the aims in the dashboard. The Mayor stated that the dashboard objectives were around initiatives which contributed to reducing rough sleeping. The Mayor stated that he had been advised that ending rough sleeping as an absolute is technically not possible due to a number of factors such as some rough sleepers not accepting available help / support and choosing to sleep rough, but he still stands by his manifesto pledge to end rough sleeping defined as a substantial shift of improvement in this area. The Mayor also highlighted entrenched rough sleeping and the challenges associated with engaging and supporting a small cohort of rough sleepers.

RESOLVED/-

That the minutes of the meeting held 10 January 2019 be approved as a correct record.

M137/HPE GREATER MANCHESTER SPATIAL FRAMEWORK (GMSF)

Mayor of Salford, Paul Dennett introduced the item. The following key points were highlighted:

- The GMSF strategically sets out the vision for homes, jobs and the environment for the city region for the next 20 years. It is being adopted as a joint development plan document by the 10 GM local Authorities, subject to parliamentary discussion due in March/April time to consider GM pursuing a spatial development strategy.
- The redraft of the GMSF went for consultation in January 2019 following the first initial draft in 2016 which received over 27,000 responses.
- The GMSF sets an affordable housing target of building 50,000 new homes with 30,000 of those being social homes.
- There is a commitment from GMSF for carbon neutrality for the City Region by 2038 and for new homes to being Net 0 Carbon by 2028.

- Following public concerns of consequences of fracking, the GMSF adopts a GM wide planning presumption of being opposed to it.
- The GMSF adopts building on brownfield as a preference and has in excess of a 50% reduction from the previous GMSF draft in greenbelt take for the purposes of development and stronger protections for none-greenbelt land.
- The GMSF builds on Andy Burnham's commitment through the Town Centre Challenge to reconceptualise town centres with less reliance on retail, and aiming to increase urban density with housing, developing culture, leisure, sporting activity walking and cycling.
- GM now has clarity over the local housing need which is identified using population projections from the 2014 Office for National Statistics Population and Housing Projections. There are 201,000 with an 8.16% buffer (218, 000 with buffer). Although there has been no formal Government response to the consultation, significant change is not expected.
- Developers are challenging delivery on the 5-year land supply in some districts. The importance of collaboration was highlighted to overcome 'planning by appeal' which can be costly.
- The draft GMSF consultation should be considered not in isolation but with the other GM strategies.
- The GMSF Consultation portal opened on 14th January 2019 for the public to view, with the formal consultation on the GMSF starting on 21st January, running for 8 weeks until 18th March.
- The Future of Greater Manchester paper was highlighted which brings together the GMSF and other strategies under the context of the Greater Manchester Strategy: Our people, Our Place.
- The economic aspects of spatial planning were stated as being detailed in the Local industrial strategy, which is focused on playing to GM's economic strengths such as digital, advance materials, advance manufacturing low carbon and healthcare innovation.

RESOLVED/-

That the report be noted.

M138/HPE TRANSPORT 2040 DELIVERY PLAN

The Chair passed on apologies on behalf of the GM Mayor who could not attend today's Committee due to being in London at a Meeting of Mayors.

Transport Strategy Director, Simon Warburton introduced the item. The following key points were highlighted:

- Following consultation from the first draft of the GMSF, transport connectivity issues were highlighted as a dominant feedback item, making reference to particular GM locations. TfGM have worked with the GMCA over 18 months to ensure transport policy and spatial planning are integrated at a City Region level.

- A series of study areas were identified to look at network level issues associated with the GMSF to set out a plan to show understanding of challenges that growth brings. This work now has culminated in the Draft Transport Delivery Plan, which deals with was published alongside the GMSF.
- As the final stages of publication approaches, there is further work required to follow on the Transport Delivery Plan as recognition that there is a need to drill policies down to site-level access issues.
- The Transport Delivery Plan looks at being clear of the scale of growth from a travel perspective. Proposed schemes in the GMSF will likely equate to another 800,000 daily trips on GM's transport network. The challenge set by the Transport Delivery Plan and policy framework is to move to 50% of transport migrating to none-car transport means.
- The Transport Delivery Plan sets out investment schemes and policy initiatives to provide travel alternatives. It sets out activities both written and within a tier 3 map system.
- The document summarises the realities/ challenges such as future funding arrangements to deliver against the Delivery Plan. This is a core component of the conversation with Government through the Local Industrial Strategy.
- Conversations are ongoing with Government to establish a second transport funding arrangement based on the principle of a devolved cities model, building on a partnership model with an integrated transport and housing strategy.

RESOLVED/-

That the report be noted.

Due to the interconnected nature of both the GMSF and Transport 2040 Delivery Plan, the Chair opened the room for questions from Members for both items M137/HPE and M138/HPE simultaneously.

Members welcomed the update of both items and raised the following questions and comments for both items:

- A Member wanted clarification on whether using the 2014 population projections was subject to receiving an updated figure and if so, will GM be able to quickly adapt.

It was confirmed that the figures may change as GM has so far has not received a response from Government to the consultation. If the methodology changes, this will be reviewed and fed into the next stage of the plan. The new population projections are due in 2020 which will likely trigger a review. The GMCA will wait for the outcome of the consultation, and at that point can then then discuss with government what a new methodology might look like before it arrives in 2020.

- A Member queried whether the 5-year Housing Supply could be identified/allocated at a GM level between all 10 local authorities.

It was clarified that this approach is being taken with each district having its own unique figures for housing targets across which is phased over time, and is based on land supply and deliverability in each district.

- In regards to the presumption of anti-fracking it was queried how this would work with pre-determination on planning at each individual local authority.

It was clarified that until this issue is dealt with at public examination, it is unclear whether it will hold within the GMSF draft.

- A Member queried how the proposed free bus travel for 16-18 year olds is intended to be funded in light of recent LGA announcement of a funding gap between government grant and pre-pensioner travel.

It was confirmed that TfGM have been building an expectation of the funding gap into the medium term financial strategy that sits behind the transport levy for a number of years. The current robust medium term financial strategy has allowed The GM Mayor to discuss options with Leaders and to extend arrangements in order to give GM learners more mobility to get post access to post 16 education.

- Following the proposed commitment of a feasibility study of extending Metrolink to Bolton, it was asked whether any further commitment could be confirmed. It was later asked if a Specific explanation could be provided on how projects escalate from initial options, to a feasibility study, through to delivery.

It was clarified that TfGM in partnership with local authorities have developed a transport pipeline process which tracks all initiatives set out in the Delivery Plan through stages which can vary depending on complexity. Core stages for transport scheme include an initial feasibility study, followed by weighing up anticipated travel demand with a range of cost options to develop a benefit-to-cost-ratio. Scheme options can then be conceptualised allowing TfGM to bring initial analysis back to the GMCA for discussion and to scope a funding window. A business case is then developed in order to secure funding, followed by obtaining transport and work acts powers such as land acquisitions. It was highlighted that these processes can take up to 8-10 years to complete.

- A Member asked if there are any structures systems/ mechanisms in place that will ensure the creation of truly affordable housing and social housing.

It was stated that this is a complex area with a viability issue in terms of the flux in land and property value. It was demonstrated via The Geographical Targeting Across 5 housing funds Map produced by the GMCA in October 2018 that most of Greater Manchester can only access 20% of Homes England funding to deal with issues such as land remediation, infrastructure issues and affordable housing. The challenges of Right to Buy properties not being replaced and finding their way into the private rented sector was also highlighted. Tackling the issue by the State was highlighted as a viable solution.

with a recommendation for GM to continue seeking further support from Government in delivering social housing.

- Two Members asked questions surrounding transport passes that cover multi modal transport and different transport operators. It was highlighted that a bus pass that covered multi-bus operators became unavailable in 2018 raising concerns that this may discourage people from using public transport.

In regards to the removal of the multi-company bus pass, it was stated that TfGM have very little influence and that bus companies can opt in or out of these kind of schemes and have no obligations. TfGM are currently exploring options through reviewing powers under the new Bus Services Act with a key aspiration of 2040 strategy for GM to move to a fully integrated ticketing arrangement.

- A Member queried the timings on decisions surrounding buses.

TfGM were not able to provide an update at this time as there is still work underway to review the current situation, this will be taken back to this Committee at a later date.

- Two Members queried what plans are in place to improve bus services (particularly in rural areas) and routes not centred around city centre commuting. It was also asked if contacts for local bus companies could be provided to Members

It was stated that there are challenges with commercial withdrawals across the bus networks. Greater Manchester is in a better position than other parts of country to assemble and retain a subsidised bus budget. It was highlighted that GM must take challenging decisions in the future in terms of how far this can be extended. TfGM are keen to support local members in engaging with bus companies, and will pick up queries regarding transport providers contacts with the respective member post meeting.

- A Member sought reassurance that past lessons have been learned in providing affordable housing via multi-storey flats, with many from the 1960s causing issues and being subsequently demolished.

It was stated that following the public enquiry into Grenfell, and the Hackett review, there is potential for major amendments to building and fire & safety regulations with uncertainty as to what this will mean for high rise accommodation. High-rise builds in GM have tended to be private rather than social housing. It is felt that there is currently good learning in the system as many councils have undertaken a lot of work to upgrade and improve high-rise blocks.

- A Member queried whether the Northern Powerhouse strand incorporates any long-term strategy to increase transport and subsequent commuter distances for those travelling into Greater Manchester.

It was clarified that within GM's recently launched vision for the next 20 years and the Local Industrial Strategy, there is a requirement for GM to have scope of its role within the North along with being cognisant of the work ongoing in other regions in the North of England. It was stated that Greater

Manchester must play to its strengths and unique selling points, it is generally felt that things are moving in a positive direction, but investment within industry within a national context is required. A large body of work is being lead by Transport For The North, to develop an investment case for the Northern Powerhouse Rail (East-West rail links) This will be taken to a future meeting of this committee to update members.

- A Member raised the issue of the difference of value of property/land within their borough which is currently lower than much of rest of GM equating to a reduction in council tax revenue. The question was asked whether this ratio could be addressed when building properties to get some of the higher value properties

It was appreciated that there are inequities in the system. It was clarified that Council Tax banding was set in 1991 and has not changed since that time. Differentials in property value are accepted, regeneration is ongoing within this borough's town centres, which will hopefully address some of these issues. The Revenue Support Grant was highlighted as being for introduced for this purpose with limited success areas of the north of the U.K.

- A Member asked around the ownership opportunities of the First Bus franchise by GMCA/ TfGM or Councils in a consortium.

It was confirmed there is no provision through the new legislation for public ownership route for TfGM/GMCA to pursue this.

- A Member questioned the level of investment of bus subsidies, as this is essential for some vulnerable residents, with some feeling that investment in cycling lane provision is over-proportioned.

It was stated that the Streets For All initiative which takes a collective view with all partners to address principle purpose of that particular part of highway and then design a solution that is fit for purpose. The Quality Bus Transit initiative was highlighted as being developed in the Transport Delivery Plan which will deliver bus priority benefits. An update on this will be provided to this Committee in the future.

- In terms of Diesel Scrappage schemes, it was asked what support would be available to less advantaged drivers who are penalised for their vehicles.

It was clarified that in the event that penalties for different types of vehicles are introduced, there would need to be arrangements in place in advance to assist owners to shift across, this would be an integral part of any proposal.

- In light of the shift to higher-density developments in inner city areas, a Member raised concern around inner city areas receiving adequate investment and support to enable them to still remain

attractive places with culture and heritage. It was stated that these areas usually have more pressure on public services and reduced quality of life for residents.

It was clarified that the GMSF should be considered alongside local authority local plans /core strategies, which should ensure cultural protection of design and architecture. It is recognised in the GMSF that urban areas face challenges around access to natural green space. The next version of the GMSF will apply standards to protect requirements for new developments to provide green spaces. The Net Zero Carbon by 2028 initiative will also push this agenda.

- Regarding land remediation, it was asked whether is there any funding to remediate land in areas for brownfield sites in GM

It was highlighted that there is a paper going to GMCA on Friday 15 February detailing the latest application for infrastructure funding for housing in Manchester Salford, Bolton and Wigan. This addresses relief for land remediation, infrastructure and land assembly.

- A Member requested that any available Housing infrastructure Fund be invested into social housing
- Regarding building housing in regards to the environmental agenda, a Member queried if there are any trials of passive house building, retro fitting of older buildings, or modular building proposals

It was clarified that retrofitting remains a challenge in terms of funding, with the Housing Market Renewal scheme scrapped which was improving some stock. It was highlighted that the best time to discuss this issue is at the Green Summit in March 2019. The main challenges for Modular housing was highlighted as being how land is aggregated and how to aggregate demand for housing. Collaboration as Local authorities was also highlighted as a challenge to ensure supply of housing numbers to push through modular route. The Local Industrial Strategy was highlighted as being relevant to this work with a move to zero carbon as a key economic driver and retro fitting of homes leading to economic growth in terms of work needed.

The Chair clarified that the Local Industrial Strategy will be circulated to members of this committee as an item for information.

- A Member summarised a number of questions received from residents: In moving to building more homes and increasing urban density as proposed in the GMSF, there are concerns around the existing transport infrastructure system not currently coping at peak times and how this will manage extra pressure. Reassurance on how these issues will be addressed was sought.

It was clarified that the Romiley/ Marple corridor has grown significantly in terms of commuters through the regional centre and growth is likely to continue with employment movements. The Long

term solution is likely to be a tram/train line which is needed fundamentally for growth within this corridor. TfGM are currently reviewing with Government how the development of the Transport for The North rail model and also the Government Williams Review to bridge the gap in increasing rolling stock capacity. Principle bus link improvements are also being planned in Stockport town centre. Assurance was given to residents that TfGM have been working to understand transport needs in this area, and address these issues.

- A Member asked around how phasing of house development is approached within the GMSF and which order infrastructure will likely arrive in terms of transport, housing and schools.

It was clarified that there is a general aim that infrastructure and housing are developed at the same time. Expectations for infrastructure are managed so development should not come forward without commitment and funding for infrastructure.

- A Member raised concerns around managing developers expectations on late notification of Section 106 costs and other land requirements, and the proportioning of housing across GM within the appeals process.

It was stated that the intention is to manage developers expectations early, although it was accepted that this is not always possible. It was clarified that the 5-Year Supply will be one of the biggest challenges, bringing Brownfield land forward at the targeted rate. Success is reliant on collaboration and discussion with other stakeholders and partners

- A Member asked what can Greater Manchester do to be more self-funded and to build up its own finance base, and ambition to become independent.

It was stated that this is a challenging issue, however GM is in a strong position in having very recently set the 20 year vision for the City Region, and can look at how the GMSF can support an inclusive growth and inclusive economy. There is an opportunity to look at the redistribution of growth across GM, and also creating value in GM, playing to internal assets/strengths and partnership working to offset dependency on central government. It was stated that all partners in the City Region need to collaborate around this agenda in order for it to be successful.

- A Member asked how borough boundaries are addressed in terms of GMSF consultation for proposals that span across district territories, such as if any information sessions with residents and awareness raising are being held. It was highlighted that having local authority officers from neighbouring authorities included would be useful.

It was clarified that the major cross boundary sites across GM have been identified with some events taking place. Some sites are wholly within one district but impact on others, in those cases consultation takes place around the district where those sites are in.

- A Member asked how feedback for the GMSF is processed, and how they will influence the next draft

It was stated that a similar level of responses to the first GMSF draft is expected. The GMCA are assembling a team from the 10 districts and taking on temporary staff over the next couple of weeks to start processing the responses. These are grouped together by location and issue. The summary of responses will be structured and themed with an aim to be clearer than the first initial GMSF draft consultation in terms of how comments have been used to inform the next stage of the plan.

The Chair reminded viewers of the live stream that the best way for them to send feedback regarding the GMSF is via <https://www.gmconsult.org/>

RESOLVED/-

That comments of Members above be taken account of for both the GMSF and the Transport 2040 Delivery Plan as they develop.

M139/HPE WORK PROGRAMME

- The draft of the Waste Strategy will not be ready for the March 14th meeting, due to Government delaying publishing of the National Strategy until December 2019. DEFRA have also not yet launched consultation. This item may not come to this committee until May or June 2019.
- The Housing Strategy item provisionally could move to 16th April meeting
- Clean Air OBC is an item for district scrutiny: it is suggested circulating this item for information to this Committee
- Regarding Green Summit / Low Carbon items - Mark Atherton will come to this Committee on 14th March meeting before the Green Summit on 25th March
- Future innovation in transport item is coming to 14th March meeting with 3 independent speakers. The Chair requested that members prepared associated questions that are useful to be answered
- 16th April meeting will feature the GM Strategy 6 monthly review and Housing Strategy item

RESOLVED:

That the above changes of the work programme be agreed.

ITEMS FOR INFORMATION ONLY

M140/HPE FINAL DRAFT GM NATURAL CAPITAL INVESTMENT PLAN

RESOLVED:

That the report be noted.

M141/HPE GM INFRASTRUCTURE FRAMEWORK 2040

RESOLVED:

That the report be noted.

M142/HPE GM HOUSING VISION

RESOLVED:

That the report be noted.

M143/HPE REGISTER OF KEY DECISIONS

https://www.gmcameetings.co.uk/downloads/download/92/register_of_key_decisions

RESOLVED:

That the report be noted.

M144/HPE DATE AND TIME OF NEXT MEETING

Thursday 14th March 2019 18.00, Boardroom, Churchgate House

This page is intentionally left blank

**GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE
14 MARCH 2019 AT 6.00PM AT THE GMCA OFFICES**

Present:	Councillor Lisa Smart (Stockport) (in the Chair)
Bolton:	Councillor Shamim Abdullah
Manchester:	Councillor Paula Sadler
Manchester:	Councillor Ben Clay
Oldham:	Councillor Barbara Brownridge
Rochdale:	Councillor Linda Robinson
Salford:	Councillor Tanya Burch
Tameside:	Councillor Mike Glover
Wigan:	Councillor Michael Winstanley

**** This meeting had 9 of its Members present and was not quorate ****

In attendance

Stockport Council	Councillor Alexander Ganotis
GMCA Officers	Julie Connor (Assistant Director Governance and Scrutiny) Mark Atherton (Assistant Director Environment) Matt Berry (Governance and Scrutiny Officer)
Speakers	Clare Cornes, Westfield Technology Group Glenn Lyons, University for the West of England, Bristol Rafael Cuesta, Transport for Greater Manchester

M111/HPE APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Laura Booth (Stockport), Mike Glover (Tameside), Dorothy Gunther (Bury), Catherine Preston (Bury), Michael Winstanley (Wigan), Stuart Dickman (Salford), Andrew Morgan (Bolton), Lynne Holland (Salford) and Graham Whitham (Trafford)

M145/HPE FUTURE INNOVATION IN TRANSPORT

Autonomous Vehicles

Clare Cornes, Intelligent Mobility Manager for Westfield Technology Group delivered a presentation to Members on autonomous vehicles. The following points were highlighted:

- The definition of an autonomous vehicle is one that does not need human input to operate, this includes levels of autonomy which range from 0-5, with 0 being all functions are controlled by the driver, to level 5 where human intervention in the vehicle operations is not required
- The benefits of autonomous vehicles were highlighted such as an increase in safety for transport users and giving passengers more free time

- Disadvantages were stated as computer errors or malfunctions causing incidents with results potentially worse than human error and the potential knock-on impacts to current employment opportunities in operating manual vehicles
- The UK is pro-active in supporting developments through competition funding and the publication of a Code of Practice for testing
- The majority of deployments are on a trial or testing basis and are not integrated into the wider transport network. A number of trials in the UK are supported by the Centre for Connected and Autonomous Vehicles and Innovate UK
- Before full-scale, commercial deployment, additional guidance, policy and regulatory parameters would be required
- In terms of impacts for towns cities and regions: autonomous vehicles offer an opportunity to change how transport is planned, but guidance and policies are required to shape delivery
- Infrastructure requirements could be changed to meet the needs of people instead of vehicles
- Autonomous vehicles could provide greater flexibility in street design, allowing for the incorporation of green spaces and flexible shared areas

Future Mobility and Accessibility

Glenn Lyons, Mott MacDonald, Professor of Future Mobility at University for the West of England, Bristol delivered a presentation to Members on Future Mobility and Accessibility.

The following Points were made:

Travel mobility is in a constant state of flux

- There has been a 20% reduction in commuter trips per person per week since the 1990s
- The rise in on-line shopping has coincided with a 30% decrease in physical shopping trips over the past decade
- On the motorway network there is significant traffic growth
- van traffic is growing at 5% per year
- “29% of all 17-20 year olds had a full driving licence in 2014 compared to 48% in 1992/94”

At the end of July 2018, the UK Department for Transport issued a call for views and evidence on the future of mobility. Ten principle points responded by Glenn Lyons on behalf of Mott McDonald were highlighted and noted below:

1. Mobility is a derived demand. There is a risk that any future of urban mobility strategy is too inwards looking and monopolised by transport sector thinking
2. Access is fundamental. The purpose of the transport system is to provide access to people, goods, services and opportunities
3. Look at what is already happening. Unlike Connected Autonomous Vehicles and Mobility as a Service, take up of cycling, e-bikes, bike sharing schemes and electric moveable's is already a phenomenon in cities across the world

4. Sharing is key. The presumed trend in sharing of mobility requires much closer scrutiny. Sharing is a necessary condition for new transport technologies and services to be able to deliver some of the benefits that are being promised
5. Prioritise the end over the means. Ongoing development of urban infrastructure should be aligned to fulfilment of higher level 'sustainable cities' goals rather than being aligned (solely) to the facilitation of technological innovation
6. More mobility for more profit. Private sector providers of future mobility solutions are rational actors
7. Mass transit is under threat. The erosion of mass transit should surely be a concern for future urban mobility since trends in urbanisation demand more efficient not less efficient people movement within limited transport system capacity
8. Be careful what you wish for. It has been the very liberating force of the motor car that has played its part in land use changes that have moved services and opportunities further away from people
9. Health and safety are not synonymous. An important distinction must be made between health and safety when it comes to the design of our urban mobility systems
10. Beware solutions looking for problems. It can sometimes appear that it is already a given that the solution to future urban mobility will be connected, electric, autonomous and shared and the task is to work out how to get the public on side

Transport Innovation in Greater Manchester

Rafael Cuesta, Head of innovation Transport for Greater Manchester delivered a presentation to Members on Transport Innovation in GM. The following points were highlighted:

- Supporting sustainable economic growth with the increase in population, homes and jobs resulting in an expected increase to 800,000 more trips on transport networks everyday by 2040 is a major challenge
- Adapting to the requirement to reduce carbon use is being introducing such as increased cycle routes, expanding public transport such as Metrolink and making electric car charge points available.
- There is a rapid change in:
 - Technology: such as materials, engine technology, automation,
 - Place: such as connected neighbourhoods, clean air, decarbonisation,
 - Behaviour: shared economy and social norms
 - Data & Analytics: sensors, digitisation,
- There is an opportunity to reimagine the future of transport includes intelligent and shared mobility, connected infrastructure and place and Partnership and collaboration.
- Addressing the current fragmented GM transport system with frequent delays with mismatch in supply and demand is a priority
- Increase in digitalisation for things like drones, cycling, ride sharing and on demand public transport

- Possible applications of autonomous vehicles as part of a diversified public transport system include autonomous car sharing vehicles, autonomous vehicles used as feeders to public transport and 'robo taxis' and on demand shuttles

Members welcomed the presentations from the speakers and raised the following questions and comments:

A Member asked what guidance is in place around autonomous vehicles, and what the current challenges and hurdles are. It was clarified that in terms of challenges, the current autonomous vehicle shapes and sizes don't fit into current U.K. vehicle classification, and it is difficult to conduct any crash tests and there is a limit to what can be tested. Decision making by the vehicle when faced with a certain crash scenario is also problematic. There are also issues with getting the public to accept autonomous vehicles which may require a transition period, their initial ownership will likely be very limited between public and private ownership. National guidance and standards will be required as per current manual vehicles. There are also complications with the question as to whether fully automated level 5 vehicles should have the option of any human input.

A Member asked a if/how congestion and air pollution can be reduced with autonomous vehicles. It was stated that automated cars can be programmed to drive more efficiently operating with a reduced gap between vehicles. The most ideal solution to reducing carbon is still to have less cars, with even electric cars not being particulate emission free. The potential problem that fully automated vehicles being readily available and more convenient could mean that there are more vehicles on the road.

The challenges around introducing an effective car share scheme was highlighted, with success being limited to private arrangements set up between internal existing friend groups rather than any attempt to establish corporate schemes. The Uber share system was highlighted as having some success, but that hasn't been very widely used in GM or the U.K. Sharing vehicles with unknown individuals can potentially create trepidation and safety issues.

In terms of introducing a change in behaviour with using clean transport methods, it was stated that advances in technology can act as an enabler for increased road vehicles with the added convenience potentially encouraging more people to use it.

The point was made that most vehicle owners only use their car for around 50 minutes per day with most vehicles being idle the rest of the time. A publically shared vehicle system would be far more efficient than widespread car ownership.

In relation to the question as to the safety of autonomous vehicles, It was stated that all computer systems have the potential to be hacked, with there never being 0% risk in this regard. It was stated that TfGM continue to work towards resilience to cyber threats.

A Member queried whether a drivers license would still be required for autonomous vehicle operation. It was clarified that a 'safety driver' with a valid drivers licence would likely have to be present in the

event that intervention is required. Having a supervisory individual in the car was discussed with the 'school run' example given as requiring supervision.

A Member made the point that the major road networks could potentially require complete redevelopment to accommodate autonomous vehicles. The impact on potential job losses of drivers of manual vehicles was also highlighted. Employment positions relating to autonomy are likely to be much higher skilled. It was stated that there is already an awareness of this problem, with the shift of employment opportunities likely to be complex and may not be directly transferable. These shifts and changes have been occurring since industrial revolution, with change happening fairly gradually. It was noted that advances in technology can bring benefit to the city and available public transport.

The Uber self-driving car trial crash which involved a fatality in 2018 was discussed. It was stated that there has been limited information released surrounding the circumstances of this incident.

It was highlighted that most modern aircrafts are at around level 3 automation. The economy of scale of air travel being viable for this technology which is not yet replicated for smaller/shorter journeys with fewer people. It was stated that the increase in automation in the airline industry has resulted in a decline in the experience level of pilots, with the same expected should automobiles evolve in the same way.

Transport costs were stated as being too expensive in certain areas of the city region, with a need to reduce marginalisation. In order to facilitate this the transport options available need to be right mix/blend of options.

It was clarified that the expectation on autonomous vehicles would be that they could navigate smaller side roads and housing estates to take passengers on the full destination journey. However, long distance journeys are not currently viable. It was highlighted that some autonomous vehicles are currently being tested at high speeds. The point was made that the general public are currently not comfortable have autonomous vehicles traveling at high speeds near them.

In terms of any ability for cars to operate in three-dimensional space, it was clarified this is not viable.

The importance of remaining 'outcome focused' in terms of future mobility was highlighted. The goal should be for the creation of 'better places' and more liveable cities, attracting emerging generations and bringing economic stability.

TfGM will continue to push transport innovation, their current priorities remain focussed on getting fundamental basic changes such as single ticketing for public transport and reducing fragmentation, improving transport infrastructure and reducing the number of cars on the road.

A Member queried whether GM's targets of reducing cars from 3.4 million to 3.2 million is ambitious enough.

Resolutions

- To identify if any local policy and guidance exists regarding the above transport concepts and, to share with this Committee

- To provide more clarity and visibility to Members of what is currently being worked on in Greater Manchester in terms of new innovative transport concepts
- For this item to come back to a future meeting of this Committee as a TfGM item with more focus on funding and resources and also integration with other GM strategies

RESOLVED/-

Members received the briefings on the innovation in transport item and provided questions, comments and recommendations.

M146/HPE DRAFT 5 YEAR ENVIRONMENT PLAN FOR GM

Councillor Ganotis, GM Green City Region Portfolio Lead for Green City Region delivered a presentation to Members on the Draft 5 Year Environmental. The following points were highlighted:

- The Green Summit this year is focussed on achieving huge reductions in carbon emissions. The Draft 5 Year Environment Plan sets out how the City region will achieve Carbon neutrality by the year 2038 as set out as a target by the GM Mayor in order to make GM's fair contribution to the Paris Agreement.
- The draft plan is based on feedback from GM residents attending Green Summit 2018 and was published in the Springboard report July 2018.
- The 2019 Green Summit will be used to raise awareness and get comments for the plan to incorporate and take to the GMCA meeting at the end of March for sign off. The challenge will be how GM implements what is proposed in the Draft Plan.
- It was clarified that this work is aligned with the other GM strategic plans. The GMSF includes a proposal to require all new housing developments to be Net 0 Carbon by 2028, The GMCA and 10 GM districts are working with professionals to test whether this date to explore whether it can be brought forward. It was highlighted that good quality homes can save money on heating, provide comfort and provide better health for their occupants. The green agenda work is also linked to the GM Local Industrial Strategy which is also going to the March GMCA meeting for sign off.
- In terms of environmental threats and challenges to GM, five key areas have been identified. Improving air quality and making equitable share to carbon reduction highlighted as pressing challenges. Improvements for People, Places and the Economy and increase prosperity are also highlighted.
- The Draft Plan is not just for the GMCA or 10 GM districts, but it focussed on all stakeholders as it can only be successfully achieved if all parties take actions. The Draft Plan will be used it to track progress on reporting on achieving its targets.
- The first 5 years is focussed on low carbon energy generation and efficiency measures. There is a need to create an environment to stimulate technological, social and financial innovation.

- A scientific evidence approach has been taken, which highlights that meeting targets by the Paris Agreement carbon emissions need to be reduced by 15% from now which requires prompt action.
- A graph was used to illustrate how there is a shortfall in attaining carbon reduction and emissions targets based on current plans and what is achievable, which highlights the scale of the challenge.
- The single biggest contributor to carbon emissions is the way GM heats buildings and the energy use within them.
- The GMCA and 10 GM districts need to develop proposals for investment vehicle potentially with an energy innovation company with a view to delivering renewable energy generation on the public estate to begin with. This is to remove the reliance on the national grid.
- Over the next 5 years, 6 areas have been identified such as energy supply , demand in buildings, travel and transport, consumption and productions, natural environment, and adaption to climate change. All of these areas link together and have knock-on impacts for one another.
- The climate agenda must create investable propositions such as social housing with energy efficiency was highlighted. Innovative models need to be scaled up. Increasing peoples knowledge and awareness making sure skills are there use this to upskill for jobs for the future.
- There is a need to stimulate the demand for retrofitting of housing, making it clear how the investment can lead to saving on energy bills with models available which don't require large upfront costs

Members welcomed the presentation from Councillor Ganotis and raised the following questions and comments:

A Member noted that incorporating any changes to the Draft Plan following the Green Summit may be challenging given the tight timescales between these meetings.

A Member thought that the 'cost of doing nothing' is a cost in itself and is something that can be stressed more strongly. It was clarified that the last substantial report looking at global implications for GDP is from 2008 and would be costly to repeat, presenting a lack of data issue in making this case more forcefully.

A Member raised the issues of the cost of gas being cheaper than electricity and it being the most viable option for most residents as energy bills in general keep increasing with the question asked as to whether the new commodities will be any cheaper. It was highlighted that for the models to be successful, there must be a cost saving incentive to switch to greener energy sources. The Green Switch campaign to switch to renewable energy has saved money for all parties. The choice to use gas will not be taken away from people, but there must be a shift over time to reduce/eradicate gas use. Gas is carbon, but its use must be reduced in a way that is not more expensive, potentially using powers over capital spending and creating innovative models. It was highlighted that most GM council housing stock boilers have been recently replaced in most social housing, in a way that costs are recouped over time.

It was noted that the Government is starting to move away from gas for new build developments. Social landlords have been utilising Renewable heat Incentive to install air source heat pumps which are more

energy efficient than gas boilers. Financial models are available to help landlords save money and tenants save money on energy bills.

It was stated that the current reliance on energy prices is risky, with global prices of oil and gas supplies from Europe fluctuating and subject to volatile huge spikes in costs. There is a need to de-centralise the source of energy which will create more control of energy prices.

A Member queried where the increased demand for energy will be sourced from moving forwards with increased demand. It was clarified that the predicted energy demand required cannot be achieved via renewable sources alone. This creates debate for other uses such as nuclear power which is part of the Low Carbon agenda, but has other environmental issues.

A Member noted the challenge with some of the big decisions regarding carbon reduction requiring 'pain for people now' with benefits that come in the future. The challenge of whether the economy can be grown in an entirely clean way was highlighted. It was stated that the clean agenda should not be something that is potentially damaging to GM's economy. The issue with market signals not reflecting the long-term sustainability of oil and gas consumption was stated. Part of the longer-term work of the plan is to clarify what is meant by sustainable economic growth and to raise its awareness.

Retrofitting was highlighted as giving many benefits such as improving homes, lowering carbon footprint and creating employment opportunities. It was also noted as presenting a significant opportunity, with lighter touch measures such as cavity wall insulation being utilised more. There is a need for the initial financial hits of more costly adaptations to be supported/ offset with policies such as Green Leases and Green Mortgages that are financed over a period of time or when the property is sold.

It was clarified that aim has always been to not create financial consequences for people, but they will need to deliver on finance models, it will need to be implemented correctly and deliver on finance models so people are not paying large upfront costs.

It was noted that the GM Pension Fund is aligned with GM objectives on carbon. Investments are held within finances sector as well as fossil fuels.

Battery technology was highlighted as being vital for solar power use. The target for battery storage was stated as being 45 megawatt in GM. It was noted that GM will never divorce entirely from the National Grid, however other measures will reduce the dependence with a need to generate and store much more energy in GM. The City Region should seek to lobby Government to decarbonise the National Grid. The generation and pipeline of district heating may present a viable option to move away from gas. Offshore wind was also highlighted as becoming far cheaper than nuclear new build.

The point of retaining the profit of energy generation within GM was raised with £5 billion spent on energy in GM last year, the more that is generated internally, the more that will be retained in the City Region.

RESOLVED/-

That the report be noted.

M147/HPE WORK PROGRAMME

The April meeting of this committee is scheduled to cover:

- GMS six monthly update on Performance and Implementation Plan
- GM Housing Strategy
- The Smart Energy Plan

It is likely that the May meeting of this committee will not go ahead due to local elections

RESOLVED/-

That the work programme be noted.

ITEMS FOR INFORMATION ONLY

- 1. REGISTER OF KEY DECISIONS**
https://www.gmcameetings.co.uk/downloads/download/92/register_of_key_decisions
- 2. DATE AND TIME OF NEXT MEETING**
Thursday 11th April 2019 10.00, Boardroom, Churchgate House

This page is intentionally left blank

Briefing to PVFM

Date: 27th June 2019

Subject:

Update on the Improving Attendance and Health and Wellbeing

For Information / Update

Report of:

Martyn Bramwell

Portfolio holder:

Councillor Abdul Jabbar, Cabinet Member for Finance and HR

Contact Officer:

Martyn Bramwell

Ext: 1345

Introduction:

This report seeks to:

- Update the position in relation to Improving Attendance for the financial year 2018/19
- Provide information in relation to:
 - sickness absence percentages per weekdays per directorate
 - levels of compliance and Return to Work Interview statistics per directorate
 - top reasons for absence
- Summarise progress on the Health and Wellbeing Programme – ‘Fit for Oldham’

Recommendation:

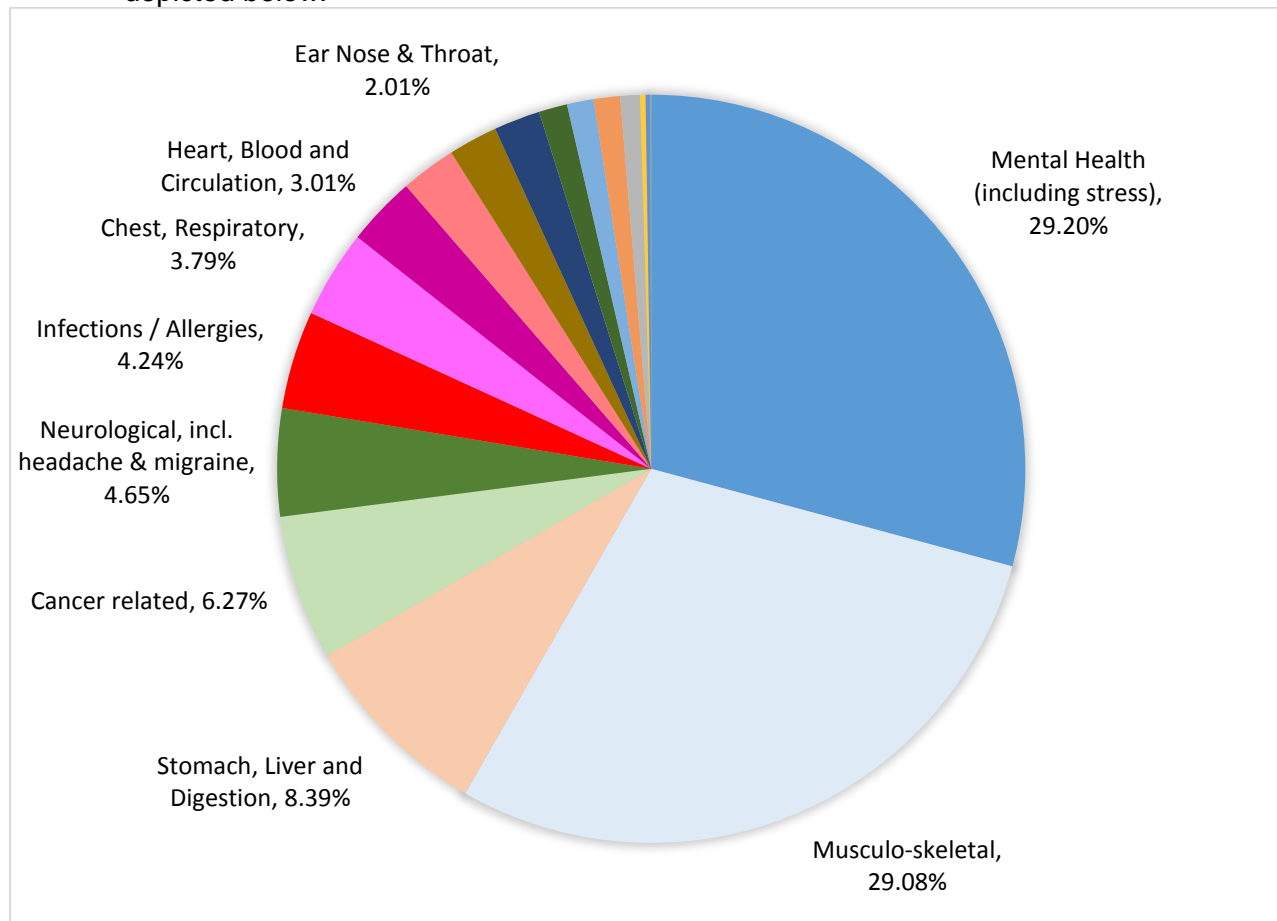
To receive and direct as appropriate on:

1. The contents and actions contained in this report to improve attendance at work
2. The current sickness position for the financial year 2018/19
3. The update on the health and wellbeing programme – ‘Fit for Oldham’

1. **Current position**

1.1 The out turn for the 2018/19 financial year shows an average of 9.611 working days lost per employee in Council directorates. In percentage terms this amounts to 3.79%. The Council target for this period is 6 working days lost.

1.2 The reasons for absence in % terms from April 2018 to March 2019 as a cumulative picture are depicted below:



1.3 The two top reasons for absence remain mental health and musculo–skeletal. This has remained constant for several years and these two reasons for absence continue to be the prime focus for the health and wellbeing campaign – ‘Fit for Oldham’ and early intervention guidance for managers. Support for MSK includes; Alexander Technique training, Yoga and Pilates, along with signposting and support via the Fit for Oldham hub. Intervention and support is available for Mental Health and includes Yoga, Tai Chi, Mindfulness and Calma Art classes, alongside bespoke employee and Manager training to support mental wellbeing in the workplace.

1.4 The fourth highest reason for absence of Cancer related also forms part of the Fit for Oldham offer of support to staff and managers, via a dedicated area on the Fit for Oldham hub and through the provision of cancer awareness training sessions for staff and managers.

2. **Policy Compliance**

2.1 There is a continuing focus on improving managerial compliance with regards to conducting return to work interviews and stage meetings in a supportive and timely manner. This has been the subject of extensive management communications via Manager’s Brief, personal emails, SLT communications and regular DMT attention.

There can be expected to be some small levels of departure from policy triggers on the basis that the policy permits exceptional factors to be considered in the later stages of absence management. Nevertheless, where compliance is variable, these instances are being dealt with incisively in discussion with DMT members.

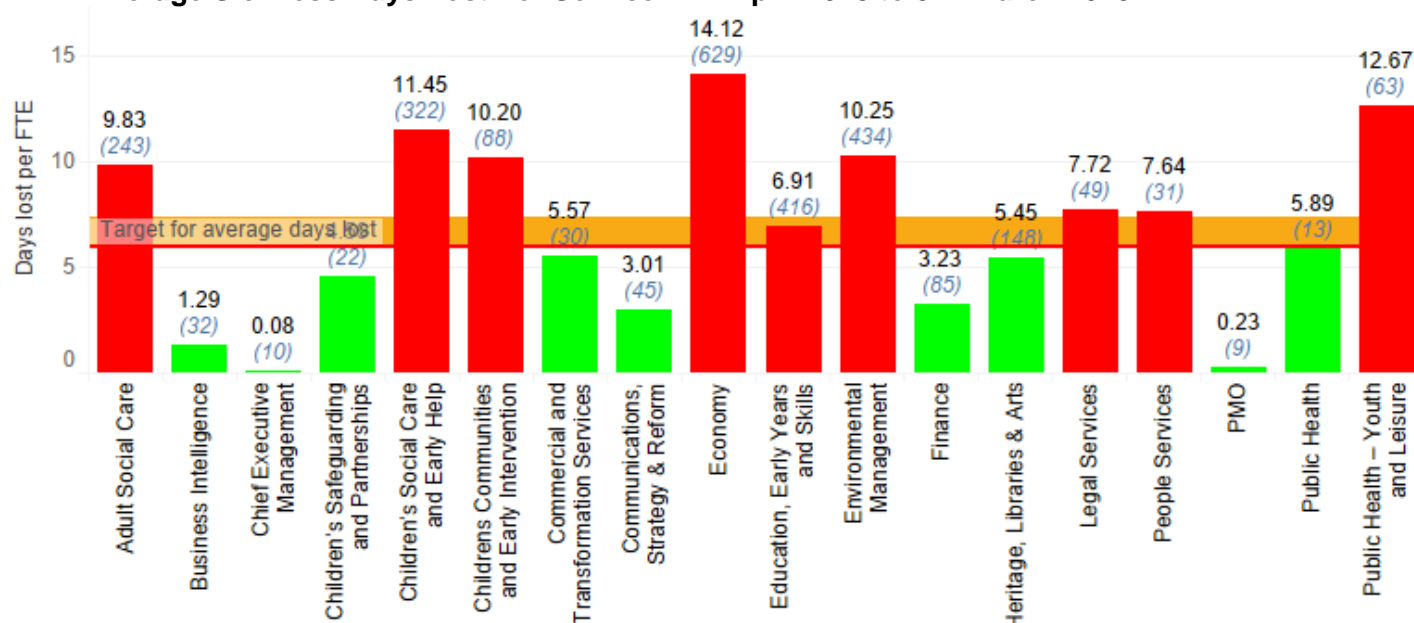
- 2.2 In relation to 'Return to Work' interviews, whilst not policy good practice indicates that these are completed within 5 days of return. People Services are continuing to work with services to ensure that these interviews are conducted with employee who work remotely in a timely manner.

3. Absence Detail

- 3.1 2018/2019 end of year absence at 9.61 days per FTE saw us outperform both the GM Local Authority average of 10.35 days and the Nationwide Local Authority average of 9.8 days (2017/18 last available benchmark figures).

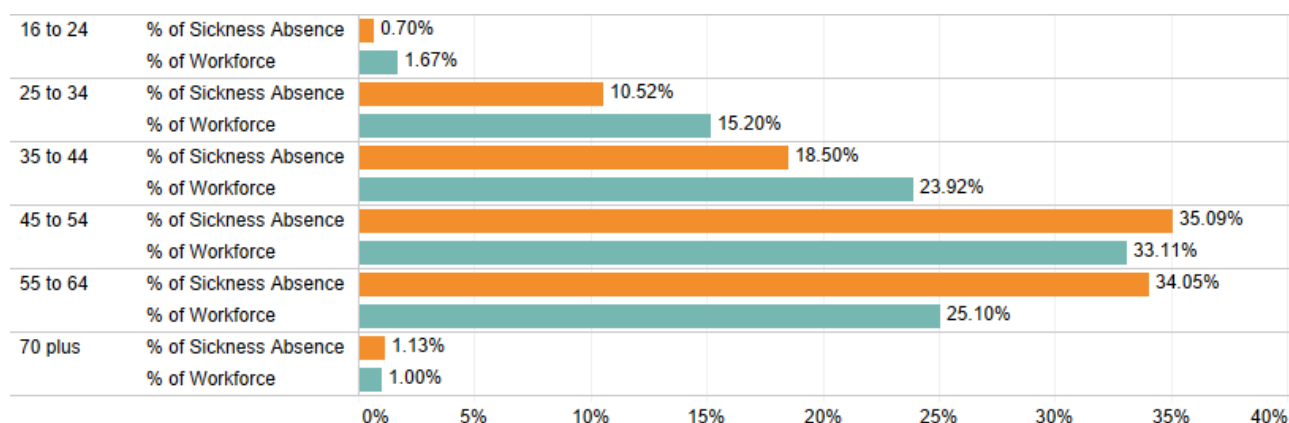
- 3.2 9.61 days for 18/19 represented an absence rate of 3.79%

Average Sickness Days Lost Per Service – 1st April 2018 to 31st March 2019



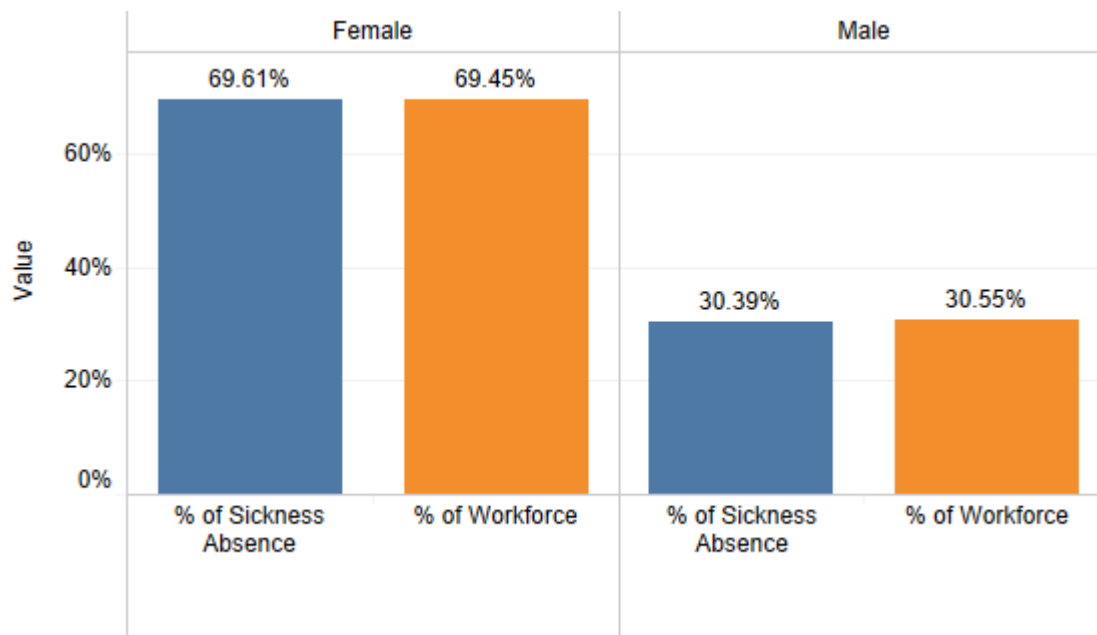
Note: The numbers within brackets indicate the number of employees in each service for the purpose of proportionality.

3.3 Absence by Age – 1st April 2018 to 31st March 2019



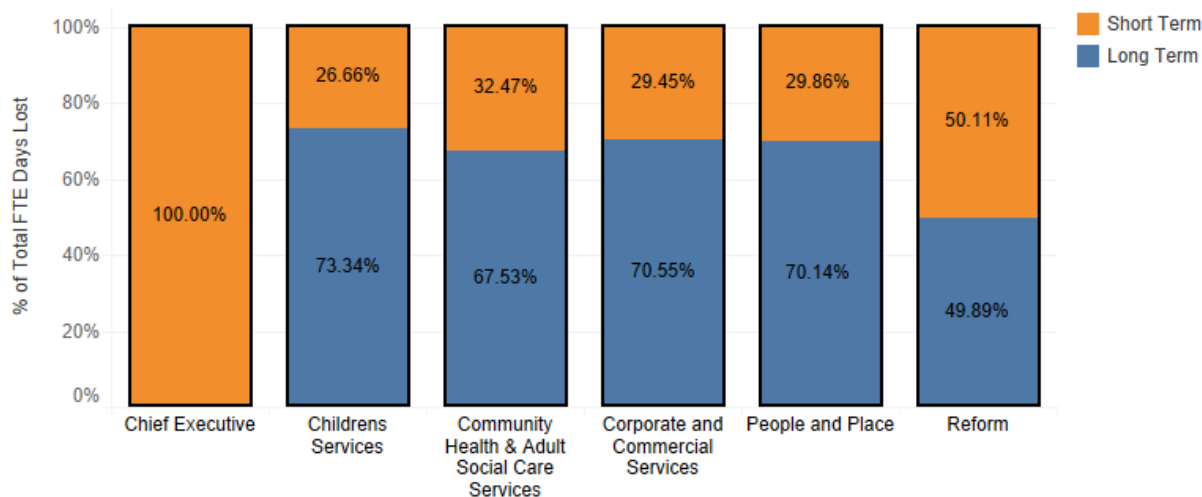
The above chart shows that those aged 45 to 54 and 55 to 64 account for 69.14% of all absence but account for only 58.21% of the workforce.

3.4 Absence by Gender – 1st April to 31st March 2019



This data confirms that women have slightly more absence than men across the directorates

3.5 Short-term and Long-term sickness – 1st April 2018 to 31st March 2019

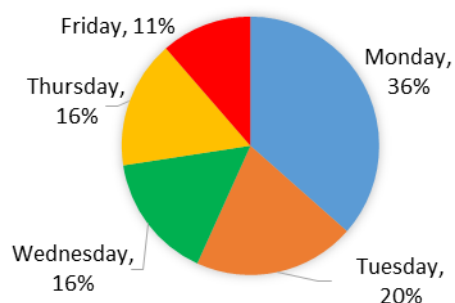


The level of long-term absence as a % against short term absence is consistent with national trends. Long term absence is managed with support from the HR Advisory service and managers are encouraged to undertake early dialogue and intervention in each case. The HR Advisory service, once a case reaches 4 weeks in duration, create an action plan to reaffirm the requirement to reduce long term absence with suitable support and adjustments.

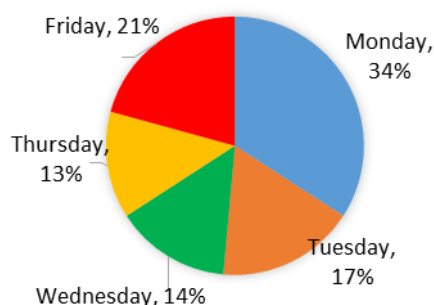
3.6

Sickness absence percentage by weekday – 1st April 2018 to 31st March 2019 – all directorates

All absences - Council

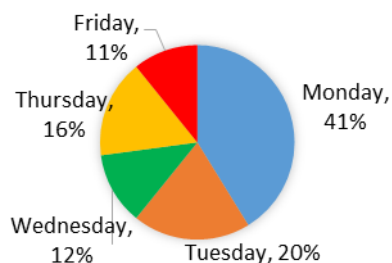


One day only absences – Council

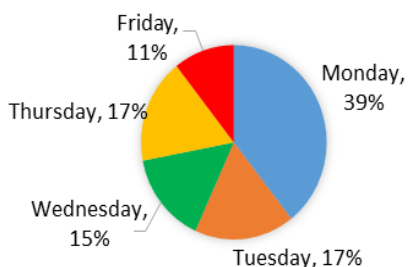


All absences by Directorate

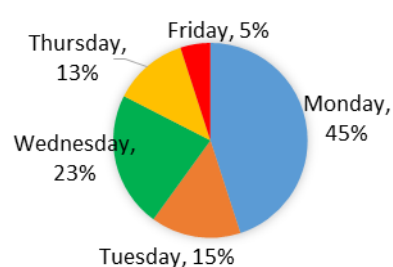
Children's Services



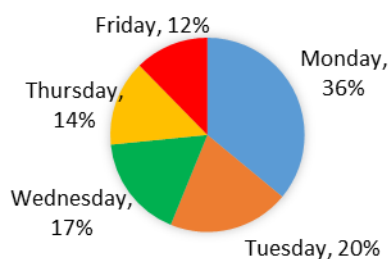
Community Health & Adult Social Care



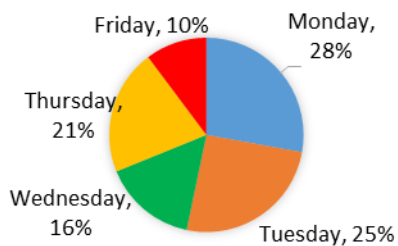
Commissioning



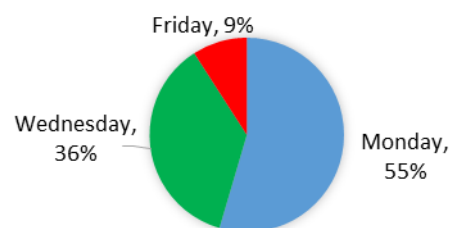
People and Place



Reform

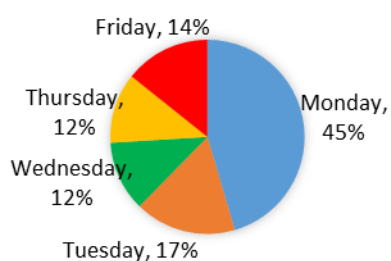


Legal and Democratic Services

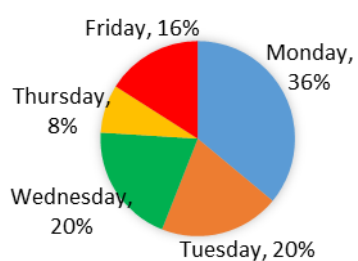


One day only absences by Directorate

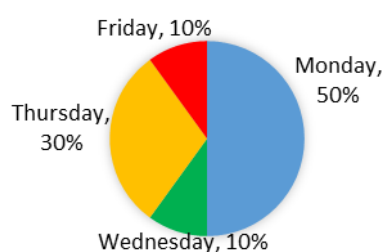
Children's Services



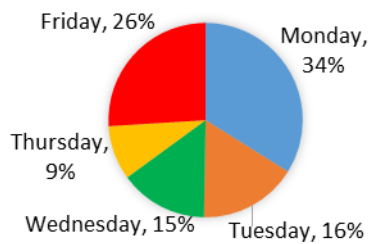
Community Health & Adult Social Care



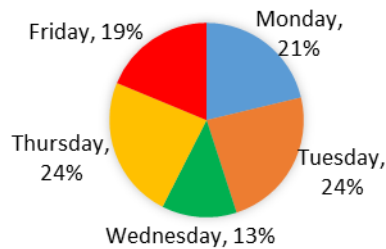
Commissioning



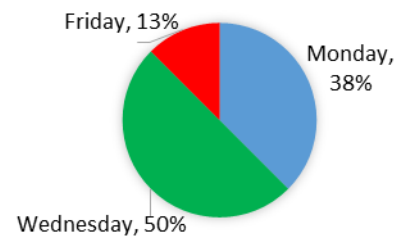
People and Place



Reform



Legal and Democratic Services



The above charts evidence absences by day.

The evidence shows a consistency amongst all the directorates. Unity HR Advisory service are continuing to review one day absences on a Friday and Monday to ensure that these are managed effectively.

4. Health and Wellbeing

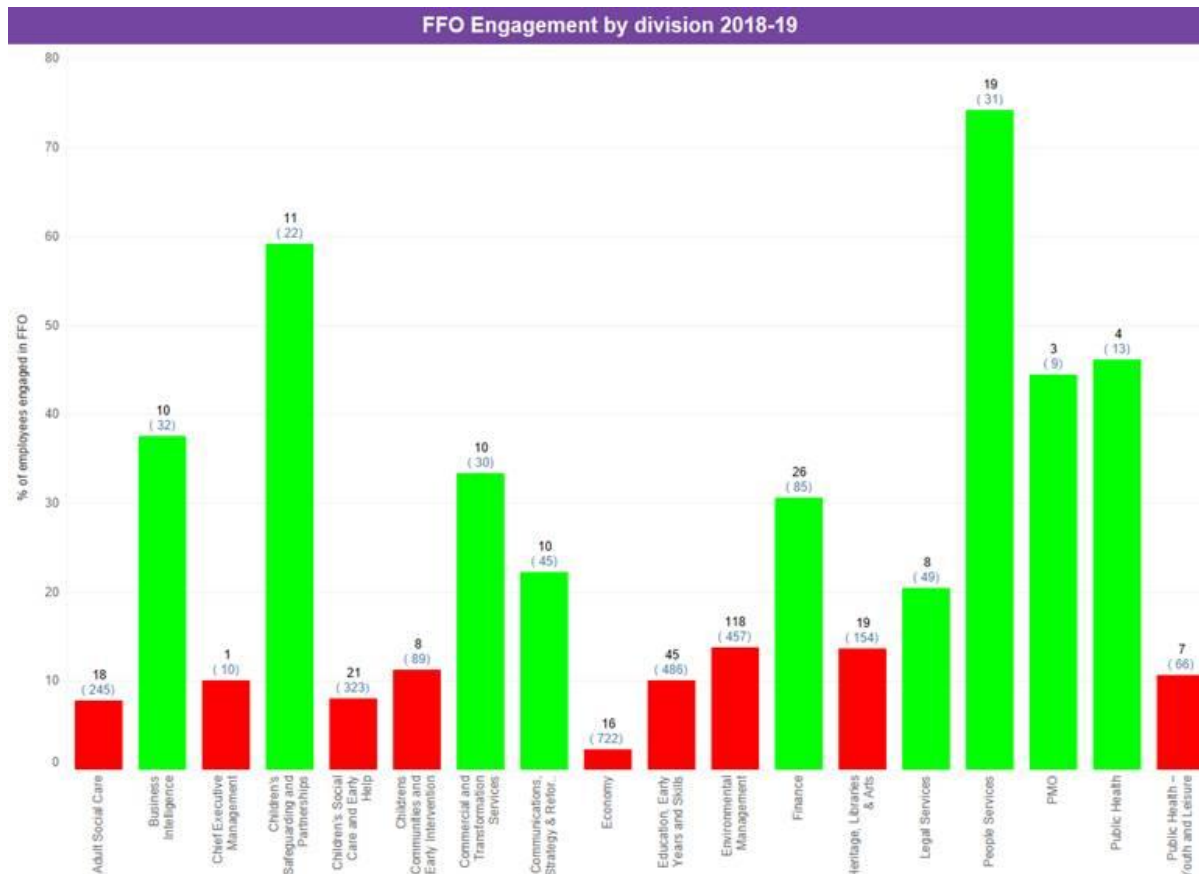
- 4.1 Following the successful launch of the Fit for Oldham programme in June 2016, the campaign established a 4-term structure that delivers a variety of activity across several locations to meet the programme's objectives. We continue to respond to feedback from the workforce about how the Health and Wellbeing of our employees may best be enhanced. The 4-term format is in the beginning of its second year and has an established metrics reporting mechanism that supports it.
- 4.2 Activities within the programme have been designed to be inclusive and give employees a wide range of support for their needs. This includes restorative yoga, vinyasa flow yoga, pilates, tai chi, mindfulness, alexander technique and art classes. These sessions take place across a number of different council sites in order to provide employees with a variety of opportunities to engage.
- 4.3 Last year we introduced bespoke training - Supporting Mental Wellbeing in the Workplace, for both staff and managers. This was designed to align with the training that SLT undertook in March 2018 and has been positively received by all participants. The training provides an understanding of different mental health issues and aims to equip individuals with a variety of tools and techniques to cope with the different pressures and challenges they may encounter in both their work and personal lives. In response to feedback from some Heads of Service, the training for managers incorporates building team resilience and focuses upon our internal processes for managing mental health related sickness absence.
- 4.4 We have scheduled regular Health checks for employees which fall on a quarterly basis for the duration of the year. There were 180 health checks made available for employees during 2018/19, with a further 176 checks available for 2019/20. These checks have been instrumental for some employees as they have uncovered potential health risks such as diabetes, high blood pressure and high cholesterol and as a result employees have been provided with the intervention and support needed to address these issues.
- 4.5 'Employee lead groups' have also been introduced and incorporated into the programme to support the aims and objectives. These have included a running club and a knit and natter group.

We have also launched a new section on the intranet hosted Health and Wellbeing hub following requests for support relating to coping with the menopause at work. This information will be supported by lunch and learn sessions which are being launched in the autumn.

- 4.6 We are currently in the process of implementing a network of workforce wellbeing champions, with over 30 employees initially expressing an interest in supporting our aim of reducing mental health stigma, supporting their colleagues, and spreading wellbeing messages across the organisation. It

has been evident that there is a continuing need for crisis intervention, and the network is one of the ways that we are addressing this need. Experience shows that the programme has helped individuals reduce or stop the use of medication, manage mental wellbeing issues, tackle and prevent the development of diabetes, lose significant amounts of weight, supporting carers in their time of need and also helping a small number of employees who are dealing with suicidal thoughts.

4.7 A snapshot of results so far include:



The data above indicates that the services with the highest levels of engagement in the Fit for Oldham programme have lower levels of sickness absence.

- In the first 5 months of this year there have been 921 visits to the Fit for Oldham hub – with the most visited pages within the hub being mental wellbeing, healthy behaviours and aches, pains and strains – this correlates with our sickness absence figures.
- In 2018/19 354 council employees and 48 Unity and Miocare employees who took part in Fit for Oldham activity.
- 2094 employees have become members at Oldham Community Leisure who operate Oldham's leisure centres since Fit for Oldham began in June 2016. There are currently 1190 live members from the Council, Unity and Oldham Cares.

In 2018 every service area engaged in the programme along with employees from Unity and Miocare. We are working to grow engagement levels further and evolve the programme based upon changing organisational need and individual feedback.

4.8 The campaign has resulted in an increased joint working evidencing Oldham's co-operative ethos. The programme has provided opportunities for growth and income for both our local leisure trust and private leisure providers to generate income and strengthened community links through promotion of events such as Parkrun, dance classes and Race for Life.

-
- 4.9 Internally the programme has prompted discussion due to its visibility and impact on employees daily working lives and behaviour. This will increase further from the 'real life' success stories The visibility programme providers and word of mouth has promoted sessions and evidenced increasing uptake. Feedback has been that classes have helped to form new friendships and support networks, often for employees who previously felt isolated or disengaged with other teams and directorates. Managers have also reported positive impact and change in employee behaviour.

5. Next Steps

- 5.1 Understandably, the organisation will want to reduce the level of absenteeism amongst employees.

- 5.2 In order to achieve this the following actions are intended:

- The commissioning of a whole system review of the Council's approach to the management of employee health, wellbeing and its approach to absence management
- A sustained focus on increased compliance with good practice and early intervention to reduce the length of absence
- A targeted approach to the management of absence 'hot spots' by absence type, service area and role
- The provision of bespoke return to work documentation for stress and musculo-skeletal absences featuring enhanced support
- Dissemination of material on the management of employee with chronic illness
- Absence management as an agenda item at monthly DMT's
- Unity HR Advisory proactively pursuing amended duties to facilitate an earlier return to work
- Regular communication to managers on policy compliance, early intervention and the use of recuperative duties



Report to OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

Overview and Scrutiny Toolkit

Portfolio Holder:

Councillor Riaz Ahmed, Chair of the Overview and Scrutiny Performance and Value for Money Select Committee

Officer Contact: Dami Awobajo, Head of Business Intelligence

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

27th June 2019

Purpose of the Report

For the Overview and Scrutiny Performance and Value for Money Select Committee to review the Overview and Scrutiny Toolkit.

Executive Summary

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

Recommendations

The Overview and Scrutiny Performance and Value for Money Select Committee is asked to note the Overview and Scrutiny Toolkit.

This page is intentionally left blank

OLDHAM COUNCIL



OVERVIEW AND SCRUTINY TOOLKIT

January 2017

Overview and Scrutiny Toolkit – List of Contents

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

Appendices

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

1. Introduction

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

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

2. Political Management of the Council

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

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

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

3. What is Overview and Scrutiny?

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

3.2 There are key roles for scrutiny which include:

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

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

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

3.5 What Overview and Scrutiny Cannot Do

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

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

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

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

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

4.2 The Terms of Reference are reflected below:

“ARTICLE 6 – OVERVIEW AND SCRUTINY

6.1 Terms of Reference

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

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

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

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

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

6.1.1 Overview and Scrutiny Board

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

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

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

6.1.2 Performance And Value For Money Select Committee

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

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

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

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

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

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

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

5.4 OMBC Scrutiny Prioritisation Framework

5.4.1 *Stage 1 – Deciding If Scrutiny Is Merited*

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

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

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

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

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

5.4.2 Stage 2 – Prioritising The Caseload

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

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

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

Public Interest

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

Internal Priority

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

External Drivers

Issue	Score
-------	-------

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

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

5.5 Key Decision Document

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

5.6 Agenda items

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

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

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

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

5.7 Rights of Overview and Scrutiny Members to documents

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

5.8 Overview and Scrutiny Member Role Description

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

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

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

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

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

5.9 Chair and Vice Chairperson Role Description

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

Chairs will:

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

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

5.10 Co-opted Members

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

5.3 Officers

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

5.4 Cabinet Members/Deputy Cabinet Members

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

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

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

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

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

O&S Member Knowledge and Skills Framework

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

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

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

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

6.0 Proceedings of Meetings

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

6.5 Meetings

The cycle of meetings will be as follows:-

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

6.6 Quorum

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

6.7 Holding enquiries and calling witnesses

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

6.8 Reports on Projects instigated by Overview and Scrutiny bodies

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

6.9 Members and officers giving account

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

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

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

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

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

6.10 Attendance by others

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

6.11 Call-in requests

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

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

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

6.12 Declarations of Interests and 'The Party Whip'

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

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

6.13 Conducting Investigations

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

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

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

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

6.15 Task and Finish Groups

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

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

QUESTIONING TO GAIN THE MOST FROM WITNESSES

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

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

Question examples are:

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

Questioning Techniques

Closed Questions

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

Open Questions

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

Funnel Questions

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

Probing Questions

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

Questioning Do's and Don'ts

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

DO:

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

DON'T

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

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

1. Why is performance at the current level?

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

	<ul style="list-style-type: none"> Have you identified all the risks to achievement?
--	---

2. What difference does this make?

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

3. How can we make sure things get better?

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

4. What next?

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

CALL IN PROCEDURE

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

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

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

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

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

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

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

This page is intentionally left blank

PVFM SELECT COMMITTEE WORK PROGRAMME 2019/20 AND PERFORMANCE MONITORING PLAN

PART A – MEETING PROGRAMME

MEETING DATE & VENUE	AGENDA ITEM	SUMMARY OF ISSUE	CABINET PORTFOLIO (link to Corporate Outcome)	RESOLUTION / RECOMMENDATION	Comments
Thursday, 27th June 2019 6.00 p.m. Deadline for reports: 17th June 2019	Improving Attendance and Health and Wellbeing	Progress Report on Sickness Absence and Fit for Oldham Programme	Finance and Corporate Services (Thriving Communities)		
Page 107	Overview and Scrutiny Toolkit	Guidance	Economy & Enterprise (Co-operative Services)		
	Children's Services	Financial Performance	Children's Services (Thriving Communities)		
Thursday, 22nd August 2019 6.00 p.m. Deadline for reports: 12th August 2019	Combined Authority Performance / Financial Overview		Economy and Enterprise (An Inclusive Economy)		
	Value for Money on Health Transformation	Update on Financial Performance	Health and Social Care (Thriving Communities)		
	Delivery of Additional		Education and Skills		

	School Places		(Cooperative Services)		
	Admissions	Parental Preference Performance	Education and Skills (Cooperative Services)		
	MioCare	Annual Update on Financial Performance	Health and Social Care (Co-operative Services)		
	Quarter 4 Performance Report	Performance Update	Economy & Enterprise (Co-operative Services)		
Thursday, 3rd October 2019, 6.00 p.m. Deadline for reports: 23rd September 2019	Quarter 1 Performance Report	Performance Update	Economy & Enterprise (Co-operative Services)		
	Regeneration Programme	Project Updates	Economy & Enterprise (An Inclusive Economy)		
	Financial Resilience of Local Authorities	Update on health of local authorities to support future budget scrutiny	Finance and Corporate Services (Cooperative Services)		
	Revenues Update		Finance and Corporate Services (Cooperative Services)		
	Street Cleaning – Additional Investment	Service Improvement	Neighbourhood Services (Thriving Communities)		
	Ofsted	Review	Education & Skills (Thriving Communities)		

Thursday, 7th November 2019 6.00 p.m. Deadline for Reports: 30th October 2019	Administration Budget Proposals		Finance and Corporate Services (Cooperative Services)		
Tuesday, 19th November 2019 6.00 p.m. Deadline for Reports: 11th November 2019	Opposition Budget Proposals		Finance and Corporate Services (Cooperative Services)		
Thursday, 12th December 2019 6.00 p.m. Deadline for Reports: 2nd December 2019	Unity Partnership	Annual Review of Performance	Finance & Corporate Services (Co- operative Services)		
	Housing Strategy		Housing (Thriving Communities)		
	Exam Results	Student Performance	Education and Skills (An Inclusive Economy)		
	Property Strategy		Finance and Corporate Services (Cooperative Services)		

Tuesday, 23rd January 2020 6.00 p.m. Deadline for Reports: 15th January 2020	Administration Budget Proposals		Finance and Corporate Services (Cooperative Services)		
Tuesday, 4th February 2020 6.00 p.m. Deadline for Reports: 27th January 2020	Opposition Budget Proposals		Finance and Corporate Services (Cooperative Services)		
	Quarter 2 Performance Report		Economy & Enterprise (Co-operative Services)		
Tuesday, 12th March 2020 6.00 p.m. Deadline for Reports: 2nd March 2020	Quarter 3 Performance Report		Economy & Enterprise (Co- operative Services)		
	Oldham Community Leisure	Annual Performance	Health and Social Care (Thriving Communities)		
	GMCA – Fire	Funding of the service			

	Authority				

PART B – ONE OFF MEETINGS AND WORKSHOPS

Date	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
TBC	Waste	Recycling Performance	People and Place			

PART C – OUTSTANDING ISSUES – DATES TO BE DETERMINED

When Discussed	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
Page 111	20 Years Since Community Tensions	Lessons Learnt	People & Place			
	Academisation and Free Schools		People & Place		(After September 2019)	
	Planning	<ul style="list-style-type: none"> Major applications response times Minor application response rates Charges over the last three years 	People & Place			
	Work and Skills Strategy 2016-20	Progress report on the three core components of the Work and Skills Strategy 2016-20 (i.e. Skills for Employment, Get Oldham Working Phase 2 and Careers Advancement Service)	People & Place			
	Housing	<ul style="list-style-type: none"> Provision against demand 	People & Place			

		<ul style="list-style-type: none"> Affordable Housing Land retention Performance of External Providers 				
	Heritage Centre (OHAC)		People and Place			
	S.75 Monitoring Report		Corporate & Commercial			
	Not in Education, Employment or Training Position (NEET)	Progress Report				
	Free Early Education Entitlements for 2, 3 and 4 Year Olds	Overview of Key Trends and Developments				
	2019 Peer Review		All			
Page 1	Special Educational Needs and Disability Service	Progress report on performance	Education & Culture (Thriving Communities)			

12

PART D – ACTIONS FROM PREVIOUS MEETINGS

Date of Meeting	Title of Report	Directorate	Action(s)	Date Completed and Outcome

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

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

Economy and Enterprise Cabinet Portfolio

RCR-10-14	Western Gateway Town Centre Land and Property Acquisitions	Director of Economy	July 2019	Cabinet
Description: To acquire strategic land and properties across the Western Gateway of the Town Centre Document(s) to be considered in public or private: Private for financial and commercial reasons				
ECEN-08-06	Oldham Property Partnerships - Final Reconciliation	Director of Economy	July 2019	Cabinet
Description: Reconciliation of money held in OPP joint venture. Document(s) to be considered in public or private: Report to be considered in private due to its commercial sensitivity and detailing of financial affairs.				
ECEN-12-17	Oldham Heritage and Arts Centre Enabling Works	Director of Economy	October 2019	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: The implementation of enabling works in relation to the development of a new heritage and arts centre and a new theatre. Document(s) to be considered in public or private: Part A Cabinet report (Oldham Cultural Quarter), 24th April 2017.				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-07-18	Hollinwood Junction Development Site - Disposal of land at Albert Street	Director of Economy	June 2019	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: To approve the final terms for the disposal of land at Albert Street, Hollinwood. Document(s) to be considered in public or private: Private because it contains information relating to the financial and business affairs.				
ECEN-19-18	Alexandra Park Multi-disciplinary Team	Director of Economy	June 2019	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Appointment of multi-disciplinary team in relation to the Alexandra Park Depot improvements. Document(s) to be considered in public or private: Delegated Decision. Report is private as it contains sensitive financial information.				
ECEN-21-18	Meridian Development Company: Land at Meridian Centre and Crossbank Street, Primrose Bank [Werneth]	Director of Economy	July 2019	Cabinet
Description: Document(s) to be considered in public or private: Report will be considered in private due to commercial sensitivity.				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-01-19	Contractor appointment for OMA	Director of Economy	June 2019	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Appointment of a contractor to enable the conversion of the former library on Union St. into and new heritage and arts centre - to be known as OMA. Document(s) to be considered in public or private: Cabinet Report Part A only, Cultural Quarter Update, 19th November 2018.				
ECEN-02-19	Tommyfield Market Options	Director of Economy	August 2019	Cabinet
Description: To approve recommendations relating to the future of Tommyfield Market. Document(s) to be considered in public or private: Report is to be considered in private due to commercial sensitivity and detail of financial/business affairs.				
ECEN-04-19	Old Town Hall, Lease completion report	Director of Economy	June 2019	Cabinet
Description: For cabinet to agree a way forward for customer car parking for Odeon customers, to allow the lease with Odeon to be completed. Document(s) to be considered in public or private: Private as the report contains information relating to financial or business affairs of a particular person including the Council.				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-05-19	Appointment of a construction partner for OMA and its associated off-site store	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
<p>Description: Appointment of a construction partner for OMA (Oldham Museum and Archive) and its associated off-site store.</p> <p>Document(s) to be considered in public or private: Delegated report - Private</p> <p>The report will contain information relating to the financial or business affairs of third parties and the Council.</p>				
ECEN-06-19	Oldham Town Centre Vision	Director of Economy	June 2019	Cabinet
<p>Description: To approve recommendations relating to the refreshed vision and priority areas for the regeneration of Oldham Town Centre.</p> <p>Document(s) to be considered in public or private:</p>				
ECEN-07-19	Brownhill Visitors Centre, Wool Road, Dobcross, Oldham (L01223)	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: This report seeks approval to proceed with the Freehold sale of the asset which is in alignment with the Council's approved Medium Term Property Strategy (MTPS).</p> <p>Document(s) to be considered in public or private: Private - the report contains sensitive financial information.</p>				

Education and Skills Cabinet Portfolio

ES-01-19	Oldham Traineeship Project Update	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet
<p>Description: The Get Oldham Working Traineeship Programme funding will conclude by March 2019. The request is to extend the programme as per the recommendation</p> <p>Document(s) to be considered in public or private: None</p>				

Children's Services Cabinet Portfolio - None

Health and Social Care Cabinet Portfolio

SCS-02-19	School Swimming Transport Tender	Director of Strategic Reform – Rebekah Sutcliffe	June 2019	Cabinet Member - Health and Social Care (Cllr Zahid Chauhan)
-----------	----------------------------------	--	-----------	--

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Obtain approval for the appointment of contractors to provide the transport for the School Swimming Service and associated spend. Costs for the scheme were obtained by framework tender, the Council's procurement process.</p> <p>Document(s) to be considered in public or private: Delegated Cabinet Member Report</p>				
SCS-03-19	Request for an extension to the Right Start service contract provided by Bridgewater Community Healthcare NHS Trust	Director of Strategic Reform – Rebekah Sutcliffe	June 2019	Cabinet
<p>Description: The value of this contract requires a decision to be taken at Cabinet.</p> <p>Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Part 1 of Schedule 12A</p>				

Housing Cabinet Portfolio

HSG-01-18	GMSF - Northern Gateway Masterplan	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet
<p>Description: The report explains how the Northern Gateway masterplan demonstrates:</p> <ul style="list-style-type: none"> - 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. <p>Document(s) to be considered in public or private: Private on commercial sensitivity grounds</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSG-01-19	Oldham Town Centre Conservation Area Appraisal and Management Plan	Deputy Chief Executive People and Place – Helen Lockwood	August 2019	Cabinet
<p>Description: To adopt the Oldham Town Centre Conservation Area Appraisal and Management Plan (CAAMP) Supplementary Planning Document (SPD) and to approve treating the proposed extensions to Oldham Town Centre Conservation Area as a material consideration in planning decisions until formally adopted through the Local Plan review process.</p> <p>Document(s) to be considered in public or private: Oldham Town Centre Conservation Area Appraisal and Management Plan (CAAMP) Supplementary Planning Document (SPD)</p>				
HSG-02-19	Housing Delivery Test Action Plan	Deputy Chief Executive People and Place – Helen Lockwood	July 2019	Cabinet Member - Housing (Cllr Hannah Roberts)
<p>Description: An action plan to set out how the Council will have regard to the Housing Delivery Test results.</p> <p>Document(s) to be considered in public or private: Housing Delivery Test Action Plan and accompanying report. There may or may not be elements that are private depending on their sensitivity.</p>				
HSG-03-19	Adoption of Housing Strategy	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The 2019 Oldham Housing Strategy is an evidenced based document that addresses the key housing issues and opportunities for the borough. It highlights the broad housing challenges and priorities and was prepared following an extensive local housing needs assessment, private sector housing study, household survey and consultation with members of the public, wider leadership, elected members and partners.</p> <p>The key themes are:</p> <ul style="list-style-type: none"> • Delivering the housing offer. • An attractive 'Housing Offer' to support an inclusive economy. • Better housing and support to improve people's lives <p>The Strategy will be supported by an annual delivery plan which sets out key actions which the Council and partners will do to address the issues identified from the evidence base and consultation.</p> <p>Document(s) to be considered in public or private: Public- Housing Strategy 2019, Private Rented Sector Report, Local Housing Needs Assessment, Consultation Summary.</p>				

Neighbourhood Services Cabinet Portfolio

NEI-01-19	Tender Approval for Delph New Road Flood Alleviation Scheme	Deputy Chief Executive People and Place – Helen Lockwood	September 2019	Cabinet
-----------	---	--	----------------	---------

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 121 EI-02-19	<p>Description: This report is seeking tender approval for the chosen contractor to deliver the Delph New Road Flood Alleviation Scheme. The tender award is expected to be in excess of £400,000.</p> <p>The main works are the construction of approx. 500m of Highway Drain to alleviate flooding on A62 Huddersfield Road, Delph.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Tender Approval for Delph New Road Flood Alleviation Scheme</p> <p>Private - Financial information included.</p>			
	Accessible Oldham - Framework Contractor Procurement	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 122	<p>Description: Procurement of a Framework Contractor to deliver the programme of works associated with Accessible Oldham.</p> <p>Existing delivery mechanisms and Framework Contracts do not offer the necessary skillsets (high quality natural paving materials), mechanism for Early Contractor Engagement nor the opportunity to streamline the procurement process upon completion of design work and provide flexibility required to accommodate TfGM's Gateway Review Process to secure funding.</p> <p>Proposed to procure a Contractor that would be available to deliver yet to be defined packages. Extensive schedule of works items would be developed and tendered to enable the appointment of the successful contractor. Subsequently the priced schedule of items could be used to develop a cost for each package.</p> <p>Accessible Oldham works are to be initially funded through Growth Deal 3 Fund and then potentially through additional funding streams such as High Street Fund and Mayors Cycling & Walking Challenge Fund should submitted funding bids be successful.</p> <p>The proposed Framework Contract would be available to deliver works to an aggregated works value of up to c£10-12m (or another figure to be determined).</p> <p>Document(s) to be considered in public or private: Private on the grounds that it will contain commercially sensitive information.</p>			
	NEI-03-19	Highways Improvement Programme 2019/20 - 2021/22	Deputy Chief Executive People and Place – Helen Lockwood	March 2020
				Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Cabinet approved the £12m Highways Improvement Programme for delivery over the financial years 2019/20 to 2021/22 in March 2019.</p> <p>As part of the Programme there will be several schemes/groups of schemes with values exceeding £250,000 hence the need for an item on the key decision document. This item relates to any decisions made on tenders exceeding £250,000 in the 2019/20 financial year to ensure prompt delivery of the programme.</p> <p>Document(s) to be considered in public or private: N/A</p>				
NEI-04-19	Union Street West Bridge - Painting & Resurfacing Tender Award	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
<p>Description: Acceptance of a tender award for painting and resurfacing works at Union Street West Bridge.</p> <p>Document(s) to be considered in public or private: Private - will contain financially sensitive information relating to contractors.</p>				
NEI-05-19	King Street Bridge - Parapet Works	Deputy Chief Executive People and Place – Helen Lockwood	September 2019	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
<p>Description: Award of a tender to a contractor for parapet works at King Street Bridge</p> <p>Document(s) to be considered in public or private: Private - contains financially sensitive information from contractors.</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
NEI-06-19	King Street Bridge Painting & Resurfacing - Tender Award	Deputy Chief Executive People and Place – Helen Lockwood	September 2019	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
<p>Description: Acceptance/award of a tender for painting and resurfacing of King Street Bridge</p> <p>Document(s) to be considered in public or private: Private - contains financially sensitive information relating to contractors.</p>				
NEI-07-19	The Greater Manchester Bee Network Planning Process	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet
<p>Description: The Bee Network is Greater Manchester's proposed new cycling and walking network which will connect every neighbourhood in Greater Manchester across all ten local authority areas. The Bee Network Plan shows what is required to deliver such a network. It is a plan of what is needed: not necessarily what is possible to deliver. It will be subject to further investigation and development and will evolve over time. The first edition of the Bee Network Plan for the whole of GM was published in June 2018. The second edition is due to be published at the end of June 2019. Cabinet is being asked to endorse the process that has been undertaken to develop the second edition of the Plan in advance of it being launched to the public by the Greater Manchester Mayor at the end of June 2019.</p> <p>Document(s) to be considered in public or private: Proposed Report: The Greater Manchester Bee Network Planning Process: in public.</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
NEI-08-19	Growth Deal 3 Accessible Oldham Conditional Business Case	Deputy Chief Executive People and Place – Helen Lockwood	September 2019	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
<p>Description: Oldham Council has been awarded a £6 million Local Growth Deal 3 grant by the Greater Manchester Combined Authority (GMCA) for the Accessible Oldham scheme. The scheme has already been granted Programme Entry status in the Greater Manchester Transport Capital Programme. The Combined Authority's governance process requires the Council to prepare and submit Conditional and Final business cases to Transport for Greater Manchester (TfGM) in order for us to access the grant. Approval will be sought to submit the Conditional Business Case to TfGM for review by TfGM and subsequent approval by GMCA. Final business cases will be prepared for packages of work once the scheme has gained Conditional approval status.</p> <p>Document(s) to be considered in public or private: Proposed report: Growth Deal 3 Accessible Oldham Conditional Business Case.</p> <p>Conditional Business Case and accompanying appendices.</p> <p>Documents will be considered in private as they will contain commercially sensitive information.</p>				
NEI-09-19	GM Clean Air Plan - Approval to commence statutory consultation on key measures	Director of Economy	July 2019	Cabinet
<p>Description: Approval to commence statutory consultation on key measures</p> <p>Document(s) to be considered in public or private: Public report</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
NEI-10-19	Supply of Waste Containers (Plastic Bins)	Deputy Chief Executive People and Place – Helen Lockwood	June 2019	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
<p>Description: To seek approval for the awarding of the 12 month extension option within the contract for the Supply of Waste Container (plastic wheeled bins) for Oldham Council.</p> <p>Document(s) to be considered in public or private: n/a</p>				
NEI-11-19 New!	Approval to award the hire of Winter Gritting Machines	Deputy Chief Executive People and Place – Helen Lockwood	July 2019	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
<p>Description: Approval to award the hire of Winter Gritting Machines for seasons 2019/20 and 2020/21.</p> <p>Document(s) to be considered in public or private: Decision to be taken in private as the report contains information relating to financial and/or business affairs.</p>				

Social Justice and Communities Cabinet Portfolio - None

Finance and Corporate Services Cabinet Portfolio

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
FCR-28-18	Full Fibre Investment in Oldham	Director of Finance – Anne Ryans	June 2019	Cabinet
Description: To consider a Council Investment in extending broadband connectivity throughout the Borough by utilising existing Council Buildings Document(s) to be considered in public or private: Private due commercial sensitivity				

Commissioning Partnership Board

CPB-11-19	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	June 2019	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 considered in private due to commercial sensitivity and details related to financial and business affairs.				

Key:

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

Notes:

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 4 JUNE 2019

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

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Sean Fielding, Arooj Shah, Abdul Jabbar MBE, Paul Jacques, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Ateeque Ur-Rehman, and Hannah Roberts.
3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report is likely to be considered in private) can be found via the online published plan at:
<http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0>