

POLICY OVERVIEW AND SCRUTINY COMMITTEE Regulatory Committee Agenda

Date Tuesday 15 June 2021

Time 6.00 pm

Venue Council Chamber, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Constitutional Services in advance of the meeting.
 2. CONTACT OFFICER for this Agenda is Constitutional Services Tel. 0161 770 5151 or email constitutional.services@oldham.gov.uk
 3. PUBLIC QUESTIONS – Any member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the Contact officer by 12 Noon on Thursday, 10 June 2021.
 4. ATTENDANCE DURING COVID-19 – Due to current restrictions, a limited number of members of the public are be able to attend the meeting, therefore this will be on a first come first served basis. Face coverings must be worn at all times and details for track and trace will be required on arrival. The meeting will be streamed live on the Council's website for the public to watch.
 5. 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.

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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 POLICY OVERVIEW AND SCRUTINY COMMITTEE IS AS FOLLOWS:

Councillors Alyas, Brownridge, Curley, Hobin, McLaren (Chair), Surjan and Williamson

Item No

- 1 Appointment of Vice-Chair
The Committee is asked to appoint a Vice-Chair for the 2021/22 Municipal Year.
- 2 Apologies for absence
To receive any apologies for absence.
- 3 Declarations of Interest
To receive Declarations of Interest in any contract or matter to be discussed at the meeting.
- 4 Urgent Business
Urgent business, if any, introduced by the Chair.
- 5 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 6 Minutes - Overview and Scrutiny Board (Pages 1 - 10)
The Minutes of the meeting of the Overview and Scrutiny Board held on 9th March 2021 are attached for approval.
- 7 Minutes - Overview and Scrutiny Performance and Value for Money Select Committee (Pages 11 - 20)
The Minutes of the meeting of the Overview and Scrutiny Performance and Value for Money Select Committee held on 11th March 2021 are attached for approval.
- 8 Minutes - GMCA Corporate Issues and Reform Overview and Scrutiny Committee - 9th February 2021 (Pages 21 - 30)
The minutes of the meeting of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee held on 9th February 2021 are attached for noting.
- 9 Minutes - GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee - 5th February 2021 (Pages 31 - 38)
The minutes of the meeting of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee held on 5th February 2021 are attached for noting.

- 10 Minutes - GMCA Housing, Planning and Environment Overview and Scrutiny Committee - 4th February 2021 (Pages 39 - 46)

The minutes of the meetings of the GMCA Housing, Planning and Environment Overview and Scrutiny Committee held on 4th February 2021 are attached for noting.

- 11 Greater Manchester Clean Air Plan

Please note that this item has been deferred to the meeting of the Policy Overview and Scrutiny Committee scheduled on Tuesday, 27th July 2021 due to advanced negotiations which are still on-going with Central Government.

The relevant documentation will be made available in the public domain on Thursday, 17th June 2021 for consideration at a future meeting of the GMCA.

- 12 GM Minimum Licensing Standards (Pages 47 - 52)

A report covering the findings of the Greater Manchester consultation relating to Minimum Licensing Standards for Private Hire and Hackney drivers, vehicles and operators.

- 13 Covid-19 Recovery Plan 2021-2022 (Pages 53 - 78)

A report to provide feedback on the Covid Recovery Plan.

- 14 GM 2040 Transport Strategy Sub-Strategies (Pages 79 - 138)

A report to update and consult the Police Overview and Scrutiny Committee on a number of sub-strategies that are being developed to support the GM2030 Transport Strategy.

- 15 Oldham's Approach to Equality (Pages 139 - 160)

A report requesting that the Committee:

1. Provide feedback on the new Equality Objectives 2021-2025; and
2. Provide feedback on the proposed Equality Strategy for 2021-2025.

- 16 Green New Deal Strategy and Generation Oldham - further update on funding (Pages 161 - 170)

A report to provide an update on funding arrangements for activities in the Oldham Green New Deal delivery programme.

- 17 Policy Overview and Scrutiny Committee Work Programme 2021/22 (Pages 171 - 182)

The Committee is requested to note and comment on the attached Policy

Overview and Scrutiny Work Programme 2021/22.



OVERVIEW AND SCRUTINY BOARD
09/03/2021 at 6.00 pm

Present: Councillor McLaren (Chair)
Councillors Taylor, Toor, Jacques, Curley, Price (Vice-Chair),
Surjan and Williamson

Also in Attendance:

Councillor Chadderton	Cabinet Member for HR and Corporate Reform
John Garforth	Trading Standards and Licensing Manager
Neil Crabtree	Head of Public Protection
Rebekah Sutcliffe	Strategic Director - Communities and Reform
Neil Consterdine	Assistant Director for Youth, Leisure and Communities
Nicola White	Senior Business Analyst
Rachael Dyson	Thriving Communities Hub Leader
Mark Hardman	Constitutional Services
Kaidy McCann	Constitutional Services

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **DECLARATIONS OF INTEREST**

Councillor Surjan declared a personal interest in agenda item 12 'Thriving Communities Update' insofar as her employer had received grant funding from the Thriving Communities programme.

3 **URGENT BUSINESS**

There were no items of urgent business.

4 **PUBLIC QUESTION TIME**

No public questions had been received for consideration.

5 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the meeting of the Overview and Scrutiny Board held on 19th January 2021 be approved as a correct record.

6 **MINUTES OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE**

RESOLVED that the minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee meetings held on 18th December 2020 and 19th January 2021 be noted.

7

MINUTES OF THE GMCA ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED that the minutes of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee meeting held on 4th December 2020 be noted.



8

MINUTES OF THE GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED that the minutes of the GMCA Housing, Planning and Environment Overview and Scrutiny Committee meetings held on 12th November 2020 and 14th January 2021 be noted.

9

LICENSING POLICY - REVIEW OF THE POLICY

The Board gave a consideration to the proposed Statement of Licensing Policy that would be submitted to the Council for adoption in due course.

Members were reminded that the Licensing Act 2003, the primary piece of legislation which regulates the alcohol, entertainment and late-night refreshment industry, requires licensing authorities to prepare and publish a statement of their licensing policy every five years. The Policy must be kept under review and the licensing authority may make such revisions to the Policy as it considers appropriate. The Policy is underpinned by four licensing objectives, comprising the prevention of crime and disorder; the prevention of public nuisance; public safety; and the protection of children from harm, which must be considered by both operators and regulators.

The submitted proposed revised Policy was presented to the Committee, with principal areas of change or update being highlighted in the text. These areas particularly addressed –

- protection of children from harm where advice had been received from the Safeguarding Children Board, for example in updating definitions;
- Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CEE) where advice had been received from the Safeguarding Children Board and a number of recommendations or encouragements were being made to licence holders and operators of licensed premises;
- alcohol delivery services which had developed in recent years;
- boxing, particularly in the consideration of 'White Collar Boxing', often undertaken for charity and involving non-boxers;
- considerations following the inclusion of a Local Authority's 'Public Health' department as a responsible Authority, including the use of public health data in considering licensing applications and reviews; and
- pavement licences, the application for and issue of which had been encouraged during the Covid pandemic.

The Committee was advised that, since preparation of the draft Policy, the government had announced its intention to legislate to introduce a 'Protect' duty in respect of publicly accessible locations. This legislation would not be introduced prior to approval of the Council's Policy, but it was proposed to insert the following content to highlight the duty -

"At the time of issuing this policy statement the Council is aware that a consultation has recently been launched by HM Government in relation to a proposed protect duty. This duty, through legislation, would compel operators and owners of premises such as entertainment and sports venues, tourist attractions, large retail stores, operators of parks, pedestrianised areas, town squares to give considerations to security implications and assess threats and implement appropriate mitigating measures. Whilst it is acknowledged that decisions have yet to be taken on this issue it is clear that security is a high priority for the Government and that legislation of some kind is highly likely to follow. It is for that reason that we would ask operators of licensed premises/venues and open spaces to consider the threats they could face and consider some examples of good practice as outlined in possible conditions to licences in Appendix 1 to this licensing policy statement."

With regard to the proposed Policy content relating to CSE and CEE, in noting that this was a complex area it was queried whether there was any training either provided or which could be signposted. The Committee was advised that the training package for taxi licensing was being reviewed, the use of which for these purposes could be considered. In the meantime, it may be possible to provide links in the Policy to relevant training. Further to the issue of training and in response to a further query, the Training Standards and Licensing Manager undertook to look into whether there could be a requirement for certification of training provided to be on display in pubs to provide public awareness of training delivered, or at the least for there to be some reference in the Policy that this issue was being looked into.

The Trading Standards and Licensing Manager undertook to investigate the existence of, or the potential to develop, a scheme for young men or for young people generally that was similar to the 'Ask Angela' scheme whereby young women who felt vulnerable could seek assistance. Noting the requirements for 'Challenge 25' schemes in the proposed Policy, the application of this to home delivery services and what steps companies were expected to take to promote age restrictions on their websites and on delivery was queried. The Committee was advised that such applications were considered high risk and that applicants and their practices were always vetted, which included a consideration as to whether website content could be bolstered.

Further to the proposed Policy, details as to checks made on licensed premises were sought. The Committee was advised that with hundreds of different licensed premises across differing sectors, it was not possible to visit them all on a regular basis. An intelligence led approach was adopted, with issues and complaints raised by various agencies and the public being investigated. With a knowledge of the area and the trade, Council Officers were also aware of those areas or premises more likely to present issues or concerns.

RESOLVED that

1. the report be noted;
2. subject to a consideration by the Trading Standards and Licensing Manager as to content relating to the provision of or signposting to training and to the display of certification or confirmation of training provided as discussed by the Committee, and the inclusion of content related to the proposed Protect duty, the adoption of the proposed Statement of Licensing Policy by the Council be endorsed.

10

GREATER MANCHESTER CLEAN AIR PLAN: UPDATE

The Board received an update on the development of the Greater Manchester Clean Air Plan (GM CAP), including details of a report and recommendations that had been considered by the Cabinet at a meeting held on 22nd February 2021.

The Greater Manchester Combined Authority (GMCA), Transport for Greater Manchester (TfGM), and the ten Greater Manchester local authorities (collectively “GM”) had worked together to develop a CAP to tackle NO₂ exceedances at the roadside. A linkage to the developing Minimum Licensing Standards (MLS) for taxi and private hire services was noted. Key developments with regard to the CAP advised included information that there had been no confirmation or offer of government funding for light goods vehicle (LGVs) or hackney replacement, or for taxi and private hire electric vehicle charge points; and that GM had been awarded £14.7m of funding for the retrofitting of buses operating on registered bus services within Greater Manchester, this work commencing in December 2020.

Air quality is legally monitored, and GM (and other areas) were required by law to address exceedance of the Annual Average standard for NO₂ which is set at 40 ug/m³. As the GM CAP is required to take action to tackle nitrogen dioxide exceedances until compliance with legal limits has been demonstrated over a number of years, modelling indicated that the influence of Covid-19 on air quality was not expected to lead to sufficiently long term reductions in pollution and that legal NO₂ limits would not be met without implementing a Clean Air Zone (CAZ).

Consultation responses regarding the GM CAP and MLS were being analysed and reported on by an independent research agency to enable GM authorities to fully consider all of the

information and evidence gathered, including the consequences Covid-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS. TfGM was undertaking preparatory implementation work and contract arrangements required to deliver the CAZ and other GM CAP measures, such work being required to maintain delivery momentum in line with the funding arrangements agreed with regard to, for example, automatic number plate recognition (ANPR) cameras, back office systems and service providers. The final GM CAP was to be brought to decision makers no later than summer 2021, alongside the MLS proposals.

Members sought further detail regarding engagement with taxi drivers over the proposed arrangements. It was advised that difficulties had been encountered generally in getting responses from drivers and operators across GM to both the CAP and MLS consultations and it was a concern, for example, that electric taxi charging points might be determined on the basis of a very small response rate. A Member noted that taxi drivers as a group could be vocal and queried whether the response rate might be led by uncertainty over costs. This was acknowledged, with impacts on business and implications arising from the impacts of Covid being other possible considerations.

Members considered the implications of and for owner drivers who might be delivering parcels, takeaway food etc from private vehicles and how these could be checked. It was acknowledged that registration numbers would be picked up by ANPR and charges would only be made if a number was registered to a business, not to private owners. It was noted that, unfortunately, the biggest impact may fall on smaller operators as many larger operators already had compliant fleets.

With regard to clean air generally, it was noted that traffic levels were increasing due to people being less likely to use public transport and being discouraged from car sharing as a result of Covid. The Committee was advised that promotion of these transport modes as well as cycling and walk to school initiatives would be re-introduced as Covid restrictions permitted.

It was queried whether all the taxi drivers in the Borough would need to change their vehicles and what funding was available to assist those who needed to replace their vehicles. The Committee was advised that current modelling indicated that less than 50% would need to change their vehicles and that figure was falling over time as vehicles came up for renewal naturally. It was noted that non-compliance rates were higher for hackney taxis, possibly due to their specialist nature and being more expensive than saloons. The funding support available for vehicle replacement would be determined as part of the decision making process, but drivers should have a 4-5 month window to buy a replacement vehicle. Similarly, the charge to be applied for non-compliant vehicles was still to be determined.

The intention to bring a further report to the Board prior to decisions being taken in the summer was advised.

RESOLVED that the report be noted.

11

PLACE BASED MODEL UPDATE

The Cabinet Member for HR and Reform led a presentation updating the Board on progress made to date in developing the Council's Place Based approach to service delivery based in five Areas or 'Clusters' in conjunction with partners in the public and voluntary sectors. The need to develop integration of services was put in a context of budget challenge over coming years that would be exacerbated by the impacts of Covid. Difficult challenges would be faced taking the approach forward, with Council staffing and budgets not increasing and cuts being most likely. It was clear that Council would not look the same in five years time.

The Strategic Director introduced the presentation that reflected on progress made to date in developing the approach and defined the features and characteristics of Place Based Integration in Oldham. It was noted that examples of good practice could be identified across the five identified areas, notably around the health and social care sectors, reflecting accelerated work undertaken as a result of Covid-19. Notwithstanding, it was recognised that there was still some way to go to join up and deliver across the system, and a number of key activities being led by senior Council Officers were highlighted. Considering the Place Based approach in responding to the financial challenge, examples of a number of costs and benefits considered in developing a Business Case were presented.

Resources for the five Areas would be targeted by using evidence-based profiles, and headline profiles for each of the five areas were presented. Operational leadership and the democratic roles within the five Areas was considered. Early thinking on the composition and the roles and responsibilities of Operational Leadership Teams, which would include representation from across partners and sectors and which were subject to further discussion with partners, was presented. The roles of elected Members within the Place Based approach was currently under consideration via a number of elected Member briefings, initial feedback from which was provided.

In responding to questions from Members, it was advised that the new structure should enhance responses to issues raised as services were intended to be more connected: this would be through making better use of the people we have, not through employing more staff. The diversity of need between the five Areas was recognised, as was the possible need for differing partners to be involved between areas. It was envisaged that there would be a 'Core Team', but importantly there would be services unique to the particular Area. There would in time be a need for a Communications Strategy but there remained some

detailed design work to be done. It was however recognised that some developments would come sooner than others so an incremental approach to communications could be seen.

Issues were raised with regard to the voluntary sector whose importance as an integral part of the system was noted. It was suggested that there were issues of support and training to consider, as well as the failure of Community Asset Transfer. Reference was made to a previous overview and scrutiny consideration of related matters that might be referred to in this regard. Considering the financial challenge, there were questions around funding that groups and organisations could bring into the Areas but which would require support in the form of advice and assistance with the writing of bids. It was confirmed that the integral nature of the voluntary sector was recognised, and this was visible from the presentation content and in the vital role played in the Covid response. It was noted that funding issues were considered within the Thriving Communities Update item elsewhere on the Board agenda, but the Board was advised that work was being undertaken with Action Together to look strategically at how funds are brought into the Borough.

The role and capacity of elected Members was raised, including the support that might be needed and be available. It was acknowledged that Members would need administrative and casework support and that there was a need to consider the most effective model for this while acknowledging that the needs of individual Members would vary.

The Board noted the draft timeline and milestones for delivery in 2021 that had been shared in the presentation, considering when the Board might usefully receive a further update. In considering a proposal that the update would most usefully be made in 12 months time when scrutiny could undertake a whole system review, it was noted that this should not preclude the Board from asking for an earlier update or being consulted on a particular matter should circumstances so dictate, and that discussions would be ongoing with elected Members at the local level.

RESOLVED that

1. the update on the development of the Place Based Model be noted;
2. a further update be provided in 12 months time.

12

THRIVING COMMUNITIES UPDATE

The Board was provided with an update on the progress of the Thriving Communities Programme that was funded largely by £2.69m allocated from the Greater Manchester (GM) Transformation Fund in 2018 as part of the GM Health and Social Care Transformation Fund to support devolution. The aim of the Programme was to accelerate the Thriving Communities element of the Oldham Model and deliver the common objectives of health and social care integration through

a three year programme focused on building upon our strengths and supporting groups in the voluntary, community, faith and social enterprise (VCFSE) sector; supporting people earlier in the care pathway; and driving the shift to increasing earlier intervention and prevention. The next steps for the Programme in the context of the Council's wider transformation programme was further considered.

Highlight updates were provided in respect of the Social Prescribing Network that bridged the gap between medical care and the community; the five Social Action Fund projects of VCFSE-led projects tackling loneliness and isolation; the 'Fast Grants' scheme which had supported a range of activities from sports, arts and crafts and gardening to mental health support groups and singing groups, and which had contributed to the Covid response; the arrangements for the evaluation of the Thriving Communities programme; and inputs into the Covid-19 response.

It was noted that Thriving Communities funding from the GM Transformation Fund is non-recurrent meaning that the Social Prescribing Network, the Social Action Fund projects and funding for Fast Grants was time limited. The evaluation findings would advise future decision making in respect of activities within the Programme and would be key in making the case for further investment in social prescribing and community activity, the work being undertaken to explore other levers for funding and investment into these areas being advised. Considerations linked to the wider transformation programme included the sustainability of Thriving Communities where its embedding within wider service transformation as part of the transformation programme was key, ongoing investment into VCSFE capacity to enable alignment with, for example, key priorities such as poverty and community wealth building as well as place-based working, and revised governance arrangements to ensure responsibility for delivery and implementation of both Thriving Communities and Place Based Working was sustainable and joined up.

In response to a query, it was advised that the 'Wellbeing leisure' Social Action Fund project offered a range of activities to a wide range of age groups. The positive response over the past 12 months to on-line provision was noted, the positive impacts for people in terms of tackling isolation and encouraging participation that might not otherwise have happened in usual in-person activities being further noted.

With regard to the Social Prescribing Network and the monitoring of success, the Board was advised that patient reviews to assess the impact of social prescribing were undertaken at 3 and 6 months. Linking to Place Based considerations, it was advised that social prescribing was already arranged on the basis of the five Areas and that the further aligning of staff from, for example housing providers and social care staff, should benefit the offer as a result of the greater connectivity.

RESOLVED that

1. the progress made with delivery of the Thriving Communities programme to date and the proposal to bring the Programme together with the wider Communities strand of the Council's transformation programme be noted;
2. the Board receive the final Thriving Communities Programme evaluation report in March 2022.

13

GENERAL EXCEPTIONS AND URGENT DECISIONS

RESOLVED that it be noted that there had been no requirement for any decision to be taken under the provisions of Access to Information Procedure Rules 13 or 14 since the last meeting of the Board.

14

KEY DECISION DOCUMENT

The Board gave consideration to the latest Key Decision Document published on 19th February 2021.

RESOLVED that the Key Decision Document be noted.

15

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

The Board gave consideration to the updated Overview and Scrutiny Board Work Programme for 2020/21. Members' attention was drawn to the proposed implementation of the revised overview and scrutiny terms of reference, agreed by the Council in June 2020, with effect from the forthcoming Municipal Year.

RESOLVED that the Overview and Scrutiny Board Work Programme 2020/21, as presented, be noted.

The meeting started at 6.00 pm and ended at 8.18 pm

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Present: Councillor Ahmad (Chair)
Councillors Alyas (Substitute), Haque, Ibrahim (Substitute),
Harkness and Shuttleworth

Also in Attendance:

Councillor Mushtaq	Cabinet Member for Education
Councillor Steve Bashforth	MioCare Board Chair
Matt Drogan	Head of Strategy and Performance
Caroline Lee	Head of Revenues and Benefits
Richard Lynch	Director of Education, Skills and Early Years
Tony Shepherd	Head of Learning
Donna Lewis	Head of Inclusion and Post 16
Jenny Dennis	Early Years Provision Manager
Lisa Oates	Head of Fostering and Adoption
Karen Barrick	Head of Adoption Now
Karl Dean	MioCare Group Managing Director
Anne Ryans	Director of Finance
Mark Stenson	Head of Corporate Governance
Sian Walter-Browne	Constitutional Services
Mark Hardman	Constitutional Services

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Byrne, Salamat and Stretton.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS MEETINGS**

RESOLVED that the Minutes of the meetings of the Overview and Scrutiny Performance and Value for Money Select Committee held on 17th December 2020, 28th January and 9th February 2021 be approved as correct records.

QUARTER 3 PERFORMANCE REPORT

The Select Committee gave consideration to a report which presented a review of the Council performance as at December 2020.



The presentation of performance commenced with the provision of an 'Oldham Profile in Numbers' comprising basic data in respect of population, housing, education, crime, income and benefits, household information, health, and community in the Borough. Performance against each of the three corporate objectives of an Inclusive Economy, Thriving Communities and Co-operative Services was then reported. It was noted that 23 measures had achieved their target, 4 were within tolerance and 5 were currently outside tolerance.

A review of achieve-ability against corporate performance measures was undertaken in September 2020 to better understand the ongoing impact of reporting against corporate performance measures following the outbreak of covid-19. The review resulted in 11 measures being temporarily suspended and these were detailed at appendix VI to the submitted report. Since that review, further local and national restrictions had subsequently impacted on the ability to report against performance measures which was highlighted in the report. Performance measures and their associated risks were considered in detail at Appendices I, II, III and IV of the report as submitted.

Members asked for and received clarification on the following:

- it was queried why the achievement of measure 548(CP) had remained at 3.2% but the rating had changed from Green to Red. The Committee was advised that the outcome had a staggered target of 3.2% at month 6 rising to 4% at month 9 and it was this stretched target that was not being met;
- the large drop in performance in the percentage of minor planning applications determined in time shown in measure M275(CP) was highlighted, the Committee being advised that the Service considered this to be as a result of systems issues and that better results were hoped for in the following report;
- the reason for staff resignations was further queried. Noting there was a cost to recruitment and training, and that to lose staff after 1-2 years had a cost, it was asked whether this issue might be considered in terms of length of service prior to resignation;
- noting that sickness absence had reduced during the Covid period, it was suggested that people may have worked from home in circumstances when they may not have gone into the workplace;
- noting the percentage of eligible adults aged 65+ who had received the flu vaccination being below target, it was asked whether there was data available for Covid vaccination take-up;

- in response to queries relating to the reported non-achievement of £1M approved 2020/21 budget reductions, this was attributed to the effects of Covid and how Treasury income is reported. The figure had been built into the budget and it was noted that this amount was in areas of lost income which the government had chosen not to provide recompense.

RESOLVED that the Corporate Performance Report December 2020 be noted.

7

LOCAL GOVERNMENT OMBUDSMAN ANNUAL REVIEW OF PERFORMANCE

The Select Committee gave consideration to a report which provided an update on Council performance in relation to enquiries received from the Local Government and Social Care Ombudsman (LGSCO).

The Council dealt with complaints about the services it provided according to the requirements of the Local Government Act 1974 for corporate complaints; the Children Act 1989 for Children's Social Care complaints; and the Local Authority Social Services and NHS Complaints Regulations 2009 for Adult Social Care complaints. All these complaints procedures had the LGSCO as the last stage in the process. The Ombudsman's role was to enquire into cases where the Council and the complainant still did not agree after the Local Authority's complaints procedure had been exhausted and the complainant still wanted the case to be reviewed.

The submitted report considered the LGSCO's Annual Review of Complaints for 2019/20 and national, regional and local perspectives arising. Nationally, the LGSCO had reviewed 17,019 cases, of which 5,723 were resolved at initial investigation stage, while 4,215 required a detailed investigation of which 2,586 were ultimately upheld. The highest proportion of complaints upheld were about education and children's services (72%), while over a third of the public interest reports published also related to those issues. Regionally, figures provided for the numbers of complaints reviewed by the LGSCO for each of the Greater Manchester Authorities in the years 2018/19 and 2019/20. Oldham's figure had fallen from 80 to 71 in this period. The number of cases investigated in 2019/20 was likewise reported: Oldham had 13 cases investigated of which seven were upheld.

Locally, in 29% of those upheld cases the LGSCO found that the Council had provided a satisfactory remedy before the complaint reached the Ombudsman: this compared to an average of 11% in similar authorities. It was noted that the number of cases reviewed by and investigated by the LGSCO was low when compared with the overall complaints caseload. The Council was currently reviewing the Complaints Service which would include review of policies and procedures, improving timescales for resolution and placing stronger emphasis on service

development and improvement following complaints. Best practice training had also been commissioned.



Oldham
Council

Members sought and received clarification on the following –

- complaints tended to be spread across the Council generally, though with particular focus on certain areas such as children’s services, adult services and Council Tax. If a particular type of concern was arising, work would be undertaken to see if an overall improvement could be made;
- in considering where and how complaints arose, a particular issue such as a disputed planning application might produce a spike in complaints;
- it was noted that while a person may complain, it could be that the Council had acted correctly. If it was found that an individual was at fault, work would be undertaken with the Service to ensure services were provided respectfully and correctly;
- it was noted that different services attracted different types of complain, for example Council Tax debt enforcement attracted complaints though many were not upheld as correct procedures had been followed, and waste collection attracted greater feedback because of the higher level of public contact with the service.

RESOLVED that the Local Government Ombudsman Annual Review of Performance be noted.

8

SECONDARY SCHOOL AND SIXTH FORM PERFORMANCE

Consideration was given to a report which provided the Select Committee with a review of secondary school and sixth form performance.

Members were informed that the pandemic caused the closure of schools and cancellation of examinations in 2020, with students being awarded their centre assessment grade or calculated grade, whichever was higher. This increased grades and meant that results for 2020 could not be directly compared to other years. In addition, performance data was not available at the school level making 2020 analysis very limited. The report provided a performance overview by summarising the 2020 published data and reflecting on trends in 2017-2019 published data.

In 2020, GCSE and A’ level outcomes for Oldham pupils were below national averages and the gaps between Oldham and national averages were wider than previously, the trends from 2017 to 2019 also showing a widening gap in GCSE and A’ level outcomes. It was important that children and young people in Oldham should have an education which enabled them to achieve as well as those from any other parts of England. To realise this vision, the Borough’s students must firstly attain in line with their peers in statistical neighbour boroughs and then

with national averages. This had started to happen at Early Years and Key Stages (KS) 1 and 2, but at KS4 this appeared difficult to shift and the position was unclear at KS5.

Oldham Learning was the Council's approach to creating a sustainable, sector-led school improvement system which involves a wide range of stakeholders including schools and colleges, academies and multi-academy trusts. It was noted that, in order to facilitate this and to prevent the potential for fragmentation across a disparate education provider landscape, Oldham Learning will need to develop a clear and coherent strategy for improving education outcomes across the Borough. This will be developed through the Summer term 2021, ready for implementation from September 2021. The University of Manchester had been commissioned to consult with sector and system stakeholders to establish a robust outcomes framework by end of June 2020 which will inform the strategy direction and production.

Members queried the performance gap between Oldham and the national position, being advised that the Service was impatient for the improvements at Early Years to KS2 to work their way through to KS 4 and 5, and that a Covid Recovery Plan was aimed at getting children back to school over the coming weeks and then working to address the imbalance in performance. Responding to a request for sight of the Recovery Plan, the Cabinet Member noted that there were issues of performance to consider that existed prior to the Covid pandemic and which were picked up in the Recovery Plan. A Member noted that information was presented for Oldham as a whole and suggested that future reports might have performance broken down on the basis of school and Ward level data to assess levels of achievement across the Borough.

RESOLVED that

1. the secondary school and sixth form performance be noted;
2. the sector-led school improvement activity be noted.

9

PARTICIPATION OF YOUNG PEOPLE AGED 16-18 IN EDUCATION, EMPLOYMENT OR TRAINING (EET)

The Select Committee gave consideration to a report which updated them on current participation and NEET (Not in Education, Employment or Training) rates. A summary on activity undertaken during Covid pandemic was provided, along with planned activity for the future to ensure that the Council was shaping and influencing opportunities where possible for Oldham's 16-18 year olds.

The Council continued to fulfil its duties around encouraging, enabling and assisting young people to participate in education or training and tracking those aged 16 and 17 through the commissioning of the targeted support offer delivered by Positive Steps, which included some dedicated resource for those with Special Educational Needs and Disabilities (SEND)

and the Children Looked After (CLA) cohort. The effects of Covid on young people had been well reported with concerns about the effects on their education and wellbeing, including their concerns about the future, all affecting levels of engagement and motivation. The approach across partners in Oldham was to ensure that young people can access the advice and support they require; that opportunities are available, albeit in a restricted format in some cases; and to engage with young people to hear their voices and respond as best as possible.

It was reported that currently 94.2% of Year 12s were participating in some form of EET, this rate being consistent in the past 12 months despite the additional challenges brought by Covid-19, though there was some variation for those with SEND and the CLA cohort with whom further work was being undertaken. The NEET rate currently sat at 3.4% and had similarly been steady over the past 12 months. Positive Steps careers advisors continued to engage with those NEET and reported a number of reasons for withdrawal from EET.

During the first lockdown a number of workstrands had been put in place to support children and young people looking to ensure that young people arrived at their expected setting in September; were ready to engage in learning on arrival at their setting; were in a good place with their mental health; and were able to settle and socially engage with other students. It was acknowledged that engagement programmes, while essential, were restricted due to Covid. However, there were seven organisations offering provision in Oldham that would support young people to engage and obtain skills for education, employment or training, and work had been undertaken with a number of other potential providers of engagement type activity to raise awareness of needs in Oldham ahead of a funding opportunity with the Princes Trust. GMCA funding had been secured for work in removing barriers to apprenticeships for underrepresented groups, with activities during Apprenticeship Week 2021 and opportunities made available through a monthly bulletin being further advised.

The huge improvement in this service which had been of concern to the Committee over a number of years was noted and acknowledged by the Committee, including the continued delivery of support over the Covid period.

RESOLVED that

1. the improvement in services provided to promote the participation of young people in education, employment and training be noted;
2. the current landscape and experiences of 16-18 year olds which is impacting on their participation in education, employment or training be noted.

FREE EARLY EDUCATION ENTITLEMENTS FOR 2, 3 AND 4 YEAR-OLDS: OVERVIEW OF KEY TRENDS AND DEVELOPMENTS

The Committee received a report providing an overview of key trends and developments in the delivery of free early education entitlements for two, three and four-year olds. The report considered the most recent national statistics released by the Department for Education (DfE) in June 2020 to enable benchmarking of Oldham's position against other local authorities at that time and also reflected on the impact of the Covid-19 pandemic on the availability and uptake of early education over the past year, setting out priority actions to redress a recent decline in uptake rates.

Despite a recent trajectory of improvement, school readiness in Oldham as measured by the percentage of children reaching the Good Level of Development in the Early Years Foundation Stage at age 5 remained below national and regional averages. The impact of the Covid-19 pandemic on access to an early learning environment for many children was likely to further exacerbate the situation and made it more important that a proactive approach was taken to improving take-up rates for the free early education entitlements.

The three early years entitlements, along with the national qualifying conditions and locally adopted criteria that extended eligibility, were reported, and benchmarking of Oldham's performance against national, Greater Manchester (GM) and statistical neighbour authorities was presented, along with Ward uptake data. Headline data was that -

- with regard to the Universal early education entitlement (3 and 4-year olds), an uptake rate of 98% placed the Borough above the national average (93%) and GM and statistical neighbours;
- with regard to the two-year old entitlement, a national uptake rate of 69% in 2020 was recorded against a peak in 2018 of 72%, a picture mirrored in Oldham, albeit with a sharper fall, with respective figures of 70% and 84%;
- with regard to quality, 99% of two-year-olds and 90% of three and four year olds were accessing their free entitlement in good and outstanding settings in January 2020, compared to national figures of 97% and 92% respectively.

It was reported that the Covid pandemic had placed pressures on early years providers. They had faced the combined challenges of lockdown closures, part closures, parental caution and additional requirements to comply with social distancing and infection control measures. However, despite this, to date the market in Oldham had remained reasonably stable.

To address the decline in uptake rates, a Childcare Recovery Plan had been developed to ensure the Council's sufficiency

duty can be met in the mid to long-term and can help support recovery of the local economy. The Plan aimed to:

- i) support the financial sustainability of the local childcare market, recognising that many settings may not be able to operate at full capacity and that parental demand may be reduced;
- ii) support the re-opening of childcare provision to ensure childcare is available as far as possible for parents who need it, and when they need it, taking account of changing parental needs and preferences; and
- iii) return uptake rates for the 2, 3 and 4 year-old free early education entitlements to their pre-Covid levels and beyond.



Oldham
Council

The following issues were raised and considered -

- where take-up rates indicated, for example, a termly take-up of 103%, this arose from the processing of attendances across ward boundaries and attendances from outside the Borough;
- the reported increase in the number of potentially eligible parents between 2018 and 2020, which had been disproportionately higher when compared with other local authorities and had been a factor in reduced uptake, was attributed to Universal Credit data provided to the authority that set the baseline for eligibility. It was noted that this data had since returned to a more normal position but it remained unclear what caused the increase in the earlier data provided;
- in terms of provision going forward from the Covid pandemic, the Council had a statutory duty to ensure sufficient childcare provision and needed to be proactive in areas where it looked to be lacking. The current focus was on protection of existing places, as set out in the Recovery Plan and in linking to national agencies working with providers and providing business support grants.

RESOLVED that the report be noted.

11

KEY DECISION DOCUMENT

The Committee gave consideration to the latest Key Decision Document published on 19th February 2021.

RESOLVED that the Key Decision Document be noted.

12

OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE WORK PROGRAMME

The Board gave consideration to the updated Overview and Scrutiny Performance and Value for Money Select Committee Work Programme for 2020/21. Members' attention was drawn to the proposed implementation of the revised overview and scrutiny terms of reference, agreed by the Council in June 2020, with effect from the forthcoming Municipal Year. The Chair noted major projects, such as Northern Roots, new partnerships being established, Spindles Information and the Housing

Strategy, where money was being spent and expectations raised over the coming year, would need oversight by scrutiny Members.

RESOLVED that the Overview and Scrutiny Performance and Value for Money Select Committee Work Programme 2020/21, as presented, be noted.

13 **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under either paragraph 2 or 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

14 **REGIONAL ADOPTION AGENCY REVIEW OF PERFORMANCE AND FINANCE**

The Committee received an update on matters relating to adoption activity in the half year period 1st April to 30th September 2020, including measures against performance indicators and the adoption 'journey' for a number of children to demonstrate the issues needing to be addressed for young people and potential adoptive parents. The Committee further received and considered the half year executive report of 'Adoption Now', the regional adoption agency providing adoption services for six local authorities, including Oldham, in the north west.

Members queried and received responses in respect of the approaches undertaken to recruit potential adopters, including promotional activities within the community; what considerations were given to people who put themselves forward as potential prospective adoptive parents; and the considerations given prior to the placement of individual children for adoption.

RESOLVED that the report be noted.

15 **MIOCARE GROUP - ANNUAL UPDATE ON FINANCIAL PERFORMANCE**

The Committee received an update on the financial performance of the MioCare Group Community Interest Company during the financial year 2020/21 which gave an overview of business developments and which further considered current and future operating environments and the issues these presented for the company's budget for 2021/22.

The Committee queried and received responses in respect of the reported financial performance and in respect of staffing issues as they affected both the company and the care sector in general.

RESOLVED that the report be noted.

The meeting started at 6.00 pm and ended at 7.58 pm



Agenda Item 8

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY CORPORATE ISSUES AND REFORM OVERVIEW & SCRUTINY
COMMITTEE HELD TUESDAY 9 FEBRUARY 2021 AT 4.30 PM
VIRTUAL MEETING VIA MICROSOFT TEAMS**

PRESENT:

Councillor Tim Pickstone	Bury (Chair)
Councillor Sam Al-Hamdani	Oldham
Councillor Colin McLaren	Oldham
Councillor Kallum Nolan	Rochdale
Councillor Tanya Burch	Salford
Councillor David Jolley	Salford
Councillor John McGahan	Stockport
Councillor Dena Reyness	Stockport
Councillor Teresa Smith	Tameside
Councillor Sean Anstee	Trafford
Councillor Karina Carter	Trafford
Councillor Joanne Marshall	Wigan

OFFICERS IN ATTENDANCE:

Andy Burnham	GM Mayor
Steve Wilson	Treasurer, GMCA
Joanne Heron	Scrutiny Officer, GMCA
Matt Berry	Governance & Scrutiny, GMCA
Jenny Hollamby	Governance & Scrutiny, GMCA

CI&R/13/21 WELCOME AND APOLOGIES FOR ABSENCE

The Chair opened the meeting and welcomed all those present.

Apologies for absence were received from Councillors John Leech (Manchester), Hazel Gloster (Oldham), Ray Dutton (Rochdale), Patricia Sullivan (Rochdale), Dave Morgan (Trafford) and Karen Garrido (Salford).

An apology for absence had also been received from Kevin Lee (GMCA).

CI&R/14/21 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

Whilst there was no urgent business, the Chair explained that supplementary agendas were published and circulated to Members on 2 and 3 February 2021, which contained the budget reports.

CI&R/15/21 DECLARATIONS OF INTEREST

There were no declarations of interest received at the meeting.

CI&R/16/21

**MINUTES OF THE LAST MEETING HELD ON
TUESDAY 19 JANUARY 2021**

RESOLVED/-

That the minutes of the last meeting held on Tuesday 19 January 2021 be approved as a correct record.

CI&R/17/21

BUDGET 2021/22

The Chair welcomed the GM Mayor to the meeting and asked for an overview of the broad elements of the budget. The GM Mayor explained that decisions had been taken to minimise the impact on residents and in-light-of District's financial positions. In different ways, everybody was feeling the financial pressure in January 2021 caused by the pandemic. The GM Mayor took the decision late last year to freeze the mayoral precept, recognising there were on-going priorities that needed to be funded from the mayoral general precept. There was funding to continue A Bed Every Night (ABEN), which had supported 520 people. Government had provided funding for rough sleeper work, but this did not provide the level of funding needed in terms of the number of people requiring help. The eviction ban was potentially coming to an end, which would present significant challenges. There were almost 400 people in Everyone In accommodation from the first lockdown and thousands more in temporary accommodation. Currently, the housing situation across Greater Manchester was precarious. There was also funding for Our Pass; Leaders had agreed to extend the pilot to support young people coming out of the pandemic. The pilot period would now run until the summer of 2022, which would be followed by an evaluation period.

In terms of public transport and bus reform, it was envisaged that a decision on the future of buses would be made later this year. However, there was uncertainty in the budget and the Committee would consider the implications at a future meeting. At the present time, the consultation was being evaluated.

Regarding the fire budget, the GM Mayor informed Members that the fire service and its sustainability had been under scrutiny for the last two years. The Programme for Change had helped understand the finances of the fire service. There were healthy reserves, therefore there was no need to increase the precept to support ambitions. Following events in late 2019 at the Cube in Bolton, safe levels of fire cover had been reconsidered. The commitment in this budget was to keep levels at 50 pumps with five crew on single pump stations and four on two pump stations; this level could be sustained on the mayoral general budget precept for next year and future years. The Programme for Change savings that had been identified and could be realised in future, but the GM Mayor would prefer not to have to go back to those savings. A new Chief Fire Officer was in post and work would take place with him to support the front line.

The GM Mayor advised that over all the precept was £90.95 for a band D property. There was pressure on Districts and council tax across the borough; there was also pressure to freeze the precept. A vast amount of work had taken place by the GMCA's Treasurer to reduce the burden on Districts and to minimise costs this year.

The GMCA's Treasurer reported that the Police and Crime Panel last week confirmed the proposal to increase the police precept by £10 for a band D property. This was the only precept that was changing for 2021/22.

Members scrutinised the budget reports, which were due for consideration by the GMCA on 12 February 2021. The budget reports were presented by the GMCA's Treasurer. The GM Mayor presented his mayoral budget report.

The budget reports set out the detailed proposals for each budget area including:

- The GM Mayor's final proposal for his general budget, consistent with a precept of £90.95 and the detailed budget and statutory calculations following receipt of final information from Districts.
- Contributions from Districts in relation to the transport levy, waste levy and GMCA costs

The main points referred:

- The Chair enquired about transport and budget risks around Metrolink, subsidised buses and post pandemic patronage. The GM Mayor confirmed that there was risk in-light-of the Government renewing the Metrolink funding deal a few months at a time. Currently, costs would be funded by Government until the end of the financial year, but this remained an on-going concern. About patronage, it was assumed that social distancing on public transport would remain in place for a good part of this year. Thought should also be given to the relaxation of restrictions and how this did not guarantee the return of passengers because people's working patterns had changed with more people working from home. It was envisaged that the return of passenger numbers would be slow. Regarding the bus network, Government was funding the bus operators. They were being asked if they could reduce costs by reducing the network coverage; so far, the loss of services had not been noticeable. Transport for Greater Manchester (TfGM) had asked operators to consider frequency rather than the loss of routes. Some risks had been absorbed and there was a small amount of funding due to underspends in the concessionary budget that could be potentially helpful, but it was an on-going challenge. The GM Mayor saw this as an opportunity to reform public transport.
- A Member thanked the GM Mayor for his work over the past 12 months under such difficult circumstances specifically in terms of help for the homeless, the extension of Our Pass and the continuation of the bus reform. Youths and children in the Members ward would appreciate the support as they had also suffered during the pandemic. The GM Mayor explained that he was keen for Leaders to agree to extend the Our Pass pilot because this would benefit year 11 pupils now who had been severely disrupted during the pandemic. It was hoped this would allow young people to attend the colleges of their choice. The pass had also been extended to care leavers in Greater Manchester from the age of 21 as they faced numerous pressures and challenges. The ambition around the Greater Manchester network similar to that of the London style transport system remained in place and as part of that there would be a number of capital improvements to the infrastructure in Greater Manchester. The message to Government was that levelling up needed to form part of the recovery.

- Linked to the GM Mayor's point about levelling up, a Member asked about Greater Manchester's position and the clarity of its asks. Reference was made to the £200k to be spent on lobbying around the Comprehensive Spending Review (CSR). The GM Mayor was asked for his view on the receptiveness on Government departments to align with Greater Manchester's policy positions and what else could be done to support some of Greater Manchester's ambitions. The GM Mayor explained that the damage to Greater Manchester's economy through the pandemic had been profound and the furlough scheme could be masking a redundancy situation. Greater Manchester needed to build on the success of the vaccine programme and plan a roadmap out of the pandemic using every part of the capacity in the system to start levelling up and making it real for people; this was the GM Mayor's message to Government. Recovery would require all parts of the UK, national Government, and local Government to work together to face the challenge. The GM Mayor drew attention to the work of the city region to set a course towards 2038 for carbon neutrality. There were detailed plans that underpinned that ambition. To reach that target, retrofitting had to take place in every property in Greater Manchester by 2038 and that could potentially create thousands of quality jobs for young people. Work would need to take place with colleges to support the development of that workforce. All this needed to be joined together and co-ordinated, which could not be carried out by Government and was a perfect opportunity for levelling up. Reference was also made to the United Nations Climate Change Conference in Glasgow, later this year; the GM Mayor suggested that Greater Manchester was well placed to be put in the spotlight by Government at that event and to bring forward the investable opportunities to build a green economy. Discussions were taking place with Government on this basis. In terms of the CSR and lobbying, this work had been put back and a short-term budget was being considered in early March 2021. There had been no news from Government about the funds being unlocked to get recovery moving. Clarity about recovery was crucial.
- In relation to bus franchising, a Member commented that it was sensible to await the outcome of the consultation evaluation and analysis on patronage post pandemic before making any decisions. The GM Mayor was asked to share the latest analysis about what the potential costs could be in the future and what the impacts on the mayoral precept might be. The GM Mayor advised that it was dependent on the Government's decision regarding revenue funding. The GM Mayor was making the argument that the Government should leave in some revenue subsidy in the Greater Manchester public transport system as the way London had benefitted for many years. If there was no support, then there would be an impact on the precept, but this was all dependent on how much the Government supported Greater Manchester. Constructive discussions were taking place and it was hoped Government would be persuaded to put in place support. The Government was talking about recovery partnerships across the country with all the urban and suburban areas, where bus revenue funding was in place. There was also an intention to move all public transport into a reformed place as part of this either as a partnership or a franchising arrangement. Reform to the rail system was starting to happen. There was certainly an intention to reform all public transport coming out of the pandemic. The implications for the mayoral precept would be dictated by the extent to which Greater Manchester could persuade Government to leave funding in. If that was not possible, then there would be implications, but they were manageable.

- In terms of the temporary support mentioned by the GM Mayor especially around transport such as reimbursement for concessionary agreements, a Member asked if the temporary support was no longer available from March 2021, how long would it be before the impact was felt on travel in Greater Manchester. The GM Mayor was asked for the latest information on Government thinking in terms of the Metrolink and bus support beyond March 2021. The GM Mayor agreed that should support not be received then there would be serious implications for public transport. There was a worrying time earlier in the pandemic when funding for the Metrolink took time to come through. The GM Mayor highlighted that Greater Manchester had never been helped, in the way London had been helped. If passenger revenue declined, then there was a problem. Never having investment was an issue for Government and Greater Manchester needed relieving of the borrowing costs. This was a product of how transport outside London was funded. Government had understood this and was working with Greater Manchester but at the present time there was no long-term certainty.
- A Member asked about the long-term sustainability of crewing levels, use of reserves and council tax freezes. The GM Mayor explained that this was an exceptional year in terms of the incomes of residents in Greater Manchester and that council tax was a regressive tax. It was not ideal, but it was borne out of the necessity of the time. That said, increases had been given over recent years. There was a £2m underspend in the budget for 2020/21 so there was some headroom; the proposal was sustainable for now. The Programme for Change had anticipated further cuts from the central Government grant and the need to look at further reductions. Thought would be given to this next year. In-light-of the experience at the Cube in Bolton, the GM Mayor did not want to drop below 50 pumps across Greater Manchester.

The GMCA's Treasurer added, that the fire service was in a strong position because the precept was increased in 2020/21 and reserves remained unused and reserves had not been used to balance the books this year. The budget set for next year also did not draw down reserves. There had been some savings delivered outside of the role of the fire fighter work so that meant the budget set did not require reserves in 2021/22. The fire service would be in a reasonably strong position going into 2022/23. The decision to forego an increase 2021/22, could be dealt with on a recurrent basis. Further thought would be given to these areas moving forward. The big issue for 2022/23 was around funding received annually without any long-term commitment for pension costs, which was about £5m. Funding was available for 2021/22 but it was difficult to plan-ahead. A long-term settlement around pensions was needed.

- A Member enquired about the Greater Manchester Strategy and performance monitoring. The GM Mayor explained that the work of the GMCA had been realigned due to the pandemic and agreed to raise performance monitoring with Officers outside of the meeting and report back to the Committee. Individual schemes could account for all the funding and its achievements.
- A Member drew attention to the GM Mayor's attendance at a full Council meeting in Trafford to discuss policing in-light-of Greater Manchester Police (GMP) being put into special measures and asked that the GM Mayor attend a similar meeting in Stockport. The GM Mayor agreed to the request. In terms of the police precept, it was explained that a decision had been taken to allow increase front line numbers by 325 this year and hopefully this would repair some of the damage to front line

services and address the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMIC) report. Having considered GMP over the last decade, the GM Mayor believed that cuts had damaged the force but so had the forces' implementation of the cuts leading to today's current position. There was an opportunity to hear views from all levels and to open-up a new era for GMP.

- There would be a £10 increase in the police precept and £7.25m would be put into reserves, taking reserves up to £92.6m. A Member suggested it was a vast amount of money to be set aside and potentially not be used. The GM Mayor explained that when the Government announced its funding plan, this was the first year there had been a significant uplift in the Government grant to GMP to pay for extra officers. It was assumed the precept would be £15. However, most but not all authorities had done that. When the public was consulted, there was a strong message about challenge and using resources effectively. Hence, the precept was agreed at £10, which would deliver 325 extra officers this year. Combined with the 670 officers that had come into post since 2017, there would be, by the end of the next financial year 1k officers back from the 2k officers lost in 2010. Regarding the reserves, this was contingency funding for the on-going programmes round the Independent Office for Police Conduct (IOP) report and to improve the reporting of crime. The GMCA's Treasurer explained the £7m was a net draw down from reserves in 2021/22. The biggest issue around that was when the settlement came in from last year the Home Office front loaded some of the funding for the infrastructure to support police recruitment, which had been spread over several years. There would also be other one-off costs to support recruitment such as extra computer equipment and cars. The net movement in 2021/22 was a draw down from reserves that was previously set aside for recruitment to the new officer numbers. There were also several other movements from reserves that reflected other factors. There was a Covid reserve that had been put aside to cover potential on-going costs of the pandemic moving forward. It was a net figure that covered movements in and out of reserves.
- A Member raised the issue of anti-social behaviour and engagement with young people. It was suggested that young people were provided with opportunities to deter them from anti-social behaviour and petty crime. The Member asked if there were strategies in place with GMP to work with partners to provide opportunities and could importance be placed on engagement with young people to make streets safer. The GM Mayor said this was about making neighbourhood policing as strong as possible. There was a commitment for a named contactable PC and PCSO in every ward to make the connection between the police and communities stronger. There was also a plan, which had received some criticism, for school-based police officers within the budget. This was not about enforcement in schools but connecting young people and pathways to opportunities. There was Home Office funding to look at serious youth crime and community led pilots were being considered to support young people at risk of being drawn into crime or being a victim of crime. How to empower local community organisations and the voluntary sector was being given serious thought. In terms of opportunities for young people, the GM Mayor raised Our Pass and how this supported young people with the ability to travel to get to the opportunities that they wanted. The GM Mayor informed Members about the Greater Manchester Apprenticeship & Careers Service (GMACS), which was a single portal for all apprenticeships and career opportunities in Greater Manchester, which was now in place. Also picked up was a strong core for mental health support through the pandemic and new digital mental health services for young people were now available and been widely used.

Improved support for young people was a challenging picture. As part of the GMCA's life ready work a survey had been carried out with Year 10 pupils; the results were challenging in terms of young people reporting the loss of hope for the future, the disruption of plans, problems with mental health and wellbeing. An urgent response was needed.

- The Committee thanked the GM Mayor for the hard work and support received from the GMCA's Treasurer and team throughout the year, which was very much appreciated.

CI&R/18/21 GMCA BUDGET OVERVIEW

The report presented an overview of the proposed GMCA budgets for 2021/22. It summarised the position on the mayoral general budget and precept proposals, the GMCA general budget, GMCA transport budgets including transport levy and statutory charge and the GM waste services levy.

The report set out the implications of the proposed budgets and the resultant charges on Districts and the mayoral precept.

RESOLVED/-

Members endorsed the report for consideration by the GMCA on 12 February 2021.

CI&R/19/21 MAYORAL GENERAL BUDGET AND PRECEPT PROPOSALS

The report set out the GM Mayor's proposals for the mayoral general budget (including fire and rescue) and sought approval for the mayoral general precept for 2021/22.

The report recommended the setting of the revenue budget for 2021/22 as required under Section 42A of the Local Government Finance Act 1992 (updated in the Localism Act 2011) and the precepts and relevant levels of Council Tax required under sections 40, 42B and 47 of the Act.

RESOLVED/-

Members endorsed the report for consideration by the GMCA on 12 February 2021.

CI&R/20/21 GMCA TRANSPORT REVENUE BUDGET

The report set out the transport related GMCA budget for 2021/22. The proposed transport levy to be approved for 2021/22 was included within the report together with the consequent allocations to Districts.

RESOLVED/-

Members endorsed the report for consideration by the GMCA on 12 February 2021.

CI&R/21/21 GMCA GENERAL REVENUE BUDGET

The report set out the GMCA general budget for 2021/22. The proposed District contributions to be approved for 2021/22 of £8.603m were included within the report together with the consequent allocations to Districts. This was a reduction of £437k on the contribution for 2020/21.

RESOLVED/-

Members endorsed the report for consideration by the GMCA on 12 February 2021.

CI&R/22/21 GM WASTE BUDGET

This report sought Member's comment on the budget and levy for 2021/22 and on the medium-term financial plan (MTFP) for the three-year period to 2024/25. Those plans were delivered by:

1. A total levy requirement for 2021/22 of £162.4m, which represented an average 2.9% decrease over 2020/21.
2. The MTFP then proposed levy charges of £163.1m in 2022/23, £164.8m in 2023/24 and £167.6m in 2024/25.

RESOLVED/-

Members endorsed the report for consideration by the GMCA on 12 February 2021.

CI&R/23/21 GMCA CAPITAL BUDGET

The report presented an update in relation to the GMCA's capital expenditure programme for transport and economic and regeneration functions.

RESOLVED/-

Members endorsed the report for consideration by the GMCA on 12 February 2021.

CI&R/24/21 WORK PROGRAMME 2020/21

The work programme for the 2020/21 Municipal Year was presented to Members for population for future meetings.

At the next meeting the Chair advised that work force issues and working from home during the pandemic and the return to work and to review of the scrutiny process that would potentially take place in the next Municipal Year.

RESOLVED/-

That the work programme be updated following the meeting.

CI&R/25/21

DATE AND TIME OF NEXT MEETING

It was noted that the next meeting would take place on 16 March 2021 at 4.00 pm via Microsoft Live virtual event.

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MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA) ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE FRIDAY 5th FEBRUARY 2021 AT 10.30 AM VIA WEBCAST

Present: Councillor Michael Holly
Bolton: Councillor Samantha Connor
Councillor Susan Haworth
Bury: Councillor Mary Whitby
Manchester: Councillor Basat Sheikh
Councillor Greg Stanton
Oldham: Councillor George Hulme
Rochdale: Councillor Michael Holly (in the Chair)
Councillor Daniel Meredith
Salford: Councillor Jim King
Stockport: Councillor Becky Senior
Tameside: Councillor Stephen Homer
Trafford: Councillor Barry Brotherton
Wigan: Councillor Charles Rigby
Councillor Michael Winstanley

In attendance:-

Andy Burnham, Mayor of Greater Manchester
Councillor Elise Wilson, GM Lead Member for Economy and
Business.

Officers in attendance:-

GMCA Joanne Heron, Statutory Scrutiny Officer
GMCA John Wrathmell, Director of Strategy, GMCA
GMCA Kevin Lee, Director GM Mayor's Office
GMCA Amy Foots, Strategy, GMCA
GMCA Lindsay Dunn, Governance and Scrutiny, GMCA
GMCA Paul Harris, Governance and Scrutiny, GMCA

E64/20 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Kerry Waters and from Simon Nokes

E65/20 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

There were no items of urgent business reported.

E66/20 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E67/20 MINUTES OF THE MEETING HELD ON 4th DECEMBER 2020

The minutes of the previous meeting of the Committee, held on 4th December 2020 were submitted for approval as a correct record.

The Chair noted that Councillor Susan Howarth was in attendance and had contributed to the discussions at the meeting.

RESOLVED/-

That the minutes of meeting of the Economy, Business Growth and Skills Overview and Scrutiny Committee, held on 4th December 2020, be approved as a correct record, subject to the inclusion of Councillor Susan Haworth in the list of Members present.

E68/20 LIVING WITH COVID RESILIENCE PLAN UPDATE

Members considered a report which, provided them with an update on the implementation of the Living with Covid Resilience Plan and the development of mechanisms to drive system change in order to better respond to environmental and equalities impacts arising. An update of progress against the Greater Manchester Strategy headline outcome measures was also provided.

The Mayor of Greater Manchester highlighted a number of key points:-

- It was noted that the one year Living with Covid plan remains flexible in order to adapt to emerging issues such as different waves and new strains of the virus.
- A Government statement on the way forward and the release of lockdown is anticipated to be made on 22 February 2021. It was noted that discussions were taking place to develop a Greater Manchester view on any proposals. GM would resist any return to the tier system as a release from the current lockdown restrictions. The Mayor noted that releasing restriction for short periods will only damage the economy further and a clearer route-map for the sustainable opening of businesses is needed to support the GM economy. It was suggested that a national, phased release from lockdown, starting with the re-opening of schools and colleges, would be a sensible approach.
- The vaccination programme is progressing well in Greater Manchester. It was noted that to date, in excess of 450k vaccines have been administered. Tributes were paid to the efforts of NHS staff and district councils for delivering this programme. Members also noted that the region is on course to offer the vaccine to all residents in the top four priority groups by mid-February.
- In terms of containing the virus, the Mayor highlighted the need for greater financial support for those people required to self-isolate.
- The damage to the GM economy is more profound than in other regions. The furlough scheme, although welcomed, is masking future job losses when the scheme ends.
- A focus for recovery is needed. The Local Industrial Strategy will form an important part for GM economy recovery. The potential to invest in the green economy could help to create a number of long-term employment opportunities.

- The Mayor highlighted that even before Covid, some residents in parts of GM have a lower life expectancy than other parts of the country. The risk to these groups of Covid should be noted and allowances made in the vaccination programme.
- Inequality also remains an issue that needs to be addressed. Plans are being developed to address this.

Comments and questions:

- A Member referenced a recent study on remote and homeworking by neighbourhood deprivation. It was noted that 50% of the homeworking change is taking place in affluent areas and just 8% in deprived areas. The Member asked what GM's plan will be to respond to this inequality. In response, it was noted that Covid has accentuated divisions and inequality. Work to understand this inequality is needed in order to develop a plan to provide support for people. It was also noted that this is an opportunity to improve employment for all with the development of the Good Employment Charter and wider digital inclusion. An independent Inequalities Commission has been asked to explore this further.
- A Member noted reports that the national economy had reduced by 4% and asked if GM has a comparative level of reduction to its economy. The Member also enquired about measures for testing and quarantining of visitors through Manchester Airport and the consequential impact this ruling will have on the Airport and the region's hotels. The Member also highlighted that figures from Credit Union organisations had identified inequalities with higher rates of arrears and payment holidays. The Member highlighted a case study where an individual had been contacted by and visited by a number of public service agencies with no real change to the individual's circumstance. A more joined up approach was needed. In response, the Mayor explained that is no clear route map for the return of aviation and without any return plan, the Airport will continue to face significant challenges. There is suitable hotel capacity at the Airport to support the quarantine requirements. In terms of multi-agency support, it was noted that the 10 GM districts have been working together on these issues. The one year Living with Covid plan highlighted the benefits of the creation of neighbourhood community hubs. From a homelessness point of view, the Mayor explained that the approach of providing support upfront had created more sustainable outcomes and as a result, less demand on the public purse for crisis spending. The Housing First programme has allowed people to sustain tenancies.
- Members noted that in terms of the economy, data on the full lockdown impact are not yet available. It was noted that of the indicators available, the movement of people in the city region suggests that the fall in travelling to workplaces is not as severe as in previous lockdowns. Unemployment claimant rates have now plateaued but there remains significant concern about the impact of the ending of the furlough scheme.
- In terms of Safer and Stronger Communities, as set out in the report, a Member asked what the Mayor can do to re-establish public confidence following the placement of GM Police in to special measures, for the region to have safe and strong communities in the post Covid world. In response, the Mayor explained that analysis was taking place into the root cause of GMP's performance. The cutting of 2000 GM Police front line staff after 2010 resulted in performance and capacity issues. These staffing reductions occurred at a time of significant

operation pressures which included fraud, terrorism and child sexual exploitation. The Mayor also highlighted that the implementation of these cuts resulted in the loss of higher numbers of experienced senior officers. In GM, 600 new police officers have now been recruited and there are plans to recruit a further 395 new officers. The Mayor highlighted that accountability is also needed to foster public confidence. For this reason, arrangements have been made for named, contactable neighbourhood police officers and community support officers.

- A Member highlighted the issue of food inequality across the conurbation. He suggested investment in food cooperatives to allow for food fairness in all neighbourhoods. In response, the Mayor highlighted the significant work taking place in districts to support these initiatives. The No Child Goes Hungry initiative provides access to food in school holidays and is supported by the Cooperative Group. It was noted that 600 prepaid food cards had been handed out to each borough. A food network in each borough will help to address food poverty. He highlighted the lobbying work taking place by Fans Support Foodbanks to influence the Government's Food Strategy. The call is for the right for food to be included in law. A paper on this matter is to be considered by GMCA on 12 February.
- A Member highlighted the need to meet GM residents' basic needs. The Member asked if there were any plans to unlock funds for local spending to support the local economy. The Member also raised the matter of digital inclusion for older residents and what can be done to help support their digital needs. In response, the Mayor highlighted how public procurement can support local businesses. He also noted discussion taking place at the GM Local Enterprise Partnership in relation to the creation of a local Amazon-style platform to signpost procurement to local suppliers. The Mayor noted work has taken place in relation to digital inclusion with the Disabled People's Panel and as part of the one-year Living with Covid plan. Discussion was continuing with major ICT providers and GM has an ambition for all GM citizens to have the capability to be online.
- A Member noted safety concerns raised by the TUC in relation to employees being asked to attend workplaces even if they are able to work from home. The Mayor noted that in the first lockdown a number of complaints were received from workers regarding their workplaces and were acted up on. The Mayor suggested that regulations need to be stronger and noted that the Health and Safety Executive should have greater involvement.
- In respect of the vaccination programme, a Member asked if there has been any noticeable number of people refusing vaccines and what work is taking place to address any misinformation relating to the vaccine programme. In response, the Mayor highlighted unfounded messaging in circulation regarding the vaccine. He added that there is evidence that take up in certain parts of the Asian and BME communities is potentially lower. Work is taking place to build up confidence in these areas and providing suitable information to support the vaccination programme. In addition, vaccine refusal data has been sought and an approach to reach these individuals, potentially through a GP call, is being considered.
- A Member welcomed that Manchester City Council recently became a Right to Food City and hoped that this approach becomes a GM-wide right. The Member also highlighted the excellent response from emergency services and

communities to support people affected by recent flooding. He extended an invitation to the Mayor to visit West Didsbury where flooding was particularly bad. In response, and accepting the invitation, the Mayor highlighted the important role of councils in responding effectively to emergencies, particularly at a time of challenge in terms of the pandemic and resources. He proposed that a representative from the Environment Agency also be brought to visit West Didsbury.

- A Member highlighted the importance of skills to create opportunities for GM young people. He also identified inequalities that have to be addressed, particularly the academic under performance of white young males from poorer areas. In response, the Mayor highlighted how the greater devolution of post 16 education will allow colleges to support links between education and businesses. A Greater Manchester Apprenticeships and Careers Service portal has been established to show opportunities. The introduction of free travel for 16-18-year olds also helps young people to access opportunities.

RESOLVED/-

1. That the progress made in the first quarter delivery and the overall progress of the Living with Covid Resilience Plan be noted.

E69/20 GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY - IMPLEMENTATION UPDATE AND 2021 PRIORITIES

Members received a presentation from the Portfolio Leader for Economy & Business, Cllr Elise Wilson, updating them on the implementation of the GM Local Industrial Strategy and setting out priorities for 2021.

In addition, the presentation gave an overview of the progress made in 2019 – 2020, the Impact of COVID-19, and thematic highlights and key actions.

It was noted that the Local Industrial Strategy (LIS) remains central to the economic response to the current economic crisis and long term plans for prosperity in GM and is supported by GM LEP.

Comments and questions raised: -

- A Member highlighted that the LIS should be viewed as joint work with the Government to support the economy and asked if the Government had offered any support to the LIS. The Member also enquired if local companies could use the employability programme. In response, it was noted that GM is committed to working in partnership with the Government on the LIS. This has included the joint Innovation Partnership on Healthy Ageing which has just met for the first time. It was also noted that local joint working is taking place with the Department for Work & Pensions. The requirement for businesses to have at least 30 Kickstart applicants in order to directly take part on the programme has been removed by Government, which will help smaller businesses.
- A Member asked if the halting of the Greater Manchester Spatial Framework (GMSF) will impact on the work and aspirations of the LIS. In response, it was noted that the ambitions of the LIS remain. It is crucial for space to be available for GM businesses to expand in to. It was noted that planning applications

continued to be received for business sites across Greater Manchester and that work is taking place at pace to develop a plan in both Stockport and the other 9 districts.

- A Member noted working pattern changes with more people home working. He suggested that the LIS can present opportunities but must be flexible to allow future changes to take place. In response, it was noted that plans needed to be able to be reviewed and refreshed in order for plans to remain relevant. A resilient approach is also needed to support life-long learning and for people to take advantage of new opportunities. The ambition to see all areas of the city region flourish remains and the towns and cities agenda continues to receive Government support.

RESOLVED/-

That the update on the Local Industrial Strategy be noted.

**E70/20 GREATER MANCHESTER PREPARATIONS FOR EU EXIT AND
UPDATED ANALYSIS ON POSSIBLE ECONOMIC IMPLICATIONS**

A report was presented by the Portfolio Leader for Economy & Business, Cllr Elise Wilson which provided Members with an update on the co-ordination of activities undertaken across Greater Manchester to prepare for the end of the transition period. The report gave an overview of Greater Manchester activity around the International Strategy and an EU funding update. Finally, the report included a detailed analysis of possible economic impacts arising from Brexit.

Comments and questions:-

- A Member highlighted that there was still no understanding of what will replace the Erasmus Scheme. The Member highlighted that GM is more reliant on exports to the EU than other parts of the UK and enquired what can be done to address this. The new requirement for documentary processes for exports was highlighted as having a negative impact for businesses. In response it was noted that the Growth Company and GM Chamber of Commerce continues to provide support for businesses.
- A Member asked if maintaining and growing the broad sectoral business base of the GM economy still a top priority. If so, how does this relate to the 8 priorities of the Implementation place – namely, trade investment international students, visitor economy, research partnerships, connectivity, reputation and promotion and city region diplomacy. In response, it was noted that the priorities referenced were still relevant and important to support the people of Greater Manchester and their employment opportunities. Part of this work includes attracting inward investment and the development of talent pipelines. It was also noted that the pandemic had shown the value of green spaces and local neighbourhood assets.
- A Member highlighted that in relation to the International Strategy, GM should be proud of its achievements. The digital platform to support Health and Social Care has been a key achievement. In addition, learning from other city regions and countries is something that GM must continue to do.

- A Member highlighted concerns in relation to the Shared Prosperity Fund. He asked if 2020 figures will be included in an updated future report. In response, it was noted that trading data from Office of National Statistics has a significant time lag and is over 12 months old. For this reason, the survey information provided by the Growth Company and GM Chamber of Commerce provides a valuable resource.
- A Member suggested that in relation to the Erasmus scheme, former overseas students that have studied in GM may be useful contacts to help support. The forging of relationships will be of benefit.

RESOLVED/-

1. That the work underway by the Greater Manchester Brexit Readiness Group to understand the impacts arising from EU exit and to coordinate responses across the city-region, as set out in the report, be noted.
2. That the work underway on the Greater Manchester International Strategy and ongoing partnership working with EU nations to develop Greater Manchester opportunities in the future, be noted.
3. That the update provided regarding EU funding sources, be noted.
4. That the refreshed economic analysis undertaken and possible implications for the Greater Manchester economy, be noted.

E71/20 REGISTER OF KEY DECISIONS

Members considered the register of key decisions.

RESOLVED/-

To note the Register of GMCA Key Decisions for the period 1 December 2020 to 28 February 2021.

E72/20 COMMITTEE WORK PROGRAMME 2020-2021

Members considered the Committee Work Programme which proposed future items to be scrutinised by the committee for the remainder of the municipal year.

RESOLVED/-

That the Committee Work programme be noted.

E73/20 DATE OF NEXT MEETING

RESOLVED/-

The next meeting of this Committee will be held on Friday 12 March 2021, commencing at 10:30 am, be noted. The meeting will be conducted by live web stream.

**GREATER MANCHESTER HOUSING PLANNING AND ENVIRONMENT OVERVIEW & SCRUTINY HELD
ON 4 FEBRUARY 2021, AT 18:00 VIA MICROSOFT TEAMS**

PRESENT:

Councillor John Walsh (Chair)	Bolton
Councillor Martin Hayes	Bury
Councillor Mandie Shilton Godwin	Manchester
Councillor Jill Lovecy	Manchester
Councillor Sharmina August	Salford
Councillor Charles Gibson	Stockport
Councillor Janet Mobbs	Stockport
Councillor Mike Glover	Tameside
Councillor Kevin Procter	Trafford
Councillor Amy Whyte	Trafford
Councillor Fred Walker	Wigan

OFFICERS IN ATTENDANCE:

Mayor Andy Burnham	GMCA
Mark Atherton	GMCA
Paul Morgan	GMCA
Kevin Lee	GMCA
Joanne Heron	GMCA
Jamie Fallon	GMCA
Jenny Hollamby	GMCA
Paul Harris	GMCA

HPE 261/20 APOLOGIES

Apologies for absence were received from Councillor's Paul Cropper (Bury), Linda Robinson (Rochdale), Liam Billington (Tameside).

HPE 262/20 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

There were no announcements or urgent business.

HPE 263/20 DECLARATIONS OF INTEREST

RESOLVED/-

No declarations of interest were received.

HPE 264/20 MINUTES OF THE LAST MEETING HELD 14 JANUARY 2020

RESOLVED/-

That the minutes of the meeting held on 14 January 2020 be agreed as an accurate record.

HPE 265/20 MAYORAL UPDATE

The Greater Manchester (GM) Mayor Andy Burnham provided a verbal update on the ongoing Covid-19 pandemic, and how GM was preparing to focus on a green recovery.

The following key points were highlighted:

- The GM Vaccination Programme was progressing well, and GM was on track to meet the 15 February 2021 deadline to vaccinate priority groups 1-4, with approximately 100,000 vaccinations taking place per week.
- The Mayor and Leaders felt that a national approach should be adopted after the current lockdown, moving away from the tier system previously adopted. A more phased, methodical, and consistent approach was needed.
- The Test and Trace system had improved, with support from the GM Contract Tracing Hub, GMFRS, and GMP to contact index cases. It was emphasised that the Test and Trace system would continue to play a significant role in navigating us out of the pandemic, alongside the GM Vaccination Programme.
- A special AGMA meeting was scheduled to take place on 12 February 2021, to consider the report on Places for Everyone: A Proposed Joint Development Plan Document of Nine GM Districts.
- It was envisaged that there would continue to be a need for an emergency response to housing, and in particular a response to homelessness, throughout 2021, given that the full economic impact of the crisis was not yet known, due to the Furlough Scheme, but it was predicted to be profound.
- There were significant challenges faced in supporting GM residents through the severe economic pressure, with many currently unable to access Government funding support. It was envisaged that there were approximately 200,000 residents in GM who were unable to access support, over three million nationally.
- The comprehensive response to homelessness which had been developed over a number of years in GM, meant that GM was well positioned to effectively respond to the additional challenges posed by the pandemic. It was confirmed that 520 people would be supported by A Bed Every Night (ABEN) provision that evening, with further people also being supported by local authority provision. It was noted that the 'Everybody in Scheme' was in a perilous situation, due to the volumes of people who required support.
- Alongside the emergency homelessness response, the Housing First Pilot was making good progress, now in year two of a three year programme. It was confirmed that to date, 191 people had been placed in permanent accommodation, sustained by 90% of tenants. GM was confident that it would meet the targets set by the end of the programme, at which point cross party support would be needed to demonstrate the value to Government.
- The Rough Sleeper Accommodation Programme had committed to creating 500 homes for rough sleepers by June 2021, with further schemes also underway such as the Castlefield Scheme, and Ethical Lettings Agency.
- The next stage of the homelessness response was to progress to a preventative phase, supported by the Homelessness Prevention Strategy, which would be subject to public consultation later this year. The positive developments already underway were highlighted including the launch of the Young People's Prevention Pathfinder in January 2021, which would aim to support 250 young people in 2021, who were at risk of homelessness.

- Wider plans were being developed which would support GM's green recovery, and the Mayor confirmed that GM was preparing to showcase the thinking at the UN Climate Change Conference UK 2021 (COP), which was due to take place in Glasgow, in November 2021. GM was aiming to achieve carbon neutrality by 2038, with work already underway with Electricity North West and Cadent on the decarbonisation of energy, however, regulatory support would also be required. GM's vision would include creating thousands of good quality jobs through the ambition to retro fits properties, including both homes and businesses. It was acknowledged that currently many peoples homes did not support good health, and were not sustainable, which must be addressed.
- It was confirmed that the Transport 2040 Strategy and Five Year Delivery Plan was recently endorsed by the GMCA. The document lays the foundation for 'Our Network' setting out the ambitions to develop a 'London style integrated transport system'.
- It was confirmed that the second tranche of schemes under the Transforming Cities Funding had recently been approved which included;
 - Up to £22m for Our Bus Network including a bus transit scheme, a new travel hub at Tyldesley,
 - Up to £27.8m for Our Rail Network, including a contribution towards the Network Rail project on Greek Street in Stockport, taking control of Horwich Parkway Station, and improving the accessibility at stations such as Swinton.
- The second consultation on the GM Bus system had recently finished, with responses currently being considered, with a view to progressing to a decision in the near future.

Members raised the following questions:

- Members welcomed the update and requested further information on the plans to support the recovery in town centres, which had been severely impacted by the pandemic. It was highlighted that recently a number of major high street retailers such as Debenhams had announced their closure.

The Mayor acknowledged the significant impact on town centres and hoped that in the future jobs may be created more locally, which may increase support for local shops. The Mayor referred to the Stockport Mayoral Development Corporation and felt that this was an option which local authorities must consider, with a view to developing high quality residential centres, given that there was significant demand from investors. It was highlighted that districts were beginning to kick start their regeneration such as the plans in North Rochdale.

- A Member explored whether further funding would be available in future to support the cycling and walking ambitions?

The Mayor advised that the Government had invested substantially in cycling and walking with GM securing 125% of their funding ask to support the development of Cycling and Walking schemes within the city region. It was felt that GM's success was partly due to substantial amount of work which had been undertaken to develop a healthy pipeline of projects, noting that GM was one of the largest capital projects in the UK. The aim was that by the end of 2021 there would be 50 new kilometres of segregated cycling provision in GM, so 2021 was expected to be a big year for delivery. In addition, a GM Bike Hire Scheme was expected to be launched in early Summer 2021, initially within the City Centre, in particularly around the Oxford Road area.

- A Member requested an update on the progress of the plans to improve the GM Bus System.

The Mayor informed Members that the latest consultation on the bus network had ended in January 2021, with responses currently being considered. It was acknowledged that the pandemic had significantly impacted on the bus market, along with all other transport modes, with the system currently being heavily subsidised by Government. It was envisaged that this support would be required for a considerable amount of time, with the way people travel potentially changed permanently.

The Mayor concluded that once TfGM had considered the responses to the consultation, a set of next steps would be developed, with a view to a decision being made in the near future.

- A Member raised concerns regarding the scale of the Green Homes funding, and whether it was sufficient.

The Mayor agreed that if GM was to create thousands of new jobs, there was a need to move quickly, to demonstrate to the rest of the world that there were investable propositions in GM. It was acknowledged that the current small-scale initiatives, and funding pots was not sufficient in terms of scale. It was confirmed that GM would be showcasing its ambitions at the COP, and work was underway with the supply chain and FE sector.

- A Member queried why the Mayor did not support a return to a tiered system following national lockdown, and how the GMCA was communicating their views with Government.

It was confirmed that the tier system created division, caused confusion amongst residents, and encouraged non-essential travel. It was noted that the spike in Liverpool in December 2020 was likely to link back to people travelling to the area to access the hospitality offer. Following the latest national lockdown, it was felt that a national approach where possible should be adopted, with the opening of schools on 8 March 2021, followed by the cautious reopening of other sectors.

The challenges around self-isolation were highlighted, with a cohort of people refusing to self-isolate as they were unable to access Governments support payments, or due to concerns around job security. It was felt that this needed to be addressed urgently by Government to support the reopening of the economy. The full economic impact was currently being masked by the Furlough Scheme, with significant concerns around what will happen when the scheme concludes. The potential for further increases in homelessness was noted.

- The expected economic downturn, and potential increase in homelessness was considered, and further information was requested in terms of GM's preparedness.

The Mayor commended the phenomenal work of the GMCA, community organisations, districts and other partners over the past 12 months, in knitting together the support on homelessness to put GM in strong position to meet the challenges exasperated by the pandemic. It was emphasised that demand was being closely monitored, with a number of residents still sleeping rough in GM (double figures), even given that districts had recently been offering cold weather accommodation.

It was felt the Secretary of State Robert Jenrick was personally committed to addressing the issue, and GM would be sharing the learning from the Housing First project, with a view to proposing changes to the system.

- A Member who works for the Manchester City Council Homelessness Team referred to the growing number of people affected by no recourse, and the impact on homelessness. It was noted that those affected can be deported if they are found to be homeless, so many are in hiding and will not come forward for support.

The Mayor confirmed that the Mayor's charity funds 60 beds for those affected by no recourse, however, it was acknowledged that this was not a sufficient response. The Mayor advised that this was a national issue which must be raised with Government, and agreed to liaise with City Mayor Paul Dennett who was the Portfolio Lead, with a view to mobilising a campaign on the issue.

- A Member requested further information on the advantages of the takeover of Horwich Parkway.

It was confirmed that it was a long-standing ambition in GM to take control of stations, so that they can be fully utilised for community and commercial purposes. It was highlighted that many were currently under used, uninviting, and not accessible to disabled users (up to half). The move would enable stations to be fully knitted into the community and open planning opportunities around them.

The future ambition was to gain more control of the rail network to support the introduction of tram train, noting that Government was supportive of the ambition to devolve arrangements further.

RESOLVED/-

1. That the update be noted.
2. That Members comments in relation to those affected by 'no recourse to public funds' be raised with the Portfolio Lead Paul Dennett for action.

HPE 266/20 GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY SCHEME

Members received a presentation from Mark Atherton, Executive Director, GMCA, which provided an update on the 'Green Homes Grant: Local Authority Delivery' scheme.

In July 2020, the Chancellor announced £2 billion of support through the Green Homes Grant (GHG) to save households money; cut carbon; and create green jobs. The GHG is comprised of up to £1.5 billion of support through energy efficiency vouchers; and up to £500m of support allocated to English Local Authority delivery partners, through the Local Authority Delivery (LAD) scheme.

It was advised that the GMCA, on behalf of local authorities was successful in receiving a £4.7m award as part of the Phase 1a of the Local Authority Delivery Scheme which aims to raise the energy efficiency of low income and low EPC rated homes (those with Band D,E,F or G) including

those living in the worst quality off-gas grid homes, delivering progress towards reducing fuel poverty, the phasing out the installation of high carbon fossil fuel heating and the UK's commitment to net zero by 2050. It was noted that EPC 'D' rated properties could also be included as long as they are not the focus of the bid. The Scheme was available to households with an annual income up to £30,000.

It was confirmed that a multi-faceted approach to marketing was being adopted through local news releases, Social Media, websites, and the circulation of 40,000 promotional letters and leaflets posted to targeted addresses across GM. To date, 1,501 enquiries had been received, with more than 455 households qualifying for support currently. It was noted that currently installations figures were low as expected, with a view to ramping up delivery for completion by the end of March 21.

It was confirmed that the GMCA had recently secured £5.6m share of £127m under Phase 1B, and would continue to work with Eon, with delivery from April 2021 - December 2021. Phase 2 was being co-ordinated by Local Energy North West, with £52m available for the North West. GM was eligible for a share of £17.8m, to support 1,580 homes (November 2021 – December 2022). If successful, GM would continue to work with Eon but would also work with the North West Energy Hub to develop a dynamic purchasing system, which would be available to all north west local authorities, which would give access to the scheme to a significantly higher number of smaller suppliers. In terms of economic value, it was envisaged that Phase 2, would equate to the creation of 425 new jobs within the construction trade. Unfortunately, it was envisaged that there would be less opportunity in Phases 1A and 1B, to create new jobs, with many contractors expected to upskill their current workforce.

In terms of the workforce and skills implications, Members were advised that work was underway with the GMCA Skills Team to capture the views of the market, with the intention to launch a programme on Green Skills in April 2021.

Members raised the following questions:

- A Member felt that the stop, start approach to funding, was hindering progress on the agenda. Further information was requested in relation to the arrangements in place to ensure that the existing workforce would be up skilled.

It was acknowledged that longer term funding mechanisms was needed to encourage businesses to invest in their workforce. It was advised that the challenges were understood by the BAES Minister, and technical colleagues, but the challenges faced by the Treasury in responding to current crisis was acknowledged. It was felt that Local Authorities were best placed to deliver the schemes, as opposed to the significant investment in a national scheme adopted by Government.

Members were advised that the Growth Company were supporting the supply chain to gain the required accreditation, so that they can bid into the scheme, which would also drive the quality of staff. Opportunities to link the supply chain with FE providers was being explored.

- A Member requested further information on the eligibility criteria and the income cap up to £30,000. Has a single and couples cap been explored?

The restrictive nature of the eligibility criteria was acknowledged, however, it was confirmed that the eligibility criteria was set by Government.

- A Member referred to information in the press regarding the national scheme and the challenges experienced by contractors around payment.

There was concern that the feedback about the national scheme could impact on the local Scheme, and work was underway with districts, and residents to encourage uptake.

- How much would an air source heat pump cost for a three bedroom house?

It was confirmed that there were a number of primary measures which could be selected, with very few requiring the installation of a heat pump. It was advised that the only way to drive down the cost of heat pumps was to increase the number purchased, and Government was hoping to rapidly increase uptake from 40,000 heat pumps per year, to 600,000 to drive down cost.

- The Chair welcomed the update and requested a further update in the future as appropriate. Members were advised to submit any suggestions in relation to marketing to officers.

RESOLVED/-

1. That the update be noted.
2. That a further update be submitted for consideration by the Committee as appropriate.

HPE 267/20 BIOWASTE MANAGEMENT STRATEGY

Paul Morgan, Head of Commercial Services, GMCA, provided an overview of the report which set out the steps required to develop a strategy to manage kerbside collected biowaste from across the conurbation, in light of the potential service changes arising from the implementation of the English Resources and Waste Strategy.

To prepare for the changes, which included the requirement to collect food waste separately to garden waste on a weekly basis, the GMCA had commissioned research to assess the implications of this proposal on waste and collection and treatment across GM. The initial findings anticipated a 36% increase in collections vehicles, with dry anaerobic digestion proving most effective in terms of carbon savings.

It was envisaged that the new requirements would see costs increase significantly, however, the Government was committed to meeting the costs through the Burdens Budget. Defra was also comfortable with allowing an 8 year transition period, to enable the current contracts to play out, and decisions to be made in terms of next steps.

It was confirmed that in order to develop the strategy, GMCA must understand Government's position on food and garden waste collections, which would not become clear until late 2021, which did not allow sufficient time to make changes within the lifetime of the current non-Suez biowaste contracts.

In this case, Members were advised that approval was being sought to enable the procurement process for the biowaste treatment packages to progress under the existing framework, as soon as possible, to provide additional time to implement the Biowaste Strategy, and secure market capacity for a period when demand may increase significantly. The process was expected to commence in mid-February 2021, with tender responses anticipated in March 2021, with a view to making contract awards in late March 2021.

Members raised the following comments and questions:

- A Member requested further information in relation to the rationale for weekly collections.

It was confirmed that Government was seeking to implement weekly food waste collections as it was shown to capture more material by the Waste and Resources Action Programme. It was felt that this analysis was flawed and required further investigation in order to understand the full picture and whether this was the best approach.

RESOLVED/-

That the update be noted.

HPE 259/20 WORK PROGRAMME

Joanne Heron, Statutory Scrutiny Officer, introduced the Work Programme for consideration, and it was agreed that the work programme would be updated to reflect the discussions at the meeting. Any Member suggestions should be submitted to Officers for inclusion.

RESOLVED/-

1. That the Work Programme be noted.
2. That the Work Programme be updated to reflect the discussions at the meeting.

HPE 260/20 REGISTER OF KEY DECISIONS

RESOLVED/-

That the Register of Key Decisions be noted.

DATE AND TIME OF NEXT MEETING

Thursday 11 March 2021 at 6pm via Microsoft Teams Live.



Policy Overview & Scrutiny Committee

GM Minimum Licensing Standards

Report of Executive Member for Neighbourhoods

Officer contact: John Garforth – Trading Standards & Licensing Manager

Ext. 5026

15th June 2021

Executive Summary

This report covers the findings of the Greater Manchester consultation relating to Minimum Licensing Standards for Private Hire and Hackney drivers, vehicles and operators.

Recommendations

That Members:

- 1) Note the findings of the GM consultation

GM Minimum Licensing Standards and Clean Air Plan Consultations

1. Purpose of the report

- 1.1 The purpose of this report is to inform Members of the findings of the consultation on Greater Manchester's Minimum Licensing Standards which closed in December 2020. It also discusses some of the local impacts of any future policy.

2. Introduction

- 2.1 Hackney and Private Hire services are a hugely important part of the transport sector. Collectively, they provide more journeys for residents and visitors than Metrolink or local rail, and they represent a significant part of the economy, employing over 20,000 people across the city region.

- 2.2 Minimum Licensing Standards (MLS) for all GM local authorities represent a means of achieving a range of shared goals, including:

- improving public safety;
- helping deliver clean air and reducing carbon emissions;
- supporting the locally licensed hackney and private hire trades; and
- complying with the Governments statutory guidance on safeguarding.

- 2.3 Overall, the GM approach looks to provide:

- the public with safe, visible and high-quality hackney and private hire services
- the hackney and private hire trades with clarity over what the required standards will be over the long term, and through the GM Clean Air Plan, with unprecedented investment to help renew the fleet
- local authorities with the continued regulatory role in relation to driver, vehicle and operator licensing whilst retaining scope to exceed the MLS as agreed locally by elected members.

- 2.4 The proposed minimum licensing standards cover four main areas:

Drivers: Common standards of DBS checks, medicals, local knowledge, English language proficiency, driver training and dress code.

Vehicles: Vehicle emission standards of Euro IV for petrol engines and Euro VI for diesel from 2021 with an ambition to zero emission capable vehicles by 2029. Age policy of under-five at first licensing and licensed until ten years old. All hackney carriages to be black and private hire vehicles white. Hackney

carriages to be all wheelchair accessible. Common livery, CCTV in vehicles and other design and licensing requirements.

Operators: Private hire operators and base staff to have basic DBS checks. Updated conditions and record keeping requirements.

Local authorities: Common timescales for submitting applications and receiving granted ones. A common enforcement approach and a framework to which fees will be set.

Roadmap to zero emission capable vehicles (ZEC): GM is also proposing a road map to reducing harmful vehicles emissions with the aim of a entirely Zero emission capable fleet by 2029. This will support the city regions Clean Air Plan to reduce harmful nitrogen dioxide emissions. The Government has announced plans to ban the sale of petrol and diesel vehicles from as early as 2032. The proposed timetable to move to a ZEC fleet is as follows:

2025 – All new to licence vehicles need to be ZEC

2028 – All licensed vehicles need to be ZEC

2029 – an entirely ZEC Taxi/PHV fleet across GM

- 2.5 Securing these ambitions will require a rolling, progressive programme of reform, with several elements to be designed, developed, agreed and implemented over time.

3 Consultation Findings

- 3.1 A consultation on the GM Minimum Licensing Standards took place between October and December 2020. In total nearly 1700 responses were received with 59% of responses being from the public, 21% from private hire drivers and 14% from hackney drivers. A presentation will be given to Members on the headline findings.
- 3.2 In terms of the proposed driver standards 94% of the public agreed with the proposals which, given that they are about public protection, is a substantial endorsement. In contrast, 58% of hackney drivers and 57% of private hire drivers agreed.
- 3.3 In relation to vehicle standards 88% of the public responses were supportive whilst CCTV and accessible vehicles were all supported by the public. Overall, only 23% of hackney and 24% of private hire drivers agreed. This figure changed when the drivers leased vehicles (37% and 22% respectively).
- 3.4 For operator standards 94% of the public responses were in favour and 67% and 65% for respective hackney and private hire drivers agreed.

- 3.5 Overall findings on the timetable for implementation of whatever policy is finally agreed was positive with 84% of the public agreeing and looking forward to improved standards. Most drivers (76%) disagreed with the timetable but this reduced to 56% when they rented or leased a vehicle.
- 3.6 Officers are currently working through the proposals and consultation responses in order to make future recommendations and recommend a new table later in the year. Further reports will be brought before Members for discussion and decision.

4 Legal Services Comments

- 4.1 Under section 47(1) of the Local Government (Miscellaneous Provisions) Act 1976, the Council may attach such conditions to the grant of a hackney carriage vehicle licence as the Council considers to be reasonably necessary. Under section 48(2) of the Act, the Council may attach such conditions to the grant of a private hire vehicle licence as they may consider reasonably necessary. Case law has confirmed that it is not unlawful to have a vehicle age policy, provided that the Council continues to consider each application on its individual merits and does not fetter its discretion. Any person aggrieved by any conditions attached to a hackney carriage or private hire vehicle licence may appeal to the magistrates' court.
- 4.2 Under section 51 of the Act, the Council may attach such conditions to the grant of a private hire vehicle driver's licence as the Council considers to be reasonably necessary. Under section 55 of the Act, the Council may attach such conditions to the grant of a private hire operator's licence as the Council considers to be reasonably necessary. Any person aggrieved by any conditions attached to a private hire vehicle driver's licence may appeal to the magistrates' court.
- 4.3 Under section 57 of the Act, the Council can require an applicant for a licence under the Town Police Clauses Act 1847 (in respect of hackney carriages) or the Local Government (Miscellaneous Provisions) Act 1976 (in respect of private hire vehicles and private hire operators) to submit such information as they may reasonably consider necessary to enable them to determine whether the licence should be granted or whether conditions should be attached to any such licence. Any person aggrieved by the refusal to grant him a licence may appeal to the magistrates' court. (A. Evans)

5 Co-operative Agenda

- 5.1 The licensing process is in place not only to protect the public but also to support and where necessary regulate businesses within the Borough.

6 Environmental and Health & Safety Implications

- 6.1 None

7 Equality, community cohesion and crime implications

7.1 None

8 Equality Impact Assessment Completed?

8.1 No

9 Key Decision

9.1 No

10 Key Decision Reference

10.1 N/A

11 Background Papers - None

12.1 **Appendices - None**

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Report to Overview and Scrutiny

Covid-19 Recovery Plan 2021 – 2022

Portfolio Holder:

Councillor Shah, Leader of the Council and Cabinet Member for Economic and Social Reform

Officer Contact:

Rebekah Sutcliffe, Strategic Director of Communities & Reform
Shelley Kipling, Assistant Director Communications, Strategy and Performance

Report Author: Jonathan Downs, Corporate Policy Lead

15.06.2021

Summary

Oldham's current Corporate Plan expired in December 2020. Work to refresh Oldham's Corporate Plan was due to be completed by summer 2020, however, the impact of the COVID-19 pandemic meant that this was no longer viable. Instead, it was agreed at Cabinet that a COVID-19 Recovery Strategy would be developed, acting as an interim Corporate Plan until at least September 2022.

Recommendations

To provide feedback on the Covid Recovery Plan.

COVID-19 Recovery Strategy 2021 – 2022**1 Background**

- 1.1 Oldham's current Corporate Plan expired in December 2020. Work to refresh Oldham's Corporate Plan was due to be completed by summer 2020, however, the impact of the COVID-19 pandemic meant that this was no longer viable. Instead, it was agreed by SMT, Leadership and ultimately Cabinet, that a COVID-19 Recovery Strategy would be developed, acting as an interim Corporate Plan until at least September 2022.
- 1.2 As a Co-operative Council, Oldham is committed to tackling the impact of COVID-19, protecting our most vulnerable residents and communities. The steps we are taking to tackle the pandemic and the subsequent recovery planning aim to support people across the borough, especially those groups who have been most impacted.
- 1.3 Building on the learning so far and the anticipated events to come, we have developed a comprehensive Recovery Strategy, which will help shape our approach and vision for Oldham over the next 18 months. We do this whilst we continue to respond to an ongoing critical incident.
- 1.4 Our objectives and approach to the Recovery Strategy are rooted in our vision, the Oldham Model, ensuring as we adapt to a changing world that we remain focused on building thriving communities, an inclusive economy and to deliver co-operatively.

2 Current Position

- 2.1 To develop the new COVID-19 Recovery Plan priorities, consultation has taken place at Directorate Management Team Meetings (DMT), with Cabinet Members individually, through a workshop at SMT and through early engagement with overview and scrutiny.
- 2.2 The draft update of the Recovery Plan is attached at **Appendix 1** for comment and approval, prior to progressing to Cabinet and Council. Key priority areas in the plan are:
 1. **Driving equality:** Oldham is rich in diversity with a wealth of people from different backgrounds and cultures living and working together. However, we know that there are groups who are more likely to face inequality and discrimination than others. As we recover from the impact of COVID-19 it is critical that we tackle inequality and discrimination head on. We will continue to identify and mitigate the equality impacts caused by the pandemic, informing our recovery planning through lived experience.
 2. **Investing in quality housing:** Poor-quality housing has a profound impact on health. The condition of homes, insecure tenure, and wider neighbourhood characteristics all have a considerable effect on health and wellbeing. Groups in the population who are more likely to live in poor housing are often the same groups who are vulnerable to COVID-19 and other health conditions. To tackle this, we will improve housing quality, while bringing forward significant investment in new and affordable homes.
 3. **Championing a green recovery:** In Oldham, we want to respond to the impacts of Coronavirus in a bold and ambitious way. We want to use this as an opportunity to stimulate a green recovery that accelerates our ambitions around reducing the borough's carbon footprint and protecting our parks and greenspace for residents to enjoy.

-
4. **Creating and protecting jobs and supporting businesses:** Many businesses, especially across hospitality and retail, have been impacted by the COVID-19 pandemic, with repeated forced closures due to national and local lockdowns. We will continue to create good jobs for our residents, while supporting local businesses to restart and recover from the effects of the pandemic.
 5. **Prioritising education and skills:** The COVID-19 pandemic has had a huge impact on education and skills, with many young people needing support to 'catch up' in learning after several months of lockdown. We will work with schools and colleges to support children and young people to catch up and succeed in learning. We will also prioritise training for adults who have been made redundant, helping them retrain and secure employment.
 6. **Promoting health and wellbeing and supporting the most vulnerable:** We will continue to promote and improve the health and wellbeing of our communities, contain the spread of COVID-19 locally and target action to protect our most vulnerable residents and communities.

2.3 Each of these focus areas will form a key strand of the COVID-19 Recovery Plan, with individual actions attached to each priority area. The Plan will reflect the difficult and challenging times ahead and the opportunities that are arising as we recover from the pandemic as Team Oldham. The Plan will also set out how we can embrace the 'new normal' to build a stronger local economy, increase community resilience and public participation, support our local health system, and support our most vulnerable residents.

3.0 **Monitoring the Recovery Plan**

3.1 The Council's annual business planning process is the mechanism through which we will assure delivery against the Recovery Plan actions. Quarterly reporting via the Corporate Performance Framework will be provided against identified actions. In addition, our Corporate Performance Framework will be redeveloped to ensure oversight of the key performance metrics relating to our agreed priorities as well as to ensure effective service delivery of business as usual activity. An annual performance report detailing progress against the Recovery plan priorities will be produced.

3.2 To ensure continued oversight of delivery and performance against our six agreed priority areas, we will schedule focused Leadership sessions on each over the coming months.

3.3 Following Full Council approval, we will launch the Covid-19 Recovery Strategy, ensuring the priorities are embedded across Team Oldham. This will include creating a full communications and engagement programme, both within Team Oldham, with stakeholders and residents. We will also create an online tool to regularly update on progress.

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Foreword by Dr Carolyn Wilkins, Chief Executive Oldham Council and Accountable Officer Oldham Clinical Commissioning Group

Delighted to be sharing our Covid Recovery Strategy – our clear plan for delivery over the next period.

The last year has been incredibly challenging it has shown what the public sector, working closely with its communities, can achieve. Together Oldham has shown the strength of its commitment, its resolve and its undeniable sense of teamwork.

Oldham has been at the heart of our response – delivering care and support to those who need it, as well as leading local testing, tracing and, most recently, the roll out of the Coronavirus vaccination programme. We have created new teams and services and reshaped others. Our helpline and door-to-door engagement teams have offered support to many thousands of residents and we have administered financial grants and advice to thousands of local businesses.

Alongside this we've continued to deliver other vital services – from health visiting to social care and from youth services to bin collections, our teams have continued to do what needed to be done. Throughout the last year we have been all too aware of the impact the pandemic was having on local people's health, their jobs, education, and finances. Alongside our response we have been planning for recovery; thinking about what more we can do to make things better for local people and businesses.

This plan allows us to look beyond the current pandemic, to restate our ambition, establish our priorities and drive forward with a relentless focus on delivery for Oldham and its people.

Word by Councillor Arooj Shah, Deputy Leader and Cabinet Member, Covid Recovery

Last year has been a tough one for our borough and its people. Covid-19 has hit Oldham hard. Many of us have lost loved ones, and seen others seriously ill or with long-term complications from Coronavirus. We also know that it has hit some of our areas and some of our communities much harder than others due to the existing inequalities in health, in income and in opportunities.

Oldham was the first Council in the country to appoint a Cabinet Member for Covid Recovery back in May 2020. At the time of accepting the role I had no idea that a full year later we would still be in the midst of the pandemic, but we are now facing the need to deal with the very real long-term impacts that Covid-19 has had on local people's physical and mental health, their finances, local jobs and businesses and the education of our children.

Our strategy is about acting quickly to do exactly that. While we are still responding to the very real challenges of managing a pandemic we have also established and will deliver against the key things needed to give Oldham the chance to recover as quickly as possible. And we'll do this while always acknowledging that the situation is not the same for everyone. Some will need more help than others.

It would be easy to reflect simply on the challenges but we have so much to be hopeful about and thankful for. Most of all, the amazing response of our communities over the last year. As a borough we have pulled together – helping friends, family and neighbours, building stronger relationships in our communities and creating a legacy of care and understanding that will last way beyond this pandemic.

Oldham has come together – local people, businesses, the voluntary and community sector and public services – to support and care for each other like never before. Thank you so much for playing your part.

What you told us

To help us build this plan we asked Oldham residents to tell us their experiences of the pandemic, their thoughts and hopes for the future and to help us set priorities for Team Oldham for the next 12-18 months.

In February 2021 we carried out an online survey of more than 600 Oldham residents and throughout March held focus groups with parents of school aged children, black and minority ethnic residents (who were underrepresented in the survey), and business owners.

We asked residents to talk to us about the ways that Covid-19 had impacted their lives and the level of concern they continued to have about the pandemic. The real-life impacts were stark.

83% of residents told us they continued to be worried about Covid-19.

84% had been affected by social isolation and 77% felt their mental health had been affected. This rose to 88% among informal carers and 89% among parents of school-aged children. 88% of parents we spoke to were concerned about the impact the pandemic was having on children's mental health.

85% of parents were worried about the impact Covid-19 had on their children's education.

86% felt their ability to meet their caring responsibilities had been affected. This rose to 95% of informal carers.

85% felt their physical health had been affected, 66% had medical appointments cancelled or rescheduled and 70% say they had ignored other health concerns because of Covid-19.

What you told us, continued

44% told us their work or employment situation had been directly affected, rising to 90% among business owners.

44% said their overall finances were affected. In 30% of families we spoke to someone had lost their job, 56% said they or someone in their family had been furloughed.

42% said they needed financial support throughout the pandemic and 30% needed to borrow money at some point. 45% of residents we spoke to didn't feel or were uncertain they would financially recover from the pandemic.

89% of people had been forced to isolate, rising to 77% among parents of school-aged children.

We asked local people what we should focus on to make sure we boosted the recovery of the borough. We offered a list of suggestions to prioritise and also offered the opportunity to identify any additional priorities they felt were missed.

Overwhelmingly they told us that the number one priority should be to prioritise those most in need. They felt having safe and decent homes and providing easy access to parks and green spaces were also important.

In addition, 24% felt we should support communities and / or tackle deprivation, 30% wanted us to prioritise them being able to safely spend time with family and friends or to access leisure and travel and 19% felt we should support local businesses.

Impact of Covid-19 in Oldham

At the time of writing, the Covid-19 crisis is still ongoing.

Many of Team Oldham's services have been affected due to Government restrictions, increases in service demand and staff being redeployed to help combat the impact of the pandemic. However, one thing is clear from the emergency response work - many of the challenges we have responded to during the pandemic existed before Covid-19, although in many cases these challenges have been exacerbated by the virus.

Oldham is home to a diverse range of people. This diversity is a strength, to be valued and promoted. However, as the pandemic has progressed, research has shown that some people across our communities are more at risk of becoming ill if they come into contact with the virus. Specifically those residents who are over the age of 70 years, clinically extremely vulnerable due to a pre-existing medical condition, are from a Black, Asian or minority ethnic background, living in a care home or working in a job where they have greater contact with members of the public such as a nurse, taxi driver or security guard. In Oldham 17,589 residents were identified as being clinically extremely vulnerable and are being asked to shield. We continue to work across Team Oldham to mitigate and reduce the inequalities that exist in our communities including: health and wellbeing, economic prosperity, education, and service access and delivery.

According to our Covid-19 Resident Survey, the pandemic has also had a major impact on social and community cohesion. The virus has brought loneliness, anxiety, financial insecurity, isolation and exclusion. Some residents will, for the first time, need to navigate the benefits system. Families have been bereaved and some individuals are dealing with the long-term medical implications of having had the virus. Many have lost their jobs or face future financial difficulties, while key sectors of our economy have been severely impacted.

Impact of Covid-19 in Oldham, continued

g into the pandemic, one in three households had at least one major housing problem relating to overcrowding, damp, mould, noise, safety, accessibility or poor-quality housing. The pandemic has highlighted the health implications of housing. Poor housing conditions such as overcrowding and high density are associated with greater spread of the virus, and people have had to spend more time in homes that are overcrowded, damp or unsafe. The economic fallout from the pandemic is expected to lead to an increase in evictions across the private rented sector, further exacerbating the challenges already faced across Oldham.

As we continue to help and support our communities and businesses, Oldham Council is also working towards a cleaner and greener borough. One thing Coronavirus has shown us is there are solutions to the climate change emergency. Carbon emissions fell dramatically in spring 2020 as people moved to working from home, resulting in significant improvement in air quality. Lockdowns and social distancing restrictions have also meant more residents have explored our green spaces as they've had to stay local to get fresh air and exercise. Cleaner air quality, better water, effective waste management, and enhanced biodiversity protection not only reduce the vulnerability of our communities to pandemics and improve resilience, but have the potential to boost economic activity, generate income, create jobs and reduce inequalities.

Businesses have reported significant stress as a result of the pandemic and contain measures, including decreased sales, cashflow issues and less than six months sustainability. Many are increasingly reliant on Government support. Before additional Covid-19 restrictions were in place, in Oldham we saw unemployment claimants almost double from 6,545 in March 2020 to a total of 14,015 at peak in September 2021. The end of Government support measures including furlough in September 2021 and the start of interest payments on business loans is likely to lead to further economic challenges across Oldham.

Impact of Covid-19 in Oldham, continued

Young people, the Covid-19 crisis has caused considerable disruption to education and employment, impacting mental health and reduced disposable income. But the main challenges for children's services are yet to come as children return to school, and as the full, long-term impact of the pandemic becomes apparent, we anticipate a significant increase in demand for everything from universal support services through to urgent child protection responses. We will also be working closely with schools to support children as they return, putting children's needs at the heart of our recovery.

Over the next six months Covid-19 continues to pose a very serious threat, compounded by the additional challenges faced as restrictions start to be relaxed. We need to learn from the lessons of this last year in how to safely reopen our society and economy and continue to suppress the virus. The containment measures we put in place are crucial to doing this.

Oldham Model – our vision for the borough

As we recover from the pandemic, the Oldham Model continues to provide our vision for the borough – a vision that Team Oldham shares with our wider partners across the borough. It outlines the shared goals of:

an inclusive economy, where everyone has a fair chance to improve their living standards, wages and skills.

co-operative services, underpinned by collaboration, integration and innovation, that improve outcomes for residents and create effective and seamless services; and

thriving communities, where people have the power to be healthy and happy and can make positive choices about their lives



Priority Areas

strategy builds on the work already happening across Team Oldham to recover from the impact of the pandemic and will form the basis of our work as we start to transition from crisis support to recovery.

Recovery Strategy shows how Team Oldham will prioritise services and initiatives to build a stronger borough, helping our communities and economy recover.

strategy therefore sets out how we will help residents and businesses to get through these tough times, either directly, or by signposting to where support is available across Team Oldham.

Over the next 12 months to 18 months and, based on feedback from our residents and supported by data analysis, it includes six key themes:

- Driving Equality
- Investing in Quality Housing
- Championing a Green Recovery
- Creating and protecting jobs and supporting businesses
- Prioritising education, skills and early years
- Promoting health and wellbeing and protecting the most vulnerable

COVID Recovery Plan 2021-2022

We will continue to identify and mitigate the equality impacts caused by the pandemic, informing our recovery planning through lived experience.

We will continue to promote and improve the health and wellbeing of our communities, contain the spread of COVID-19 locally and target action to protect our most vulnerable residents and communities.

Promoting health and wellbeing and supporting the most vulnerable

Driving Equality

Investing in quality housing

We will improve housing quality, both in and outside of the home, while bringing forward significant investment in new and affordable homes.

Team
Oldham

We will work with schools and colleges to support children and young people to catch up and succeed in learning. We will also prioritise training for adults who have been made redundant, helping them retrain and secure employment.

Prioritising education, skills and Early Years

Creating and protecting jobs and supporting businesses

Championing a green recovery

We want to use this as an opportunity to stimulate a green recovery that accelerates our ambitions around reducing the boroughs carbon footprint and protecting our greenspace for residents to enjoy.

We will continue to create good jobs for our residents, while supporting local businesses to restart and recover from the effects of the pandemic.

Living Equality – The Context

As we recover from the impact of Covid-19 it is critical that we tackle inequality and discrimination head on. The pandemic has exacerbated many pre-existing inequalities, including health and financial inequalities.

The Marmot review 'Fair Society, Healthy lives' demonstrated how health inequalities are affected by a wide range of social and economic factors including where we live, our housing, our income, the environment, our relationship with the local community and the lifestyle choices we make.

People living in deprived areas and in the lowest income group are much more likely to have a reduced life expectancy and a poorer health outcome than more affluent people.

Public Health England (PHE) have found older people, males, those living in deprived areas, and those from Black, Asian and Minority Ethnicities (BAME) are at increased risk of poor outcomes.

Oldham has a significant proportion of wards within the most deprived 10% or 20% in England on almost all of the measures within IMD.

The Northern Health Science Alliance has found that 12.4 more people per 100,000 population have died with COVID-19 in the North from March to July than elsewhere in the country, with 57.7 more people per 100,000 dying of all causes.

COVID-19 has also resulted in a further deepening and widening of poverty in the borough. Unemployment rates have doubled since March and rates are highest in our most disadvantaged communities. We are especially concerned about the rise in youth unemployment; now approaching 16% borough wide in some hotspots, within our poorer wards as high as 37%.

Child poverty has increased over the past five years with 38% of children in Oldham live in poverty, the worst in Great Britain (18.4% average).

Inequalities are also experienced in how people are treated – in the assumptions that are made; the language that is used; the way we communicate; and how services are designed and accessed.

ing Equality – over the next twelve months we will:

Enable those adversely impacted by COVID-19 to access the help they need –

- Continue to identify, monitor and codevelop solutions to mitigate the impact of Covid-19 on our communities through the work of the Equality Advisory Group and our partners.
- Increase the number and quality of the services available online, making them easy to access for everyone.
- Target support to our most vulnerable residents, supporting residents based on need through our place-based approach.
- Support sustainability across the VCSFE sector, working as a system to explore how we do this.
- Target prevention, earlier intervention and support services to those most at risk of homelessness, working towards ending rough sleeping in Oldham.

Reduce inequality and build resilience across Oldham's communities –

- Deliver our Equality Strategy, working with partners and communities to make Oldham a fairer place for everyone.
- Increase the uptake of, and reduce inequalities in access to vaccination and screening programmes, including the Oldham Health Check and Covid vaccination programme.
- Improve mental health and wellbeing services, strengthening support for people at risk of emotional or mental health issues, including embedding mental health support for children and young people across children's services and educational settings.

Reduce poverty and help people get back on their feet –

- Continue to tackle the symptoms and causes of poverty across the borough, including funding a Poverty Truth Commission, to develop new ways to help people who are struggling.
- Refresh and update the Business Growth & Investment and Work & Skills strategies to provide an economic recovery roadmap that aligns with Covid-19 Recovery Plan and Poverty Strategy.
- Bring together financial support and debt advice services to make it easier for people to access the support they need.
- Improve people's access to good quality, affordable food by improving provision across the borough.
- Fund Citizens Advice, to help people access the support they're entitled to, and campaign to protect the £20 per week rise in Universal Credit.

Invest in Quality Housing – The Context

Around one million owner-occupied homes in the North now fail to meet the Decent Homes Standard in addition to 354,000 private rented homes.

There is a positive correlation between rates of Covid infection and both overcrowding and population density.

Public Health England (2020) found that issues of overcrowding and poor housing conditions contributed to an increase in cases amongst members of BAME communities.

The National Housing Federation (2020) indicated in June that 31% of adults in the UK had experienced mental or physical health problems during lockdown linked to limited housing space. 30,000 private renters – who were not in arrears prior to the pandemic – having fallen behind on rent (Shelter, 2020). As of May 2020, 39% of private renters now claim housing benefits (ibid.), with new research revealing that Universal Credit claimants are now more likely to be owner-occupiers and not from the PRS than from social housing (Edmiston et al., 2020).

There is an increase in energy use, due to more people spending more time at home. These costs are causing increased anxiety to a wider range of households.

Households feel financially insecure and renters feel insecure in their tenancies.

Work in Quality Housing – over the next twelve months we will:

Build more affordable homes -

- Speed up Council homebuilding, starting to deliver new homes in the town centre.
- Work with Registered Providers (RPs) across the borough to help deliver a minimum of 25% affordable homes.
- Work with RPs to accelerate and encourage Pathways to Ownership and Affordable Rent homes.
- Work with Children's Social Care to improve housing / semi-independent living provision for young people aged 16+ and care leavers.
- Make available a range of supported accommodation for people with learning disabilities, reflecting different levels of need.

Improve the quality and condition of existing homes -

- Use the learning from our recent 'Empty Homes pilot' to put in place an improved scheme to tackle empty homes
- Commission a private sector stock condition survey for Oldham which will highlight areas for improvement.
- Expand the award-winning Warm Homes Oldham service to keep people warm, safe and independent in their own homes and reduce demand for health and social care services.
- Review and agree selective licensing area scope following consultation.
- Focus on improving private sector housing/empty properties and enforce to habitable standards.
- Implement a new 'Private Tenants Charter', outlining what tenants can expect from us as their landlord and what we expect from our tenants.

Support rough sleepers into permanent accommodation -

- Ensure the increasing numbers of people needing help because of actual or threatened homelessness receive a good standard service and help into a long term home.
- Publish a temporary accommodation strategy for Oldham – this includes bringing online the Council's own TA provision as well as leased accommodation (moving away from hotels, B&Bs and other nightly paid provision).
- Under our Corporate Parenting obligations deliver on our commitment to ensure Children Looked After 16+ and Care Leavers under the age of 25 remain in 'Priority Need', never letting them become 'Intentionally Homeless'.
- Deliver A Bed for Every Night to reduce Rough Sleeping and provide the support people need to move into secure homes

Championing a Green Recovery – The Context

Championing a green recovery is not only to ensure that we meet our climate change commitments but also to ensure we realise the opportunity to make Oldham a green, healthy, fair, inclusive and socially just borough where everybody can thrive.

Communities have suffered during this period of economic hibernation caused by local and national lockdowns and we need to ensure that we secure a recovery that delivers sustainable growth for our residents.

The only way to deliver sustainable long-term growth is to ensure that that growth is part of a transition to a decarbonised economy. Only growth that sustains industries that have a future will deliver the long-term jobs and investment that our communities need.

Nearly 700,000 direct jobs could be created in England's low-carbon and renewable energy economy by 2030, rising to more than 1.18 million by 2050. We need to think about how we support Oldham residents into those jobs and secure investment in the critical infrastructure to make the transition across Greater Manchester, empowering and resourcing communities to tackle issues such as poor air quality and congestion is also vital to achieving our climate goals.

Net zero represents a once-in-a-generation opportunity to upgrade England's poorly performing housing stock. Net zero's potential to improve the lives of people will only be maximised if policy makers view the programme as a wider opportunity to undertake holistic improvements to our housing stock.

Championing a Green Recovery – over the next twelve months we will:

Providing well maintained, accessible outdoor space for people to enjoy -

- Progress our Local Plan to identify, protect and enhance the borough's green spaces, especially Sites of Biological Importance
- Implement a Clean Air Zone as part of the GM Clean Air Plan, tackling air pollution across the borough.
- Support the development of *Active Environments*, reducing inactivity and increasing engagement in physical activity and sport
- Identify land where remembrance and reflection trees could be planted to commemorate the people who have died during the pandemic. These will be established in six parks, with one in each district.
- Create cleaner environments for people to enjoy, reducing fly-tipping and improving rates of recycling.

Build a greener economy that reduces Oldham's carbon footprint -

- Champion the Northern Roots project, helping local communities get involved in the green economy through growing and enterprise.
- Develop plans for a new District Heat Network which will use renewable heat from disused mines underneath the town centre.
- Start to deliver the Green Homes Grant Local Authority Delivery Scheme in private sector and social housing to improve energy efficiency, reduce fuel poverty and create new green jobs.
- Develop sustainable / green energy plans for corporate assets, and encourage growth in Oldham's low-carbon and environmental goods and services sector, encouraging local investment in infrastructure that supports the green economy.
- Reduce emissions by improving our ICT technology, supporting the ability to work from different places.
- Engage young people with planning for the borough's carbon neutral future, in line with the UN Conference on Climate Change.

Reduce carbon emissions from transport and increase cycling, walking and public transport use –

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

Creating and Protecting Jobs and Supporting Businesses – The Context

Unemployment in Oldham has doubled (+98%) over the last 12 months, to a current total of 13,650 claimants, to levels significantly above those seen at the peak of the last recession in 2009. This is broadly in line with GM (+105%), but lower than England rate (125%).

Over the same period Oldham's monthly youth Claimant Count has increased by 117%, similar to GM (113%) but lower than England (133%).

Increases to unemployment have hit more traditional deprived areas to a greater extent, rather than being spread proportionally across the borough. Social housing estates seem to have impacted the most, especially the isolated social housing estates such as Holts and Sholver.

The Office for Budget Responsibility (OBR) are projecting that unemployment will continue to rise nationally until June 2021, and won't start to show a decrease until around September 2021. As Oldham's economy is less resilient (as shown during the previous recession) the recovery is likely to start and finish later.

Since March 2020, Oldham has provided more than £52M in grants to local businesses.

Data from the GMCA suggests footfall in town centres across GM has decreased by between 45-50% compared to last year. The consequences of hotel, pub and restaurant closures have been widespread and severe. The breadth of impact on the industry has made initial attempts to quantify the economic impact on the sector infeasible.

ing and Protecting Jobs and Supporting Businesses – over the next twelve months we will:

Support businesses to get back on their feet -

- Support the safe reopening of local businesses, building consumer confidence and encouraging residents back to the high street.
- Continue to promote Oldham as a place to live, to do business and to visit through our Creating a Better Place strategic framework, Town Centre Vision and Town Deal Investment Plan.
- Work with local businesses to capitalise on opportunities to sell more goods and services locally, and encourage commitment from the public and private sector to procure more locally and to support local innovation.
- Support businesses to survive and thrive through refocused business events and training in digital skills.
- Provide free business start-up support to kick-start new businesses in to life at pace.
- Provide targeted support to markets and market traders, helping them to access new markets.

Help people back into work or retrain for new careers -

- Ensure responsive employment support for newly-unemployed, under-employed and those facing redundancy including disadvantaged groups and communities, especially young people have been disproportionately affected by the pandemic economically.
- Target provision at identified groups disproportionately impacted by COVID-19 e.g. young people, BAME, and those already disadvantaged in the Labour Market, in particular residents with disabilities.
- Ensure everyone has access to opportunities to upskill and reskill, adapting the skills provision so that it meets the changing needs of businesses and the aspirations of individuals, reflecting our Education and Skills offer.
- Prioritise entry level jobs across Team Oldham as a step to enable young people enter public service.
- Provide access to the Oldham Pledge to all Oldham's children and young people, helping them develop skills so they are life ready, school ready and work ready.

Creating the conditions for inclusive growth and a thriving town centre -

- Encourage businesses to develop and use green processes and actively encourage green industries to establish in the borough.
- Create the conditions that will deliver a more inclusive, zero-carbon economy by investing in transport infrastructure, digital infrastructure and the environment.
- Develop and begin to implement the new Cultural Strategy and develop plans for a new performance space for the borough.
- Increase council spending with local businesses, and those who create local jobs.

Prioritising Education and Skills – The Context

Compared to the UK as a whole, the North East and the North West of England both have a higher proportion of employment in 'shutdown sectors', such as retail and manufacturing.

Research by the Institute for Student Employers (ISE) suggested that all types of entry-level roles have been reduced by 23% in 2020.

Employers are also seeking 32% fewer entrants on apprentice or school leaver programmes than originally planned for this year (2021).

Youth Unemployment in Oldham stands at 14.4% This is the highest rate across Greater Manchester and higher than the national rate of 9.0%.

The effects of school closures and the lockdown in response to the Covid-19 pandemic has been particularly detrimental for the most disadvantaged groups in society, including vulnerable children and young people.

By the end of term December 2020, around 33,200 pupils have been affected by bubble closures. Over 855 bubbles have closed in total. Only 3 schools have not had a bubble closure.

Recent figures from an online survey of 4,000 parents in England by the Institute of Fiscal Studies carried out between April and May shows that children from better-off households are spending 30% more time each day on educational activities than are children from the poorest fifth of households.

Without the right support the economic and educational inequality for young people will be wider than ever. Many will struggle to find work, those in work will struggle to climb the income ladder and it will be even more difficult for young people to fulfil their aspirations regardless of their background.

The First 1001 Days is the time between conception and age two. It is the period when brain development is at its peak growth period. It is a crucial period for young children's learning, especially making relationships and language learning.

Supporting Education and Skills – over the next twelve months we will:

Ensure school and college leavers move on to education, employment and training -

- Work across Team Oldham to promote opportunities and careers to all young people leaving full-time education, ensuring every young person in Oldham will have the support they need to get into high quality education, employment, training, or an apprenticeship.
- Increase SEND transport provision and other work to support the most vulnerable children to attend school.
- Work with partners, children, young people and their families to identify the extent of hidden harm, for example, mental health impacts that will have been experienced by some of our most vulnerable children and young people during the pandemic.

Work with local schools, colleges and early years settings to ensure children and young people achieve their full potential

- Ensure all children and young people in Oldham have an equal opportunity to thrive within their families and communities; and those at risk of marginalisation, exclusion and underachievement are protected and supported.
- Support schools to develop their digital and remote learning strategies so that high quality provision is available everywhere.
- Support schools to maintain resilience and capacity to meet the changing demands through the waves of the pandemic and lockdowns, including forward planning on talent management and progression management.
- Support all children and young people and their parents to successfully return to education following the Covid pandemic, and be confident and secure in doing so.
- Develop the early support and provision across Oldham schools to promote inclusion and meet SEND need in mainstream provision
- Revise the placement sufficiency strategy in Oldham to reduce the number of children educated out of borough.

Enable the best start in life for our youngest children who have missed out as a result of COVID-19 -

- Increase take up of the 2 year old early education offer with a specific focus on targeted communities.
- Increase support to parents and families to help parents provide positive home learning experiences.
- Accelerate progress in achieving Good Level of Development (GLD) of pre-school children, reducing the gap between children from disadvantaged families and others and between boys and girls - gaps exacerbated by the impact of Covid-19.
- Launch our early years strategy to enable every child in Oldham to have the best possible start in life.

Promoting Health and Wellbeing and Supporting the Most Vulnerable – The Context

Oldham residents overall experience poorer health than other parts of the country. Life expectancy is lower than the national average, and the proportion of the population who experience long term conditions such as high blood pressure and lung disease is significantly higher than the national average. This poorer underlying health has made Oldham particularly vulnerable to high rates of serious illness and deaths from COVID.

The impact on the mental health on our residents is significant - with consequences of lockdown such as food insecurity, income loss, isolation and anxiety all worsening mental health outcomes.

We have seen increases in mental health referrals from A&E and the community, and increases in mental health admissions - 24 hours and 3-5 days which are indicators of crisis.

The physical health of our residents has also been impacted both by high Covid-19 mortality and morbidity and by the disruption to the wider health and social care system caused by the pandemic. The NHS has worked at times to capacity to manage increasing Covid-19 hospital and ICU admissions. This has had knock on impacts on the health and social care system including the disruption to non-Covid acute care across Oldham and a backlog of care across acute and primary care. Significant drops in A&E use, admissions for urgent conditions, and attendance rates for primary care also indicate that many residents have not been seeking the help they need. This is particularly the case for our most vulnerable residents and risk increasing the health inequalities that already exist within Oldham and causing more non-Covid deaths.

Additionally there are also longer-term impacts on NHS and social care capacity and resilience, including the impact on a workforce that has tirelessly worked through many months of a pandemic.

In November 2020 there was a 92% increase in IDVA referrals for high risk domestic violence. The average increase since March is 35%.

There has been an increase in injuries to under 2's - majority of cases were accidental injuries where wider impact of Covid-19 was a potential contributing factor, primarily linked to increased family pressure due to lockdown which lead to reduced supervision.

Supporting Health and Wellbeing and Supporting the Most Vulnerable – over the next twelve months we will:

Continue to contain the spread of COVID-19 in Oldham –

- Scale up testing in Oldham using new and existing technologies and increasing capacity.
- Deliver the vaccination program across Oldham, in line with JCVI Priorities, starting with the most vulnerable segments of our population.
- Proactively manage clusters of cases and outbreaks to prevent onwards transmission.

Work with residents and communities to improve health and wellbeing, preventing illness and premature death –

- Implement the GM Living Well at Home Strategy, supporting people to live at home as independently as possible.
- Provide mental health support that targets the whole population (including children and young people), populations at higher risk and people who need additional support, including Oldham's 23,000 unpaid carers.
- Work across the Oldham Cares system to agree a co-operative approach and response to the NHS People Plan, ensuring we have the skills and skills to support our services.
- Support recovery of leisure facilities, helping ensure residents are physically active and are able to make positive life choices.
- Increase capacity in substance misuse treatment, helping vulnerable people improve their health, rebuild relationships, find work and drive down crime and violence.
- Increase healthier behaviours, including healthy eating and physical activity, helping residents improve the quality of their lives.

Safeguard and supporting our most vulnerable residents –

- Continue identifying children at risk of harm and working to protect them through high quality assessment, planning and intervention.
- Ensure all young people know where and how to find support now and that there are smooth pathways between services.
- Develop the complex safeguarding offer across services to address need earlier.
- Ensure we have the right capacity and effective partnership working to improve the effectiveness of the response to domestic abuse, including through the provision of safe accommodation.
- Launch a new residential provision offer to reduce out of borough placements.
- Enabling our most vulnerable residents to be supported to retain their independence as close to home as possible by managing risk, working with stakeholders to ensure a strength based approach where people have choice and control.
- Develop our whole system response to early intervention and prevention, which will include the role of communities and the VCSFE promoting well-being.



Report to Policy Overview and Scrutiny Committee

GM2040 Transport Strategy Sub-Strategies

Portfolio Holder: Cllr A Shah, Leader of the Council and Cabinet member for Economic and Social Reform

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15th June 2021

Purpose of the Report

To update and consult Policy Overview and Scrutiny Committee on a number of sub-strategies that are being developed to support the GM2040 Transport Strategy.

Recommendations

That Policy Overview and Scrutiny Committee:

- Note that GMCA approved updated GM2040 Transport Strategy documents in January 2021 including: a refreshed version of the long-term, statutory local transport plan - the Greater Manchester Transport Strategy 2040; a final version of Our Five-Year Transport Delivery Plan (2021-2026) and ten new Local Implementation Plans (one for each Greater Manchester council);
- Consider and comment on the draft GM2040 Electric Vehicle Charging Infrastructure Strategy prior to submission to Cabinet and GMCA for approval in July 2021;
- Consider and comment on the GM Streets for All approach and principles that will underpin the Streets for All Strategy; and
- Note the updates on the development of GM Local Bus, Rapid Transit and Freight & Logistics strategies.

GM2040 Transport Strategy Sub-Strategies

1 Background

- 1.1 Updated GM2040 Transport Strategy documents were approved by GMCA in January 2021 including: a refreshed version of the long-term, statutory local transport plan (LTP) - the Greater Manchester Transport Strategy 2040; a final version of Our Five-Year Transport Delivery Plan (2021-2026) and ten new Local Implementation Plans (one for each Greater Manchester council).
- 1.2 To support the overarching LTP documents a suite of GM2040 sub-strategies is being developed which set out more detailed policies, principles and guidance on how GM intends to deliver the 2040 ambitions. These sub-strategies, which are at varying stages of development, include:
- Electric Vehicle Charging Infrastructure Strategy;
 - Streets for All Strategy;
 - Local Bus Strategy;
 - Rapid Transit Strategy; and
 - Freight & Logistics Strategy.
- 1.3 These sub-strategies will be crucial both in helping to ensure we are focusing our finite resources on “doing the right things” (to achieve our 2040 vision); that we are “doing things right” in terms of delivering against consistently high standards to maximise the impact of our transport interventions; and to ensure we are creating a coherent network for GM (aligned with the 2040 network principles).

2 Current Position

- 2.1 Policy Overview and Scrutiny Committee are being updated and consulted on the development of the above GM2040 sub-strategies, two of which will be recommended to Cabinet for GMCA approval in July 2021 - Electric Vehicle Charging Infrastructure (EVCI) and Streets for All. Sub-strategies for Local Bus Strategy, Rapid Transit and Freight & Logistics are being developed for approval by GMCA in the Autumn.
- 2.2 Further details of each of these sub-strategies is provided below.

Electric Vehicle Charging Infrastructure Strategy

- 2.3 This sub-strategy will:
- establish a financially sustainable, publicly accessible EVCI network, scalable to growth in demand and flexible to changes in vehicle technologies;
 - clarify GM's requirements for a future public and privately funded and delivered EVCI network that supports the accelerated transition to EVs among businesses, residents, and visitors;
 - establish a clear set of priorities for the expansion of the publicly funded section of the EVCI network, focused on supporting the delivery of GM's Clean Air Plan and 2038 carbon neutral target by accelerating the transition to EVs for the most polluting vehicles;
 - provide a clear set of EVCI network strategic principles and delivery criteria for publicly funded EVCI to highlight the types of infrastructure and charging locations that will be supported in principle by TfGM and GM local highway authorities; and
 - attract and shape private sector investment in the EVCI network by providing more clarity on GM's priorities and how TfGM and local authorities will work with private sector EVCI

providers and operators; with the ultimate aim of establishing a mature, commercial EVCI market.

- 2.4 A more detailed note on the Electric Vehicle Charging Infrastructure is included at Appendix 1, with the draft strategy included in full at Appendix 2.

Streets for All Strategy

- 2.5 This sub-strategy will:
- provide a clear vision for streets in GM (including the Key Route Network);
 - set out a more detailed policy framework and principles to guide both management of the highway network and build consensus around the Our Streets pipeline – particularly Quality Bus Transit, supporting identification of priority corridors for development;
 - support decisions around potential road space allocation (building on the requirements of Gear Change and the National Bus Strategy); and
 - set the framework for the Streets for All Design Guide which is to follow.
- 2.6 The approach and principles that will underpin the Streets for All Strategy are set out in the Streets for All Strategy summary included at Appendix 3.

Local Bus Strategy

- 2.7 This sub-strategy will set out:
- GM's objectives for local bus and alignment with national ambitions for bus as set out in the new National Bus Strategy;
 - the ways in which GM proposes to improve local bus to achieve those objectives such as through Quality Bus Transit;
 - strategic principles comprising the actions that GM will take to meet the resulting challenges and opportunities; and
 - the ways in which Bus Reform would assist and enhance the implementation of the strategic principles.

Rapid Transit Strategy

- 2.8 This sub-strategy will set out:
- GM's objectives for rapid transit;
 - the ways in which GM proposes to improve rapid transit to achieve those objectives;
 - strategic principles comprising the actions that GM will take to meet the resulting challenges and opportunities; and
 - proposed interventions for further study and development.

Freight & Logistics Strategy

- 2.9 The purpose of the Freight & Logistics Strategy is to help to ensure that safe, sustainable and efficient freight and logistics services continue to support the Greater Manchester economy. The 2016 Greater Manchester Freight and Logistics Strategy set a city-region wide approach for the sector. However, there have been significant environmental, technological and societal changes that require the document to be refreshed. The strategy will allow Greater Manchester to set a programme of activity with benefits to journey time reliability, road safety and the environment.

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

- 3.1 EVCI and Streets for All strategies will be recommended to Cabinet in July 2021 for approval and adoption by GMCA, also in July 2021. A draft version of the EVCI Strategy and a summary of the Streets for All Strategy setting out the approach and principles that will underpin the Strategy are appended to this briefing and Policy Overview and Scrutiny Committee are asked to consider and comment on them prior to submission to Cabinet and GMCA for approval.
- 3.2 Local Bus, Rapid Transit and Freight & Logistics strategies are all at an earlier stage of development and are expected to be recommended to Cabinet for GMCA approval in the Autumn. Policy Overview and Scrutiny Committee is asked to note the update on these strategies and invited to comment on their development.

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

- 4.1 Policy Overview and Scrutiny Committee is asked to;
- Consider and comment on the draft GM2040 Electric Vehicle Charging Infrastructure Strategy prior to submission to Cabinet and GMCA for approval in July 2021;
 - Consider and comment on the GM Streets for All approach and principles that will underpin the Streets for All Strategy as set out in the summary in Appendix 3; and
 - Note the updates on the development of GM Local Bus, Rapid Transit and Freight & Logistics strategies.

5. **Links to Corporate Outcomes**

- 5.1 The Greater Manchester Transport Strategy 2040, Five-Year Delivery Plan (2020-2025) and the Oldham Local Implementation Plan and its sub-strategies link to the Corporate Plan and co-operative agenda as improvements in transport connectivity will support the Council in 'Creating a Better Place' by making it easier for people to get around.

6 **Additional Supporting Information**

A note on the GM Electric Vehicle Charging Infrastructure (EVCI) Strategy and a draft GMEVCI Strategy are appended, along with a summary of the Streets for All Strategy setting out the approach and principles that will underpin the Strategy. TfGM will attend Policy Overview and Scrutiny Committee and a presentation will be made to the Committee.

7 **Consultation**

- 7.1 Policy Overview and Scrutiny Committee is being consulted on a number of GM2040 sub-strategies that are at various stages of development as detailed in this briefing.

8 **Appendices**

- 8.1 Appendix 1 Note on the GM Electric Vehicle Charging Infrastructure Strategy
Appendix 2 Draft GM Electric Vehicle Charging Infrastructure Strategy
Appendix 3 GM Streets for All Strategy: A Summary

Note on the GM Electric Vehicle Charging Infrastructure Strategy

Availability of and access to charging infrastructure is recognised as a critical barrier to the adoption of Electric Vehicles (EVs). As part of the public conversation on GM Clean Air Plan proposals, the availability of charging points was cited as a key barrier for businesses and individuals in switching to an EV.

The requirement for appropriate vehicle charging infrastructure is even more critical given that the Government has now committed to phasing out the sale of new petrol and diesel vehicles by 2030.

The EV Charging Infrastructure Strategy therefore aims to provide a clear vision, objectives and strategic principles to inform a delivery plan for the deployment.

This draft strategy has been written with guidance from District officers sitting on the EVCI working group. Comments have also been sought from both the Energy Saving Trust and Electricity North West.

The EVCI Strategy is a sub-strategy of the GM 2040 Transport Strategy, where a range of sub-strategies are due to be produced this calendar year, including a Streets for all sub-strategy.

EVs need to be considered within a framework for the decarbonisation of transport based on reducing overall need to travel, shifting journeys to active travel and sustainable modes and then for those remaining journeys, switching to ultra-low emission vehicles and cleaner fuels.

The vision within the strategy is to “to be an exemplar city region for enabling the electrification of transport in the context of a smart, integrated, sustainable mobility network. By 2030, Greater Manchester’s residents and businesses and visitors to the region, who choose to travel by car or LGVs, will be able to use electric vehicles with the confidence that they will be able to conveniently recharge them (via public or private charging points); and in doing so will help to improve air quality and reduce carbon emissions across the conurbation.”

The strategy objectives are:

- to establish a financially sustainable, publicly accessible EVCI network, scalable to growth in demand and flexible to changes in vehicle technologies.
- to clarify GM’s requirements for a future public and privately funded and delivered EVCI network that supports the accelerated transition to EVs among businesses, residents, and visitors; whilst minimising car dependency and private car ownership.
- to establish a clear set of priorities for the expansion of the publicly funded section of the EVCI network, focused on supporting the delivery of GM’s Clean Air Plan and 2038 carbon neutral target by accelerating the transition to EVs for the most polluting vehicles.
- to provide a clear set of EVCI network strategic principles and delivery criteria for publicly funded EVCI to highlight the types of infrastructure and charging locations that will be supported in principle by TfGM and GM local highway authorities.
- to attract and shape private sector investment in the EVCI network by providing more clarity on GM’s priorities and how TfGM and Local Authorities will work with private sector EVCI providers and operators; with the ultimate aim of establishing a mature, commercial EVCI market.

The three main themes are that:

- There is need to ensure that an under provision of EVCI is not prohibiting the transition to EVs and the need to encourage and accelerate the transition to EVs to meet net-zero carbon targets especially in light of the Nov. 2020 Government announcement of the ban of the sale of new petrol and diesel cars by 2030 and hybrids by 2035.
- There is also a need for public sector intervention in the short term to encourage and accelerate the transition to EVs, demonstrate commitment to EV technologies and encourage investment from the private sector. Longer term, there is a need for the development of a mature, commercial EVCI network in GM that allows public sector intervention to be scaled back.
- EVs and EVCI are emerging technologies that create uncertainties around accurately projecting demand for EVCI beyond 2025 and therefore there is a need for flexibility to change investment priorities and a need for regular review and monitoring of market developments to ensure that the EVCI network continues to meet with demand.

In terms of deployment of publicly funded EVCI, the priority will be projects which support the CAP and 2038 net zero carbon ambitions by aiding the accelerated transition to EVs for the most polluting vehicles; providing opportunities for those businesses most affected by the CAZ to transition to EVs and supporting those who would find it most difficult to transition to EVs due to home charging constraints.

The most sustainable solution for transport and energy systems overall is for publicly funded EVCI hubs or mini-hubs of varying power requirements and scales to correlate with destination dwell times and charging behaviours. Initial investment will provide a blend of EVCI that prioritises meeting the demand likely to be generated by the most polluting vehicles transitioning to EVs to support achieving air quality and carbon targets.

For those unable to charge at home, proposed alternatives include:

- Developing and expanding EV car club offer (aligned to the E-Hubs trial project)
- Developing community charging hubs
- Engaging with employers to encourage more workplace charging
- Destination charging including park and ride sites

The programme of planned additional Electric Vehicle Infrastructure will be included on a sub-site of TfGM.com dedicated to electric vehicles. This sub-site will also include an online map to facilitate better co-ordination of requests from residents for on-street charging locations. This map will allow residents to 'pin-drop' suitable locations and will provide other useful data on EV take up.

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

ELECTRIC VEHICLE CHARGING INFRASTRUCTURE STRATEGY

Part of the Greater Manchester
Transport Strategy 2040



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Preface

A significant amount of work has been undertaken in recent years to place Greater Manchester at the forefront of efforts to deal with Climate Change and Air Quality including the move to science-based carbon budgets, the ambition to be net zero carbon by 2038 and the promotion of a Clean Air Zone to be introduced in 2022.

Given that transport is now the sector making the biggest contribution to carbon emissions and is directly responsible for 80% of noxious emissions, the switch to Ultra Low Emission Vehicles and particularly to Electric Vehicles (EVs), alongside a significant shift away from private car use, will be critical to Greater Manchester's success in meeting its transport emissions targets.

Availability of and access to charging infrastructure is recognised as a critical barrier to the adoption of EVs. As part of the public conversation held last year on the GM Clean Air Plan proposals, the availability of charging points was cited as a key barrier for businesses and individuals in switching to an EV. The requirement for appropriate vehicle charging infrastructure is even more critical given that the Government has now committed to phasing out the sale of new petrol and diesel vehicles by 2030. Ensuring Greater Manchester is ready for this change will require very significant cross-sectoral collaborative working over the coming years. It is recognised that there is a need for an overarching strategy, and a funded programme of works to ensure that we take the focused action in a timely manner. This Greater Manchester Electric Vehicle Charging Infrastructure Strategy sets out the vision-led adaptive planning approach to the provision of charging infrastructure, that we intend to adopt to support a rapid transition towards a net zero transport system.

The EV Charging Infrastructure Strategy provides a clear vision, objectives and strategic principles to inform a programme of works for the deployment of public charging infrastructure across the city region. The aim is to ensure that Greater Manchester has a well-understood and consistent charging infrastructure network across the city region which, in turn, supports engagement with the GM public, the private sector and other public sector organisations to encourage and accelerate the transition to EVs. The GM Local Authorities and TfGM should lead the way in expanding efforts to electrify the public sector fleet as an exemplar. This example should then be used to support local partners and businesses to follow in making the switch to ultra-low emission vehicles.

The GM Local Authorities working in partnership with TfGM, have produced this GM Electric Vehicle Charging Infrastructure Strategy to align activity and inform a coherent programme of works for delivery.

1. Introduction

The UK's commitment to phase out the sale of new petrol and diesel cars and vans by 2030 and hybrid vehicles by 2035 was at the heart of the Government's recent 'Ten Point Plan for a Green Industrial Revolution'. This commitment reflects the urgent need to clean up the transport sector, which is now the UK's largest source of greenhouse gas emissions and contributor to poor air quality. The rapid acceleration of the transition to Electric Vehicles (EVs) that is required will only be delivered if drivers are confident that they will have access to a comprehensive network of Electric Vehicle charging infrastructure (EVCI), allaying fears of 'range anxiety'.

In Greater Manchester (GM) the overall transport vision remains that set out in the GM Transport Strategy 2040 (GMTS 2040) based on a decarbonisation of transport within a framework of reducing overall need to travel, shifting journeys to active travel and sustainable modes and then for those remaining journeys, switching to ultra-low emission vehicles and cleaner fuels.

Following this hierarchy will enable the decarbonisation of transport to act as a catalyst for reducing car dependency and creating healthier, safer and more equitable communities. Maximising a reduction in travel demand and modal shift will help reduce the scale, cost and investment associated with electrification strategies, and also minimise the amount of carbon required to manufacture new vehicles and infrastructure associated with an electrified network.

EVs will not be a panacea in delivering emissions reductions, and they are not without environmental cost. Whilst the role of EVs will be important, the switch to cleaner fuels alone will only account for just over half of the necessary emission reductions. An 'EV first' approach may be perceived to minimise disruption to established transport networks and lifestyles but fails to recognise that high levels of car dependency is ultimately a barrier to the creation of environments that can reduce the need to travel and facilitate the switch to active and more sustainable modes such as walking, cycling and public transport use.

However, we recognise that for certain activities and individuals, cars and LGV vans will remain a necessary mode of transport. Transitioning these vehicles from petrol and diesel to ultra-low emission vehicles is critical, to help achieve the GM climate change and air quality ambitions. When GM businesses and residents choose to travel by car or LGV van they should be able to choose to do so using ultra-low emission vehicles.

Whilst it is acknowledged that there has been development in a number of other types of alternatively fuelled vehicles, such as hydrogen fuel cells, this strategy is concerned purely with plug-in EVs given the recent growth in EV ownership and relative infancy and low uptake of alternative fuels.

The strategy focuses on the publicly accessible EVCI required to enable Greater Manchester's businesses and residents to transition to EVs to make those remaining

journeys that can not be avoided or shifted to more sustainable modes. For clarity, it does not cover charging infrastructure requirements for Heavy Goods Vehicles (HGVs) or buses.

The transition to EVs and provision of EVCI are co-dependent. Availability of and access to charging infrastructure is a critical barrier to the adoption of EVs. As part of the public conversation held last year on the GM Clean Air Plan proposals, the availability of charging points was cited as a key barrier for businesses and individuals in switching to an EV. In order to support and accelerate the transition to EVs across GM it will be important to have the right type of EVCI in the optimal locations to meet demand. This is particularly important given that a significant proportion of people in GM do not have private off-street parking to charge an electric vehicle and also because range anxiety is currently still a barrier to switching to EVs for many people. Having an available public charging network that people have confidence in, is an important factor in encouraging people to switch to an EV. Both actual and perceived availability of public charging infrastructure are key; sufficient numbers of chargepoints must be provided to ensure EV users can charge where and when they need, and their location, availability and reliability must be sufficiently clear to the public so as to support consumer confidence.

To ensure that GM has the EVCI network that it needs to support the transition to EVs over the next 5 years, TfGM and the 10 Greater Manchester Local Authorities (we) have developed this GM EVCI Strategy, based on analysis of the markets we believe we need to stimulate over the next 5 years; and, for the longer term, setting out principles for the design and delivery of publicly funded EVCI. However, EVs and EVCI, are still emerging technologies and it is important to be able to adapt to changes in technology and markets and ensure a flexible approach to the delivery of the strategy.

This GM EVCI Strategy is a sub-strategy of the GM Transport Strategy 2040 (GMTS 2040). It sets out objectives for EVCI which follow from the GMTS 2040 and should be considered alongside and read in conjunction with GM TS2040 and the “Right Mix” vision for at least 50% of all trips to be made by active travel and public transport by 2040.

History

The delivery and operation of Greater Manchester’s publicly funded Electric Vehicle Charging Infrastructure is co-ordinated by TfGM.

Greater Manchester has approximately 360 publicly accessible charge points operated and maintained by a number of operators. This includes the GMEV (now Be.EV) network launched in 2013 by Transport for Greater Manchester (TfGM). The focus of investment for the GMEV network in 2013 was chargers positioned in Local Authority car parks.

Back in 2013 there was more uncertainty about what public infrastructure would be required and far fewer Electric Vehicles registered in GM. Today, GM needs to meet the requirements of the next generation of Electric Vehicles, which have different charging capabilities and which are now starting to be seen in much larger numbers.

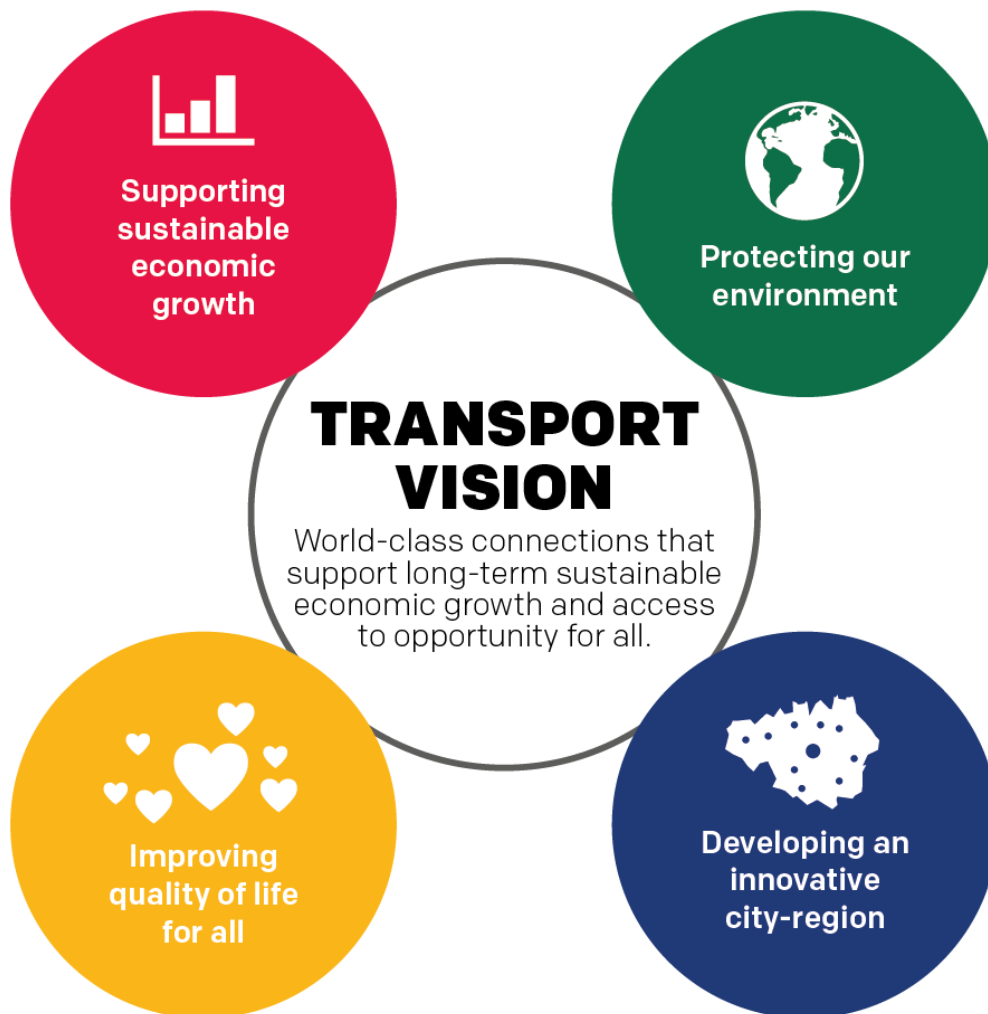
From summer 2020, the GMEV network and brand has been replaced by a new upgraded network called Be.EV. Be.EV is the brand for a new electric vehicle charging infrastructure provider in Greater Manchester. The installation of new rapid charging infrastructure and upgrading the GMEV fast charging network is being carried out under the Be.EV brand. Further information on the Be.EV network is available from the link be-ev.co.uk.

DRAFT

2. Background

2.1 The GM Transport Strategy 2040

Greater Manchester's transport vision for 'World class connections that support long-term, sustainable economic growth and access to opportunity for all' is set out in the Greater Manchester Transport Strategy 2040. To provide a focus for transport investment up to 2040 and beyond the four key elements of that vision are set out below:



The role of technology and innovation will be even more important in the period up to 2040, enabling us to improve transport performance and quality of life, protect our environment, reduce costs and resource consumption, and to provide tailored information directly to transport users, providing a much better experience.

2.2 Decarbonising Transport

National Government policy is encouraging a transition away from internal combustion engines and towards ultra-low emission vehicles, including Electric Vehicles (EVs) over the next 20 years. The current Government policy includes ending the sale of new petrol and diesel cars and vans by 2030 and hybrid petrol/diesel vehicles by 2035. Low and Ultra-low emission vehicles are a key part of the Government's 10-point plan for a Green Industrial Revolution, and the National Infrastructure Strategy.

Greater Manchester has a target of achieving carbon neutrality by 2038 (12 years earlier than the national 2050 target). All ten local authorities within Greater Manchester and the Greater Manchester Combined Authority have declared a climate emergency that commit them to working with government of all levels to prioritise decarbonisation and to take bold climate change action.

The GM 2038 target for carbon neutrality is based on a scientific approach by the Tyndall Centre for Climate Change to apportion both UK level and more localised carbon budgets that meet the Paris Agreement. Analysis indicates that urgent action is needed to cut all carbon emissions including transport emissions and that steep cuts need to happen in the next 5 years to stay within our carbon budgets. Further information is available in the GM 5YEP.

https://www.greatermanchester-ca.gov.uk/media/1986/5-year-plan-branded_3.pdf

Transport is now the largest greenhouse gas-emitting sector in the UK, accounting for 28 per cent of emissions and road transport accounts for 87 per cent of this. If we are to meet our commitments to reduce carbon emissions from transport, there will have to be a switch to much greater use of active travel for short journeys and more sustainable travel modes such as public transport. However, changes to mode of transport alone will not be enough; changes to the pattern of trip origins and destinations will also be needed. The pathway to the Greater Manchester 2040 Transport Strategy's Right Mix vision focuses on changing travel behaviour towards public transport, active travel, more local travel, and more travel to town and city centres in order to reduce car mode share from 61% of trips in 2017 to no more than 50% of trips in 2040.

However, we realise that some journeys will inevitably still need to be taken in cars and light goods vehicles and the transition to zero emission vehicles need to be at the core of any successful strategy to decarbonise transport. Electric Vehicles (EVs) will form an important part of the future transport mix as they can ensure that those necessary car journeys are taken in a way that minimises carbon emissions.

2.3 Air Quality

Poor air quality is the largest environmental risk to the public's health in Greater Manchester. Taking action to improve air quality is crucial to improve the health of the general population. Whilst air quality has been generally improving over time, pollutants

remain a serious concern in many urban areas including across Greater Manchester. These are oxides of nitrogen (NO_x) and its harmful form nitrogen dioxide (NO₂), and particulate matter (PM).

In Greater Manchester road transport is responsible for approximately 80% of NO₂ concentrations at roadside, of which diesel vehicles are the largest source.

Long-term exposure to elevated levels of particulate matter (PM_{2.5}, PM₁₀) and NO₂ may contribute to the development of cardiovascular or respiratory disease and may reduce life expectancy. The youngest, the oldest, those living in areas of deprivation, and those with existing respiratory or cardiovascular disease are most likely to develop symptoms due to exposure to air pollution.

Public Health England estimates the health and social care costs across England due to exposure to air pollution will be £5.3 billion by 2035 for diseases where there is a strong association with air pollution, or £18.6 billion for all diseases with evidence of an association with air pollution.

Fully electric vehicles offer a partial solution to this problem as they operate with no tail pipe emissions however, GM recognises that although EVs contribute towards reducing emissions, they also emit pollutants into the environment from tyre and brake wear but are overall less polluting than conventional internal combustion engine (ICE) vehicles.

More information on Air Quality Action Plan and GM Clean Air Plan can be found here <https://cleanairgm.com/>.

2.4 Background on Electric Vehicles

There are many types of Ultra Low Emission Vehicles (ULEVs) available, but this EVCI Strategy is largely concerned with Electric Vehicles (EVs) which can be broadly divided into two types:

- Battery Electric Vehicles (BEVs), also known as 'pure' or '100 per cent' EV's (which are always powered by the battery); and
- Plug-in Hybrid Electric Vehicles (PHEVs), which combine a small plug-in battery with an ICE. This category includes both parallel and series plug-in hybrids (also known as range extenders).

BEVs can only run-on battery, do not emit tailpipe emissions and are dependent on charging, whereas the extent to which PHEVs are zero emission depends on the extent they are driven in zero emission mode.

In the UK until recently PHEVs made up a higher proportion of new registrations than BEVs. However, in the last few years this has changed for several key reasons:

- the cost and range difference between hybrid and fully electric vehicles is reducing, with batteries getting cheaper and battery sizes in BEVs increasing, thus increasing range;
- PHEVs are more complex and expensive to maintain, due to having both electric and internal combustion powertrains; and
- the Government grant for most PHEV purchases was removed from November 2018. However, a grant of up to £3,500 remains for low emissions cars approved by the government, these are cars which have CO₂ emissions of less than 50g/km and can travel at least 112km (70 miles) without any emissions at all.

The number of EV models available has expanded significantly in recent years. For passenger vehicles, most mainstream car manufacturers now offer an EV model, and there are now more than 130 BEV or PHEV models available to buy or lease in the UK across all vehicle types including city cars, small family cars, superminis, large family cars, hatchbacks, estates, SUVs, executive models, and small and medium-sized vans. The notable trends among new models coming to market and upcoming launches are the increasing battery capacities and capabilities to provide greater mileage from a single charge and support faster charging rates.

Alongside the carbon and air quality emissions benefits of EVs they also have operational cost advantages over traditional Internal Combustion Engine (ICE) vehicles, due to greater energy efficiency and lower energy costs and therefore running costs. However, the upfront price is higher and remains a considerable barrier to adoption. Upfront prices are expected to continue to decline, with some analysts suggesting cost parity of EVs with equivalent ICE vehicles in the early 2020s.

3. Vision and Objectives and Strategic Principles

3.1 The Vision

To be an exemplar city region for enabling the electrification of transport in the context of a smart, integrated, sustainable mobility network. By 2030, Greater Manchester's residents and businesses and visitors to the region, who choose to travel by car or LGVs, will be able to use electric vehicles with the confidence that they will be able to conveniently recharge them (via public or private charging points); and in doing so will help to improve air quality and reduce carbon emissions across the conurbation.

3.2 Strategy Objectives

- To establish a financially sustainable, publicly accessible EVCI network, scalable to growth in demand and flexible to changes in vehicle technologies.
- To clarify GM's requirements for a future public and privately funded and delivered EVCI network that supports the accelerated transition to EVs among businesses, residents, and visitors; whilst minimising car dependency and private car ownership.
- To establish a clear set of priorities for the expansion of the publicly funded section of the EVCI network, focused on supporting the delivery of GM's Clean Air Plan and 2038 carbon neutral target by accelerating the transition to EVs for the most polluting vehicles.
- To provide a clear set of EVCI network strategic principles and delivery criteria for publicly funded EVCI to highlight the types of infrastructure and charging locations that will be supported in principle by TfGM and GM local highway authorities.
- To attract and shape private sector investment in the EVCI network by providing more clarity on GM's priorities and how TfGM and Local Authorities will work with private sector EVCI providers and operators; with the ultimate aim of establishing a mature, commercial EVCI market.

3.3 EVCI Network Strategic Principles

Through the provision of publicly-funded infrastructure, we will set the standard and best practice and raise customer expectations, encouraging private sector EVCI providers and operators to follow suit. We have set out strategic principles to help guide the future expansion of publicly-funded EVCI. These mutually reinforcing strategic principles aim to guide decision making at a GM and local level when addressing the key challenges that the development of a GM EVCI network faces. The Network Strategic Principles are set out below and discussed in more detail in the following section which sets out our ambitions for the public EVCI network.



Integrated

Interoperability between charge points is an issue that directly impacts the appeal of EV ownership and will be key to ensuring an integrated EVCI network for GM that allows EV users to be able to roam between charging points without needing separate memberships. Different physical and commercial systems must be able to work together seamlessly and invisibly to the consumer allowing any EV to be able to be plugged into any public charge point with the electricity that it uses being paid for in a way that is transparent. This will require a standard unit of charge (for example p/kWh). Company fleet managers and drivers need a simple payment solution that operates across the EVCI network and allows them to monitor and manage payments centrally to run their business effectively.

The recent upgrade of the GMEV network to Be.EV has ensured that about a third of GM's charging devices are now interoperable, meaning customers can access these public chargers without needing to subscribe to a membership scheme. A Be.EV recharging card

for company fleets is now being tested prior to it being made more widely available. Whilst we can ensure that future expansion of the Be.EV charge points are interoperable we also need to encourage private EVCI providers and operators to open up their infrastructure to make the network more customer focussed and reliable. We also need to lobby central government to use the powers they have for greater regulation of the market. In July 2019, the Secretary of State for Transport announced that government wanted to see all newly installed rapid and higher-powered charge points provide debit or credit card payment by spring 2020. Several private EVCI operators have responded, and 41% of existing rapid charge points now have contactless card payment compared with 28% in 2019. This is a step in the right direction but more work needs to be done especially on fast chargers.

Our Ambition – to improve the EV charging experience by having a fully interoperable public charging network across Greater Manchester.

Infrastructure should also be integrated with other transport modes and e-mobility services where appropriate to provide an important element of the urban transport mix. Grouping charge points together in hubs or mini-hubs will increase opportunities to provide other services at the hub for example e-bike hire or EV car clubs, where this is deemed appropriate. Locating EVCI at park and ride sites will allow EV users to access GM’s rapid transit network. Locations adjacent to or integrated within, other land uses that generate activity throughout the day and evening such as leisure / shopping destinations, community centres or local centres will help to ensure EVCI can be utilised safely and conveniently by different EV users at different times.

Our Ambition – to ensure that publicly funded EVCI is conveniently located to enable EV users to access other sustainable transport modes and services, thereby reducing overall reliance on private cars.

Environmentally Responsible

EVCI should supply zero carbon electricity, ensuring supplies are from renewable energy sources and utilising generation and storage from the local energy system where feasible. The Be.EV network uses 100% renewable energy to supply the electricity for charge points. Where commercial charge point operators are not providing zero carbon electricity, we will work to encourage them and/or host suppliers to transition to a renewable energy supplier.

The installation, operation and maintenance of publicly funded EVCI will use sustainable materials and construction methods where feasible. Wherever feasible, we will adopt off-grid, on-site zero carbon electricity generation such as solar panels and battery storage.

Our Ambition – to have an EVCI network supplying 100% of electricity generated by renewable energy.

Inclusive and customer-focused

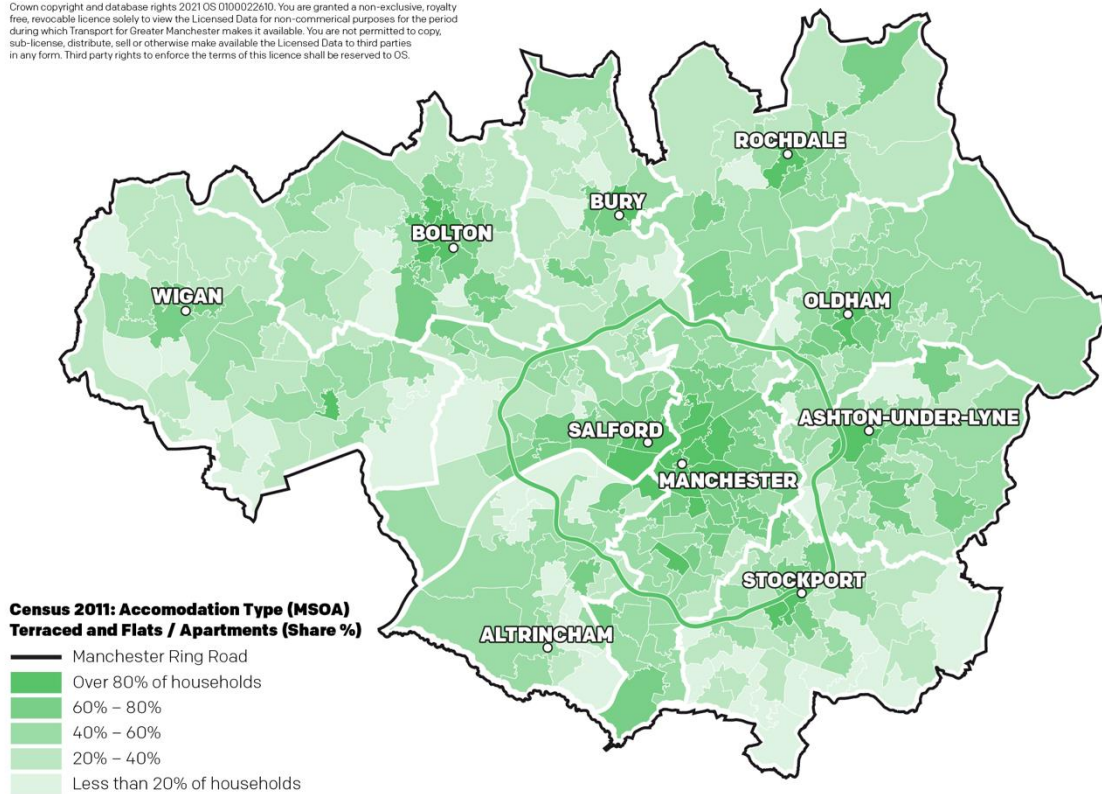
Greater Manchester has a wide variety of housing stock, including a significant proportion without a private drive or a dedicated parking space to allow off-street charging. The convenience of being able to charge vehicles at home has resulted in queries from residents asking if it is legal to run EV charging cabling crossing the footpath between properties and EVs parked on-street.

The 10 Local Authorities in Greater Manchester all have a responsibility to provide safe and accessible footpaths. Under the Highways Act 1980 it is illegal for any person to place or run a cable or wire along or across a public highway including the use of pavement drainage channels or a cable protector.

The government have invited Local Authorities to submit applications to the On-Street Residential Chargepoint Scheme. The purpose of the scheme is to increase the availability of on-street chargepoints in residential streets where off-street parking is not available, thereby ensuring that on-street parking is not a barrier to realising the benefits of owning a plug-in EV. The scheme gives local authorities access to grant funding that can be used to part-fund the procurement and installation of on-street EV chargepoint infrastructure for residential needs.

Owner occupier households that have access to off-street parking will be able to access low cost EV charging with time of use tariffs at home, however this will not apply to households with on-street parking including many households in the private-rented sector or local authority housing. Importantly, many of these households are in urban areas that have most to gain from the local air quality improvements offered by EVs. In Greater Manchester, terraced housing and apartments make up 43% of the housing stock (Census 2011) and these areas typically have limited access to off-street parking. Map 1 below shows the Census 2011 MSOA percentage share of households in terraced housing or apartments which are unlikely to have access to off-street parking.

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A socially equitable GM EVCI network is needed to provide affordable alternatives to home charging to ensure that those without access to off-street parking are not disadvantaged. Failure to provide alternatives could delay the transition to EVs for many GM residents.

For residents without the ability to charge EVs off-street a number of alternative options to home charging will be important in enabling a transition to EV use. The expansion of EV Car Clubs operating in these residential locations could offer a genuine alternative to private EV ownership. Through the development of a Shared Mobility Strategy and engagement with Car Club operators we will seek for opportunities to enable them to transition to fully EV fleets and expand the car club offer across GM.

Workplace charging during the day will also be an important option. In appropriate locations and where employees are dependent on car travel; we will work with both public and private sector employers to encourage them to make use of the Government Workplace Charging Grant to establish and expand a workplace EV charging offer as part of a wider review of workplace car parking requirements for employees. We will work with large public sector employers such as hospitals, schools and colleges and medical centres with workplace car parking to determine EVCI requirements and opportunities.

For those who commute to work on the rapid transit network (making use of existing park and ride facilities) there could be the opportunity to charge EVs during the working day whilst EVs are parked at rail station, Metrolink and bus park and ride sites. We will align TfGM's emerging Access to Public Transport Strategy and the development of the Travel Hubs programme with this GM EVCI Strategy and investigate options to expand the Be.EV

network at Metrolink park and ride sites and other transport interchanges; and we will also work with Network Rail and Northern Rail to encourage them to provide EV charging infrastructure at rail station car parks across Greater Manchester.

Retail and leisure destination car parks with dwell times of an hour or more also offer an opportunity to provide alternative EV charging options. We will investigate opportunities to expand the Be.EV network in local authority owned car parks in town and district centres and at other local authority assets such as car parking at leisure centres, gyms, libraries, community and health centres and recreation / sports facilities. We will engage and work with private EVCI providers and operators to encourage them to install EVCI in retail and leisure destinations

Off-street, community charging hubs in residential areas could also provide an alternative option in some locations. Where there are residential areas with significant on-street car parking we will investigate opportunities to provide off-street community charging hubs on a case by case basis where appropriate locations can be found and look at options that will support residents to use these facilities for overnight charging where possible. These community charging hubs could potentially include charging bays for EV Car Club vehicles as well as other mobility services such as cycle hire or e-bike hire facilities, offering residents alternatives to private car ownership. We will establish an on-line system for local residents and communities to register an interest in trialling community hub charging infrastructure.

Our Ambition – to provide affordable alternatives to home charging that enable those who can't charge at home to transition to EV.

An interoperable Be.EV network represents an important step in improving the inclusiveness of EV charging in Greater Manchester. There is now an easy to use App and web-site for customers to access Be.EV. However, a simplified and standardised full public EVCI network is required that is easy to use and accessible to as many EV users and vehicles as possible. An integrated, interoperable network that it is open to the broadest customer base possible will be more inclusive. We will work with private charge point operators to encourage interoperability and improve access through innovation.

Disabled drivers should not be excluded from transitioning to EV because they are unable to access public EVCI. We will work with our Disability Design Reference Group to develop our Design Guidance for EVCI.

Our Ambition - Further expansion of publicly funded EVCI to be designed to provide for disabled EV drivers with step free access and larger parking bays for disabled access.

A customer focused EVCI network should include convenient locations, with up to 24/7 access. EVCI needs to be in visible locations to increase visibility for EV users and raise awareness of the network amongst potential EV users to give them the confidence to transition to an EV.

Our Ambition – to provide multiple EVCI charging points clustered in hubs or mini-hubs in highly visible convenient locations.

Well Maintained and Resilient

A well-functioning public EVCI network will become increasingly more important as the transition to EVs increases, and the network will need to be well maintained to ensure charge points are in a safe and usable condition. A poorly maintained network will also impact on reliability for customers and the viability of the network through the loss of charging events. We have recently invested in upgrading the Be.EV network to ensure it is fit for purpose. Leading by example and raising customer expectations will encourage private EVCI providers and operators to ensure their infrastructure is well maintained. We will continue to work with our EVCI Service Provider to ensure that the Be.EV network is maintained to a good standard, to adapt it and to improve its resilience.

The large-scale transition to EVs will place pressure on the electricity power supply and we have worked and will continue to work with the Electricity North West (the Distribution Network Operator) and Independent Distribution Network Operators (IDNOs) to identify areas with electrical grid constraints and to ensure that there is sufficient capacity across Greater Manchester. As regulated infrastructure providers, ENW and IDNOs have obligations to provide capacity ahead of need and invest to remove constraints.

Publicly funded EVCI should be future proofed so it is able to be easily expanded as the transition to EVs increases demand; and is able to be adapted to incorporate new developments in technology and innovation. Grouping charge points together in hubs or mini-hubs will allow for future expansion and aid the efficiency of maintenance improving resilience against broken or faulty infrastructure. Data on the usage of the network and customer feedback will be used to monitor and improve the operation and maintenance of the network and determine future requirements as demand grows.

Our Ambition – to ensure that the Be.EV network is maintained in a good state of repair and that it is resilient to future increase in demand.

Safe and secure

Safety must be a fundamental consideration in the design of the GM EVCI network. Publicly funded EVCI will be well designed so that the operation and maintenance of the network is safe for the EV users, the EVCI service provider and other road users including pedestrians and cyclists. EVCI will be placed in visible, open locations overlooked by nearby activity to provide natural surveillance, with good natural and artificial lighting, and security (including CCTV) for vehicles left over night. This will help ensure that concerns around personal security and crime (including the perception of crime) are not barriers to using EVCI at all times of the day and night. Grouping charge points together in hubs or mini-hubs will contribute to safety and security and will make it more economical to provide required security measures.

Our Ambition – to ensure that people feel safe using the public EVCI network at all times of day and night and that perceptions of crime are not a significant barrier to using the network.

Reliable

A reliable EVCI network will be essential if people are to have confidence in EVCI provision, availability and maintenance to minimise range anxiety and promote the transition to EVs. The recent upgrade of the Be.EV network has provided more reliable charge points with technical solutions that allow EV users to check a real time status of individual charge point availability. We will support the Government proposals to set a data standard that private EVCI operators need to meet when making public-chargepoint-data openly available and lobby for this to include live 'availability' data.

Groups of charging points in a hub or mini-hub, will also increase the likelihood (real and perceived) that a charger will be available for use on arrival. A well-maintained network will be needed to ensure the timely repair of broken or damaged charge points and we will work with our EVCI service provider to ensure the Be.EV network continues to be reliable. We will support the government proposal for a minimum reliability standard for all EVCI operators and the proposals for all EVCI operators to provide a 24/7 call helpline for consumers so that help can be provided to consumers who are struggling to access or use a charge point.

Other challenges to reliability include the blocking of charging bays by people parking conventional cars and EV users overstaying once charging is complete or using a charging bay to just park their EV. We will need to find solutions to the potential blocking of charging bays which could include enforcement and financial penalties for overstaying. Bay markings and signage will be used to identify EV charging bays and Traffic Regulation Orders used to prevent blocking of EV bays and charge points. EV charging systems can use both technical and behavioural solutions to ensure that charging infrastructure remains available for use when needed. Data on the usage of the network and customer feedback will be used to monitor and improve the reliability of the network.

Our Ambition – to develop and maintain a reliable EVCI network that offers available charging solutions that reduce range anxiety and give people the confidence to transition to EVs.

Supporting a Healthier Greater Manchester

The air quality emissions benefits of EVs are discussed elsewhere in this strategy and clearly a well-planned and delivered EVCI network will encourage and accelerate the transition to EVs, with associated clean air benefits to the GM population.

EVCI should also be integrated with other GM initiatives that encourage active travel. EVCI locations will form part of a wider 'place making' with the siting of EVCI considering adjacent

uses. For example, EVCI could be integrated with “parklets” which provide seating, cycle parking, e-bike or e-scooter charging, green space, and play areas.

Any on-street EVCI should avoid creating obstructions to other users of the highway, and particularly those with reduced vision or mobility or those using pushchairs or prams. EVCI should not discourage the use of active travel modes or reduce the space available for people travelling on foot or by bike. GMCA’s Interim Active Travel Design Guide recommends that a footway width of 1.4m should be regarded as an absolute minimum at localised constraints, and a minimum of 2.0m should be provided at all other locations. This width must be clear, continuous and free from any obstacles or obstructions such as bollards, parked vehicles, or signs. To ensure that any on-street EVCI does not create obstructions and footway widths are maintained, there should be a presumption in favour of carriageway build-outs unless this is impractical. Where it is necessary to position EVCI on the footway it should not create localised constraints of less than 1.4m.

Locations will also be considered which allow EV users to charge their vehicle whilst undertaking active travel for the final stages of their journey. Destination charging at locations for a leisure, recreation or sporting activity will enable EV users to charge their vehicles whilst pursuing activities that support their physical health and mental wellbeing.

Our Ambition – To develop an EVCI network that supports people in leading active, healthy lives.

Viable

The operation and maintenance of publicly funded EVCI should remain cost neutral wherever possible so as to minimise public subsidy. User tariffs should support the day-to-day costs of operation and maintenance and the publicly funded EVCI should not be subsidised by non EV owning residents or the 31% of Greater Manchester households that do not own a car. The location of charge points has a strong influence on how often and how easily they are used by residents, businesses and visitors and therefore how much revenue they generate. Locations for EVCI can lead to a potential loss of existing parking spaces in local authority car parks or existing areas of car parking serving local communities. Community engagement will be an important aspect of locational decisions and there is clearly a need to focus investment on EV user groups that will generate the highest utilisation rates. EVCI locations that have community support and offer justifiable utilisation rates and value for money should be prioritised.

Capital investment into the network will be sought from a balance of local and central government funding. Greater value for money can be achieved through cost efficiencies associated with grouping charge points together in hubs or mini-hubs and future proofing those locations for possible future expansion. Utilising existing public sector land assets will also help reduce capital costs and avoid third party ownership agreements.

Our Ambition – In the medium term, to develop a self-sustaining publicly funded EVCI network that is not dependent on public subsidy.

It is acknowledged that some financial support will be required in the short term for public intervention in the market that will encourage the transition to EVs and grow the demand for public charging required for private EVCI providers and operators to commit to investment.

In the long term there is a need for private sector investment to build and operate a self-sustaining public EVCI network, aligned with the objectives and principles of this EVCI strategy. It is essential that a viable, matured commercial market is developed to meet future demand and ensure continued maintenance and improvements to the network. This will allow public sector intervention in the market to be scaled back over time.

3.4 EV Tariff

When it was first introduced, EV users could access the GMEV network for free. This allowed GM to test the new scheme whilst providing an incentive for users to purchase electric vehicles. However, with the expansion of the EVCI network and the increase in usage of this network, it is now appropriate to introduce a tariff.

The tariff should align with the GMTS 2040 Fares and Ticketing Objectives in the following way:

- **Simplicity** – Customers can easily understand and choose options to pay for their electricity charge.
- **Convenience** – Transactions are quick and easy for the user and delivers efficiencies to the operator.
- **Value for Money** – Users see the tariff as a fair price for the service they get.
- **Transparency and Trustworthiness** – Users have a clear understanding of pricing and product.
- **Inclusivity** - related to the affordability of public charging
- **Balanced Funding** – Tariffs should raise the revenue needed to balance costs with available subsidy.

4. Developing an EV Charging Network for GM

4.1 Current Network

There are three main types of EV charging – slow, fast and rapid. These represent the power output, and therefore charging speeds, available to charge an electric vehicle.

- Slow Chargers (3.5kW) – are a common method of charging EVs at home overnight; due to their slow charge they are uncommon in publicly accessible networks.
- Fast Chargers (between 7kW to 23kW for AC, and 10kW to 22kW for DC) – are used for home charging and at destinations where vehicle dwell times are likely to be for an hour or more such as at workplaces, park and ride sites or long stay car parks for destinations such as town centres, supermarkets or leisure centres.
- Rapid Chargers (between 43kW to 44kW for AC, and 50kW to 62.5kW for DC) – are the fastest way to charge an EV and are therefore found at locations close to main routes and motorways. Rapid chargers can deliver up to 80% battery charge in around 30 minutes. There are also Ultra-rapid chargers with a charging output greater than 62.5kW (including up to 350kW).

An important factor in encouraging the transition to EV is the EVCI network size and availability of suitable charging points. However, research suggests that provision of EVCI alone will not be enough to encourage a speedy transition and therefore additional measures will be required such as the continuation of the Government grants to help reduce the purchase price of EVs and promotional and behavioural change programs.

Currently, GM's EV registration is significantly behind the national average EV registrations as a percentage of the total vehicle population. As part of the GM public conversation on the clean air plan proposals, the availability of charging infrastructure was cited as a key barrier for businesses and individuals in switching to an electric vehicle. GM's EVCI provision is also below the national average and North West average of charging devices per capita.

Table 1 below shows the Jan 2021 position.

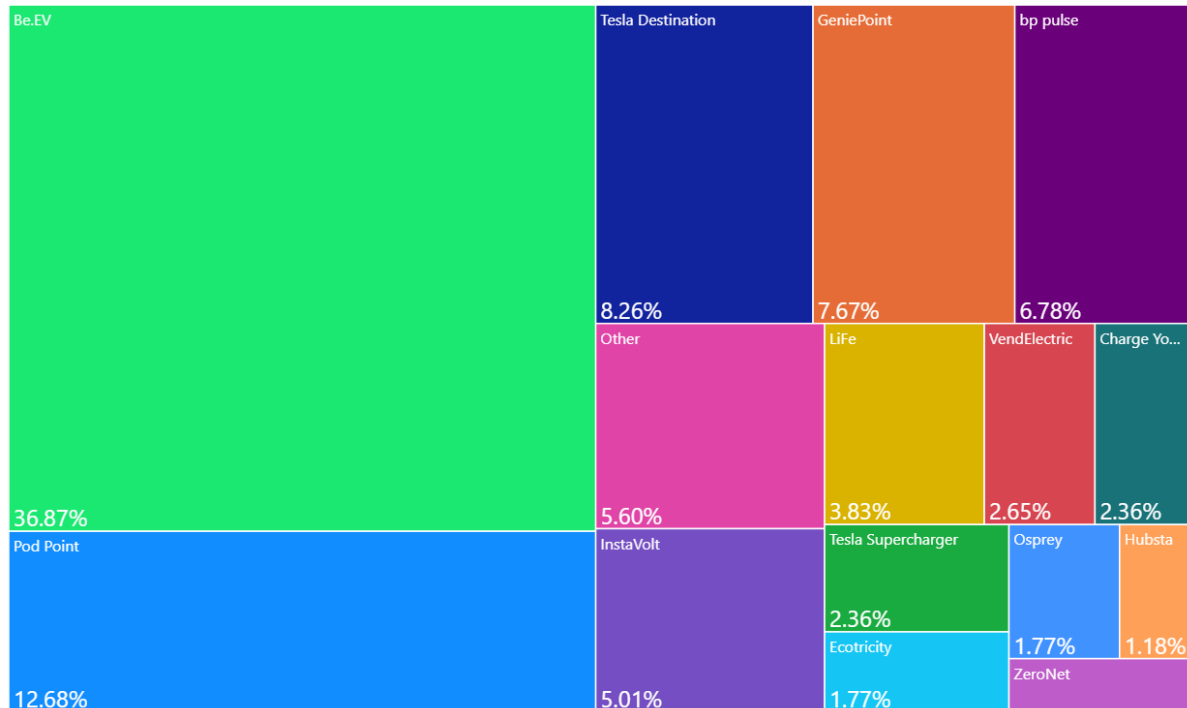
Region	EV Registration % of total fleet	EV Charging devices	Charging devices per 100,000 population
United Kingdom	0.7%	20,775	31.1
North West	0.4%	1,410	19.2
Greater Manchester	0.3%	346	12

The EVCI network in GM should facilitate, not inhibit, the transition from petrol and diesel car and light goods vehicles to EVs by being of sufficient scale and type to meet users' needs. There is a need to ensure that the absence of charging infrastructure isn't a barrier to this transition to EVs. There is also a need to encourage and accelerate the transition to

EVs and ensure that network comprehensiveness avoids any gaps that may reduce confidence in the ability to charge amongst different EV markets.

In GM, the current publicly funded EVCI network, Be.EV accounts for approximately a third of the charge points, with the remaining two thirds delivered by over 20 private sector providers and operators.

% of Devices by Top 15 Network Providers



80% of the publicly funded charge points are made up of 7kW (fast) chargers and 20% of 50kW (rapid) chargers, whereas private operators have 91% of their network composed of chargers with a speed superior to 7kW. The private sector operators have a very different business model and charging speed offer compared to the existing publicly funded network.

The private sector business model is typically focused on:

- rapid (and ultra-rapid charging) to achieve the best commercial returns on investment; and
- providing customers with an experience as close as possible to the ‘convenience’ of owning an Internal Combustion Engine vehicle and therefore replicating the current conventional behaviours of refuelling.

4.2 The scale of the Network required by 2025

A vision-led adaptive planning approach is required to encourage and accelerate the transition to EVs across GM. Projections can be made of public EVCI that will be required in the future based upon assumptions of general EV transition. To enable such projections to be determined, a model has been developed that projects the number of public fast and

rapid chargers required for a given fleet proportion of electric cars and LGVs. The modelling assumptions for public EVCI are set out in Appendix A

Planning Scenario

The development of the EVCI strategy needs a Planning Scenario to allow a plan of interventions to be developed, and this in turn needs an input level of transition to electric vehicles to aim for.

National Grid's 2019 Future Energy Scenarios set out 4 main scenarios for electric vehicle transition. The scenario with the fastest uptake in the near term, called "Community Renewables", projects that 8.18% of vehicles will be electric in 2025, rising to 75% 2035.

Using the FES 2019 'Community Renewables' scenario of 8.18% of the whole UK vehicle fleet being EVs in 2025, this projection gives a Planning Scenario with charger requirements of 2,700 fast, and 300 rapid public chargers in GM by 2025. As of February 2021, there are 264 fast and 59 rapid public chargers in GM.

The Planning Scenario indicates that GM requires significant expansion of publicly accessible charging infrastructure in the next few years to 2025. Between 2025 and 2030, demand for public charging infrastructure is projected to increase significantly, however, the technology surrounding charging an EV is rapidly being developed and continuously changing; in turn, the charging needs of EV users is likely to change over the coming years.

Beyond 2025, there is a significant degree of uncertainty around projecting demand for EVCI depending on the rate and distribution of EV transition over the medium to long term. This highlights the importance of continuous review of market needs in order to be able to both respond to and shape future demand.

4.3 The need for public sector intervention

Whilst the private sector contribution to expanding the GM EVCI network will clearly be invaluable, currently there is limited evidence that private EVCI providers and operators are delivering at the scale and pace needed to meet the 2025 projected demand, or the required type of infrastructure in the right locations.

Therefore, there is a continued need for public sector intervention, supported by a clear policy position, to influence the scale and distribution of EVCI investment that is required. However, there is a need to avoid an oversupply of publicly funded charge points, as this may result in:

- under-utilised assets requiring ongoing revenue support to cover the cost of operation and maintenance;
- unused charging bays with spaces left empty for long periods of the day causing issues in areas where there is already a high demand for limited car parking; and
- discouraging private sector investment.

It is likely that, without public sector intervention in EVCI now, a number of gaps in the market will emerge as set out below.

- Inclusive market coverage

The private sector will not invest significantly ahead of demand and there is a clear correlation between the early adopters of EV technology and average salary. There is a risk that private sector provision will be initially limited to more affluent areas or destinations where the investment returns would be attractive. Leaving less affluent areas without EV charging solutions that will act as a barrier to EV transition.

- Delay in delivery

Due to the requirement to ensure a short-term return on investment, the private sector may take a largely reactive approach, following demand for EVCI and delaying investment until returns are attractive. This could delay rather than promote transition to EVs.

- Interoperability

There are currently more than 20 different private operators active in Greater Manchester and potentially additional companies seeking to gain market share for profitable locations. Whilst some attempt has been made by the private sector to ensure EV users can access sites with different operators, the current service is far from perfect or integrated.

In the short term there is a need for public sector intervention in the market to fill these gaps and invest in locations and types of charging that the private EVCI providers and operators will currently find unattractive; not only to meet future demand and accelerate the transition to EVs but also to ensure the ECVI network is developed in a way that delivers our ambitions. Public sector intervention will also demonstrate commitment to EV technologies and encourage investment from the private sector.

In the long term we need to encourage and leverage private sector investment to build and operate a self-sustaining public network supported by the right policy framework. It is essential that a viable, matured commercial market is in place to meet future demand and ensure continued maintenance and improvements to the network.

4.4 EV User Profiles

To aid a better understanding of the EV market and where the focus for public (and private) sector investment might be, we have identified a number of market segments based on potential EV user profiles and charging behaviours and requirements. For clarity, this strategy does not cover charging infrastructure requirements for Heavy Goods Vehicles (HGVs) or buses. Potential EV users have been segmented into EV user profiles shown in Table 2 below and further discussion on the development of these EV User Profiles is included in Appendix B.

Table 2 EV User Profiles

Vehicle Type	User Profiles
Taxis	Hackney cab taxi drivers
	Private Hire Vehicle (PHV) drivers
Light Goods Vehicles (LGVs)	Company fleets
	Small and medium-sized enterprises (SMEs)
	Privately owned/leased LGVs
Local Authority and other public sector fleets	
EV Car Clubs	
Private Cars	Residents with off-street parking at home
	Residents with on-street parking at home
	Visitors to GM

4.5 EVCI Typologies

In many areas of Greater Manchester it is not considered to be physically possible or financially viable to install on-street, publicly accessible charge points in residential areas to the scale required to meet demand from private car ownership transitioning to EVs.

Whilst there may be appropriate locations for well planned, designed and managed on-street charging, rather than providing large amounts of on-street publicly accessible residential charge points, the GM EVCI Strategy will focus on providing alternatives designed to support residents that do not have access to home charging including:

- EV Car Clubs
- Community charging hubs
- Workplace charging; and
- Destination charging including park and ride sites

A set of basic EVCI Typologies have been developed by considering charging behaviours, dwell times and charger types and assigning these to particular locations or land uses. Further discussion on the development of these EVCI Typologies and alternatives to large-scale on-street charging provision is included in Appendix C.

Table 3 EVCI Typologies

Typologies	
Home Charging	Private home or apartment parking off street
On Street charging	On street parking bays
Residential Community Charging	Community hub car parks in residential areas with high levels of on-street parking
Destination	Work-place parking Town/local centre and city centre car parks Park and Ride sites Retail parks Visitor attractions
On route	Motorway Service stations and existing petrol stations, Lay-bys near areas of business activity

- **Home charging often overnight** (available to EV users with access to off-street parking) which takes advantage of the long dwell times of vehicles and is best suited to slow or fast chargers.
- **On-street charging** at on-street parking bays which could include a broad range of dwell times and accommodate fast or rapid chargers depending on likely dwell times.
- **Residential community charging** (for EV users without access to off-street home parking) also able to take advantage of the long dwell times of vehicles and is best suited to fast chargers.
- **Destination charging**, defined as locations other than where the EV user resides, which includes a broad range of dwell times and can accommodate fast, rapid and ultra-rapid chargers depending on the average dwell times of vehicles.
- **On-route charging** which would typically require rapid and ultra-rapid chargers due to the higher proportions of short dwell times.

Table 4 below sets out how we envisage the different EV user profiles we have identified will correlate to the different charger typologies based on charging behaviour and requirements.

Table 4 EV User Profiles and EVCI Typologies matrix

	Home (slow/fast chargers)			Destination (fast/rapid chargers)					On-Route (rapid chargers)	
	At home	On-Street	Community Hub	Workplace	Visitor Attraction	Town/City Centre car parks	Retail Park	Transport Interchange/ P&R	Motorway Service Area and existing petrol stations	Lay-By
Hackney Cab	✓	✓	✓			✓		✓		✓
PHV	✓	✓	✓			✓		✓		✓
LGV	✓		✓	✓						✓
LA fleets				✓						
Car Club	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Private Car	✓		✓	✓	✓	✓	✓	✓	✓	✓
Visitors (from outside GM)					✓	✓		✓	✓	✓

✓ = primary charging location

✓ = top-up/secondary charging location

Understanding the potential scale of each of these markets at different future points in time will enable us to determine if the transition to EVs is constrained by an under provision of EVCI and identify which market segments should be the focus of public sector investment; and which would be more suited to investment from the private sector.

5. The Case for Public Sector Investment to support the transition to EVs

5.1 The role of the public sector in influencing and delivering a GM EVCI network.

There are a number of ways in which TfGM and the 10 GM Local Authorities, working in partnership with other stakeholders, can aid the delivery of a GM EVCI network that encourages and accelerates the transition to EVs. Alongside the deployment of publicly funded EVCI, the public sector can lead by example in the transition of their own fleets to EV and also use Local Planning Authority powers to ensure new development makes provision for EVCI.

5.2 How we will invest in expanding the publicly funded EVCI network.

Deployment of publicly funded EVCI

In terms of deployment of publicly funded EVCI, the priority will be projects which support the CAP and 2038 net zero carbon ambitions by aiding the accelerated transition to EVs for the most polluting vehicles; providing opportunities for those businesses most affected by the CAZ to transition to EVs and supporting those who will find it most difficult to transition to EVs due to home charging constraints. These projects will also help stimulate private sector investment by demonstrating a commitment to the transition to EVs and confidence in the market.

The most sustainable solution for transport and energy systems overall is for publicly funded EVCI hubs or mini-hubs of varying power requirements and scales to correlate with destination dwell times and charging behaviours. Whilst a mix of fast and rapid chargers will allow EV users to choose the most appropriate charging speed for their needs, the particular mix will be determined by the likely vehicle dwell times at any given location.

The expansion of an EVCI network for GM requires a high proportion of fast chargers as this enables a more sustainable form of charging that fits with electricity grid capacity and most vehicle duty cycles. This approach enables deployment of EVCI with the lowest impact on the electricity grid (and therefore costs).

Initial investment will provide a blend of EVCI that prioritises meeting the demand likely to be generated by the most polluting vehicles transitioning to EVs to support achieving air quality and carbon targets.

The deployment of publicly funded infrastructure must also be aligned with a business engagement programme with both public sector and private sector employers to encourage the provision of workplace EV charging infrastructure.

Deployment of EVCI by the EVCI Service Provider

GM has appointed an EV Charging Infrastructure Service Provider (EVCISP) to deliver a range of EVCI solutions through a 7-year EVCI contract. The EVCI Contract allows for the EVCISP to make their own investments in EV charge points to aid the development of the network. This Supplier Owned Infrastructure (SOI) will be aligned with the EVCI Strategy objectives.

Leading by example

It is important that TfGM and the GM Local Authorities along with other public agencies show leadership and demonstrate a commitment towards the transition of EVs. TfGM and GM Local Authorities already have a number of EVs in their fleet and the transition should include a review of their respective fleet requirements and the development of a shared approach to purchasing or leasing further EVs. Vehicle replacement strategies should be agreed so that a clear pathway to net-zero carbon Local Authority fleets can be outlined. Working together, GM Local Authorities could also include a provision for EVs when tendering for fleet management services. To facilitate the transition of fleets to EVs, EVCI should be installed or expanded where required at Local Authority offices and depots and opportunities for sharing charging infrastructure should be investigated. This will act as useful demonstrations to other businesses of a commitment to the technology to help encourage transition to EVs amongst the business community. Lessons learnt through the transition process should be shared with other fleet managers in the public and private sectors as part of a wider business support package.

Development of Planning Policy

Planning policies and guidance provide opportunity for GM's Local Planning Authorities to facilitate and coordinate the development of an EVCI network that supports and encourages the transition to EVs in areas beyond the publicly funded and controlled EVCI network.

By developing and adopting policies and guidance, local planning authorities can ensure EVCI is integrated and normalised within new developments from the design stage. Policies can be used to set expected requirements for provision of EV charge points in new residential, workplace and commercial developments, offering a clear framework for developers to plan, design and fund the provision of EVCI as part of the development.

The physical location, design, and management of EVCI as part of new development can be coordinated through planning policies and design guidance. Policies can ensure new developments are designed with the infrastructure needed to expand EV charge point provision in future as demand increases. This can be done through requirements for both active and passive EVCI. Active charge points refer to spaces that are fully wired and ready to use from the outset of the development. Passive provision refers to the provision of the necessary underlying infrastructure (power supply capacity and the ducting installed within car parking facilities) to enable simple expansion of charge points at a future date.

To ensure that adequate provision of EV charging infrastructure is provided in new developments a number of factors need to be considered including:

- The development type;
- EV user profiles, vehicle dwell times and charging behaviour;
- Potential for EV Car Club requirements;
- Future management, operation and maintenance requirements; and
- Passive and Active charge point provision

New developments within GM should make adequate provision of EVCI to meet demand and encourage and accelerate the transition to EVs. To achieve this, new developments should be required to provide a minimum number of active EV charge points and offer enough passive provision to enable efficient expansion as demand increases. Each Local Planning Authority will develop their own Local Plan policies relating to the provision of EVCI in new development. The recommendations set out in the table below are intended to aid policy development and act as supplementary guidance.

Table 5 Guidance on provision of EVCI in new development

Development Type		Active Provision	Passive Provision
Residential	Within property-based parking e.g. driveway and/or garage	1 per dwelling	-
	Designated off-street residential parking	1 per dwelling	-
	With non-designated off-street parking	10% of spaces	20% of spaces
Commercial	Office / General Industrial	10% of spaces	20% of spaces
	Retail uses	10% of spaces	20% of spaces
	Sports Centres, Gyms and Leisure Facilities	10% of spaces	20% of spaces
Other	Education & non-residential institutions	10% of spaces	20% of spaces
	Petrol filling and Motorway Service Stations	10% of spaces	20% of spaces

5.3 Priorities for Public Investment to 2025

The initial focus for investment will be to provide a blend of EVCI that prioritises meeting the demand likely to be generated by the most polluting vehicles transitioning to EVs. We will target businesses and vehicles most affected by the CAZ.

The taxi trade

We have undertaken detailed engagement with the taxi (Hackney cab and PHV) trade and further analysis of this particular market segment's charging requirements. Clean Air Plan modelling estimates that 15% of all hackney cab and PHV trips will need to be made by EV by 2025 in order to achieve air quality compliance.

Modelling has been undertaken to understand what this means in terms of EV charging infrastructure. This estimated that between 34 (low scenario), 90 (central scenario) and 190 (high scenario) rapid charging devices will be needed by 2025 to support that transition.

The OZEV and GM CAP EVI Taxi Projects represent targeted investment of approximately 70 rapid chargers (in total) dedicated for use by the taxi trade, in combination with the Clean Taxi Fund (CTF), which aims to provide the financial support needed to transition to EVs.

EV Car Clubs

The E-Hubs trial project is funded by the European Regional Development Fund and aims to demonstrate innovations in technology focused on low carbon shared mobility. It provides for car clubs using Electric Vehicles (EVs) and e-cargo bikes for-hire in co-locations. It is intended that the project will have a number of benefits including a reduction in carbon emissions, expediting the reduction of car ownership, making electric vehicles more accessible to the general public, encouraging more active travel practices and creating a knowledge bank of how to embed the use of an EV car-club and e-Cargo Bikes into Greater Manchester, creating a blueprint for further mobility roll-out. The E-Hubs trial project has identified 5 potential locations which include EVCI dedicated to an EV Car Club operator.

In partnership with EV car club operators we will look for further opportunities to expand the EV car club offer in suitable locations across GM making shared electric vehicles more accessible.

Priority locations for community hub charging infrastructure

Through further research and engagement with businesses and communities we will look for opportunities to trial a small number of EVCI community hubs in locations where high demand is aligned with constraints on home charging or where demand from significant EV LGV business activity may justify public investment. We will establish an on-line system for local residents and communities to register an interest in trialling community hub charging infrastructure so that, funding permitting, we can direct investment to areas of identified demand.

6. Delivery and Monitoring

6.1 Existing Commitments

Delivery is currently being managed by TfGM on behalf of the Greater Manchester Local Authorities. GM has appointed an EV Charging Infrastructure Service Provider (EVCISP) to deliver a range of EVCI solutions through a 7-year EVCI contract to expand, upgrade, re-brand and maintain the existing publicly owned EVCI.

The EVCI contract involves two phases; the first phase involves the transition from GMEV to Be.EV including the upgrade of 118 old GMEV fast chargers to new fast charge points (which is now complete) and the delivery of the Early Measures project delivering 24 new rapid charging points across 22 sites (including 1 site which is a dedicated taxi charge point).

The second phase will include the delivery of additional publicly funded EVCI projects and the potential for the EVCISP to fund and deliver their own charge points.

Through the OZEV taxi project we have secured funding to install 30 rapid chargers dedicated to taxi use across GM by 2022. On-line engagement with the taxi trade and consultation with ENWL is underway to aid the determination of sites for deployment.

Over the coming years we will continue to seek and secure further funding opportunities that align with our priorities for investment.

6.2 Site Prioritisation Process

Site selection for EV charging points is important as the choice of location influences both costs and usage. TfGM, through delivery and operation of Greater Manchester's publicly funded Electric Vehicle Charging Infrastructure, has identified the following key challenges in site selection.

Land ownership – Permissions and legal requirements can add delays to installing EVCI on third party land, including where this is land owned by the Local Authority. In the case of large organisations, they may also have their own national contracts with EVCI providers. There are also costly feasibility studies required to ensure the host's power supply has the necessary spare capacity.

Accessibility - On-street locations often do not have the carriageway space needed to accommodate the charging infrastructure and relevant electricity supply support e.g. chargers and feeder pillar. Off street locations can be in quieter areas that may bring additional security/access problems, particularly if the area requires closures at certain times.

Electricity network - Availability of the required power, particularly for high powered chargers (50kw+) can be an issue. Connection costs vary from site to site as each site has

varied levels of available electricity network capacity. By clustering chargers together in hubs or mini-hubs, electricity network costs are reduced as well as saving on other civil engineering works such as cable length and trenching work.

An approach has been developed to identify suitable, available and sustainable locations to create a pipeline of sites to deploy public EV Charging Infrastructure informed by EV user profile needs, dwell times and battery re-charge requirements.

Site identification has focused on off-street parking locations (rather than on-street). This has naturally led to favouring existing car parks as potential sites, with a preference for Council-owned car parks and TfGM Park & Ride car parks to minimise coordination and costs associated with third parties.

Locations have been prioritised that serve areas that are likely to have greatest demand for EVCI in the near-term to ensure charge points achieve the required number of charge events and are not underutilised or stranded assets. Locations with existing space to accommodate EVCI and good network capacity that minimises land acquisition and grid connection costs have also been prioritised.

6.3 Design Guidance

Design guidance is being developed to standardise publicly funded EV charging bay markings and signage across GM and ensure that the infrastructure is accessible to all included disabled EV users. Consistent and clear bay markings and signage for public charging infrastructure will help to ensure that EV users can easily identify and find public charging infrastructure; and improve perceptions about the prevalence of EVCI across GM. It is recommended that, where possible, the design guidance is also applied to new EVCI installed by other providers and operators to help achieve our network ambition for standardised EVCI that is instantly recognisable by the general public.

6.4 Market Research and Engagement

Public Engagement

To give GM businesses and residents the confidence to transition to EVs they need to be aware of the availability of appropriate and reliable charging infrastructure, to address issues of range anxiety. There is a need to create a public engagement campaign, to engage the public in the transition to EVs and to demonstrate that the required EVCI is available. A public campaign to highlight the level of investment and raise public awareness of the expansion to EVCI network should be run alongside the roll-out of publicly funded EVCI across GM.

Business Engagement

It is anticipated that the initial future growth in EV users will be greater amongst the company car market than the private car market. Company car and private business make up the bulk of new car registrations within the UK accounting for approximately 55% of new car registrations in 2019 with 1.23m new car registrations going to business users and in addition, LGVs contributed 365,778 sales to the fleet sector. (Business vehicle registrations include both vehicles registered directly to a company, for example commercial goods vehicles and fleet vehicles, which are vehicles purchased by a company for the intention of use by staff, for example as company cars.) In 2019 business registrations accounted for 2.6% of new vehicle registrations whilst fleet registrations accounted for 52.4% of new vehicle registrations.

In 2019 the UK Government announced it would revise taxation processes impacting the ownership of company cars (Benefit in kind, BIK), and as of 20/21 BEV (Battery Electric Vehicles) are no longer required to pay company car tax. A number of large vehicle manufacturers, including EV only manufacturers such as Tesla, are beginning to actively target the business and fleet market, advertising the taxation relief benefits.

A programme of targeted engagement is required, in partnership with ENWL, to work with both public and private sector employers to encourage the use of the Government Workplace Charging Grant to establish and expand a workplace EV charging offer for their employees.

Engagement with local residents and communities

There is a need to establish a on-line system for engagement with local residents and communities to enable them to request community hub charging infrastructure so that, funding permitting, investment can be directed to areas of identified demand.

Engagement with private EVCI providers and operators

To better understand their investment priorities and encourage them to install EVCI in the retail and leisure destinations where agreements are already in place.

6.5 Monitoring the scale and performance of the network

For each step along the journey of transitioning to EVs we need to ensure that an under provision of EVCI is not prohibiting the transition for each of the identified user groups. We also need to ensure that the GM EVCI network remains fit for purpose. We therefore need to monitor EV registrations across Greater Manchester and the utilisation and performance of the Be.EV brand as well as the level of private sector provision, to assess if the expansion of the network is ahead of demand and our network ambitions are being realised. We will also need to maintain continued dialogue with representatives of the different user groups and gain insightful feedback regarding the provision and location of publicly funded EVCI. A regular user group could be established and utilised to provide feedback from a network of

local experts. Monitoring will be regularly reviewed to ensure we are keeping up to date with EV market developments. If the transition to EVs exceeds modelled assumptions, we must be able to respond quickly to ensure that the GM EVCI network continues to meet with demand.

The technology surrounding charging an EV is rapidly being developed and continuously changing. It will be important to maintain an understanding of these changes as they arise and how they will influence our EVCI network and the way in which EV users charge across GM. With advances in technology the charging needs of EV users are likely to change over the coming years. To ensure we continue to deliver an EVCI network that meets the needs of businesses, residents, and visitors to GM, we will need to keep abreast of emerging technologies and charging options as they develop, to ensure infrastructure remains fit for purpose.

DRAFT

7. Final Conclusions and Next Steps

Availability of and access to charging infrastructure is recognised as a critical barrier to the adoption of EVs. GM requires significant expansion of publicly accessible EV charging infrastructure in the coming years to encourage and accelerate the transition to EVs in order to meet its transport emissions targets.

The requirement for appropriate vehicle charging infrastructure is even more critical given that the Government has now committed to phasing out the sale of new petrol and diesel vehicles by 2030. In the short term there is a need for public sector intervention in the market to influence the scale, type and distribution of EVCI investment that is required.

This EVCI Strategy sets out the vision-led adaptive planning approach to the provision of charging infrastructure, that we intend to adopt to support a rapid transition towards a net zero carbon transport system.

Using a planning scenario to 2025 has allowed us to determine the overall scale of the EVCI network required for Greater Manchester in the coming years and also highlighted the importance of continuous review of the EV market needs in order to be able to both respond to and shape future demand.

This EVCI strategy has set out strategic principles and identified potential EV user profiles, charging behaviours and requirements. This has enabled a set of EVCI typologies to be developed to determine the nature and shape of the EVCI network required to meet our ambitions and has highlighted where the focus for public sector investment will be required.

Public investment will be targeted at those who will find it most difficult to transition to an EV due to charging constraints. Initial investment will provide a blend of EVCI that prioritises meeting the demand likely to be generated by the most polluting vehicles transitioning to EVs as well as providing opportunities for those businesses most affected by the CAZ to transition to EVs. This approach will support GM in meeting its air quality and carbon targets.

To accompany this EVCI Strategy, the detailed measures to support progress towards providing the EVCI network that will enable GM to rapidly accelerate the transition to EVs are set out in a funded programme of works that can be found here.

The final version of the document to include a link to the micro-site which will display the funded programme of works.

APPENDIX A

Appendix A

Modelling Assumptions for public EVCI

The public EVCI demand has been estimated using an urban model, which estimates public charger requirements for those unable to charge at home, and an on-route model, which estimates charger requirements for EV users visiting Greater Manchester and passing through Greater Manchester.

The analysis factors in the ability of EV users to charge from home and has segmented charging types and charging locations to reflect different charging behaviours and requirements. The model helps project public EVCI demand by:

1. Selecting an assumed transition to EVs.
2. Estimating the ability to charge at home in GM based upon Census 2011 housing type and assuming that everyone with a detached or semi-detached house can, and will, charge at home instead of using public charging.
3. Assuming all car users in other types of housing are unable to charge at home, and so must use public EVCI.
4. Using the GM highway model to give the distribution, length, and split of car commute, car business, car other, and LGV trips to each destination area.
5. Determining the energy requirement for those journeys from fast and rapid chargers, by assuming a split of requirements by use type (for example, commuting requiring mainly fast chargers, LGVs requiring mainly rapid chargers).
6. Converting that energy requirement into numbers of chargers required, by assuming an arrival time profile throughout the day, and scaling charger numbers to meet peak requirement.
7. Modelling on-route charge demand for rapid chargers for visitors from outside GM, who need to top-up charge while in GM, so assumed to require 'rapid' top-up charging.

Different projections can be developed by a) varying the input assumption regarding EV transition at Step (1) and b) varying the internal model assumptions. Figure 1 below shows projections for what the public EVCI requirements would be in GM by varying levels of the EV transition by 2030 of 10%, 20% and 30% of the fleet. Each projection uses a central set of model assumptions for other parameters.

The Figure also shows the current level of public EVCI provision (in yellow) and a projection of what the current TfGM procurement mechanism could achieve, with existing levels of funding.

These projections show that the public EVCI requirement could be between 3,000 and 7,000 by 2025.

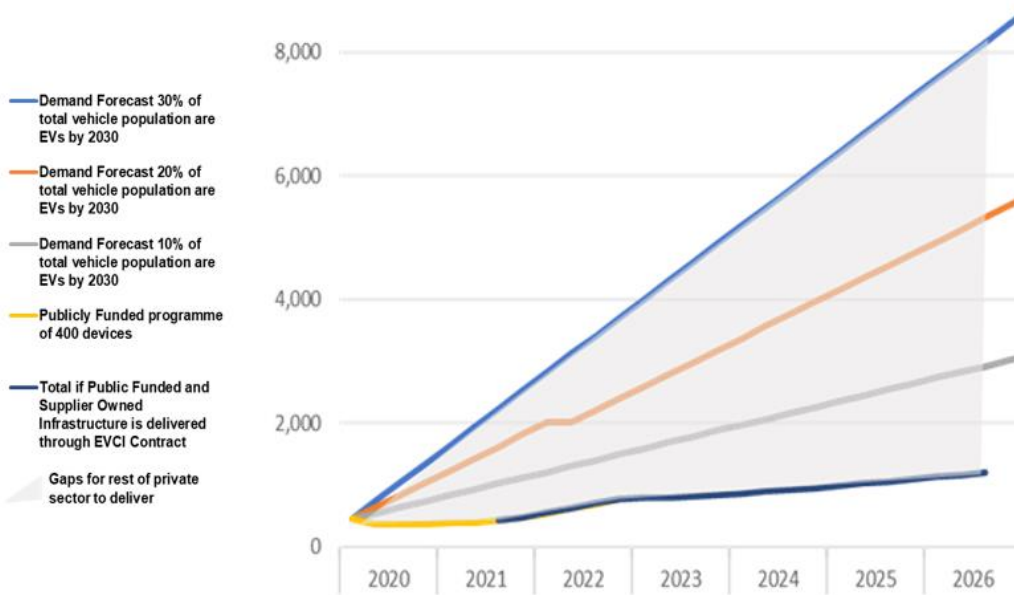


Figure 1: Public EVCI Requirements in GM for a range of EV transition scenarios.

Commentary on projections

The FES 2019 ‘Community Renewables’ scenario has been chosen as the input assumption for the Planning Scenario as it represents a reasonable optimistic scenario for the transition to EVs. In this way, the Planning Scenario represents a good basis for planning EVCI given this strategy’s stated aim of:

- Ensuring that EVCI is not a barrier to EV transition; and
- Setting out a plan that delivers EVCI just in advance of need.

It is noted that while the FES scenarios do account for a conventional car sales ban, the November 2020 UK Government announcement of an end to conventional engine sales in 2030 is sooner than all FES 2019 scenarios. This highlights that the Planning Scenario will need to be kept under review as part of the EVCI strategy proposals to monitor the scale and performance of the network set out in section 6.5.

When considering the Planning Scenario, it is important to note that projection is made based on fast chargers being 7kW chargers and rapid chargers being 50kW. This provides a reference for considering other speeds of charging covering slow, fast, rapid and ultra-rapid charging in particular locations. For example, fewer rapids will be required if ultra-rapid chargers are considered the best solution for certain locations and EV user types, such as EV Taxi or PHV charging hubs where faster charging is required.

APPENDIX B

Appendix B

Development of EV User Profiles

Taxis

Hackney cabs are typically parked at or near to the driver's home between shifts, providing an ideal time to charge. If access to off-street parking at home is available, it is expected that most Hackney cab drivers will seek to charge daily at home if possible, for convenience and because of the lower costs. However, there will be drivers without the ability to charge from home and therefore need daily access to either public or designated taxi charge points. Taxis also typically have a high daily mileage and may therefore require a charge during a shift when time is at a premium so access to rapid charging infrastructure would also be a priority for these users.

PHV drivers transitioning to EVs will share similar charging requirements to those of Hackney cab drivers possibly with a larger proportion unable to charge vehicles at home. Some PHVs are used as pool cabs by multiple drivers working different shifts with high mileage and minimum dwell time between shifts. So public charging provision will be required from rapid chargers in convenient locations for this user group. The distribution of trips made by PHVs tends to be more evenly distributed across Greater Manchester than those trips made by Hackney cabs and there are a number of quite large PHV firms fairly evenly spread across GM serving relatively local markets. Furthermore, PHVs generally have higher daily mileage than Hackney cab drivers, so on-route charging facilities will be important for this user group.

Light Goods Vehicles (LGVs)

Light Goods Vehicles (or vans) have grown in use (measured in kilometres travelled) on Greater Manchester roads in recent decades. LGVs now account for c. 1.7 billion kilometres on Greater Manchester roads, representing 13% of all traffic (up from 9% in 1993). Much of the recent growth has been driven by the growing service economy, the development of the home shopping market and the expansion of delivery services that has accompanied this and the growth of the "gig economy". Improving the efficiency of freight deliveries is an important part of GM's Freight and Logistics Strategy particularly in congested areas such as the city centre and other town centres and investment in EVCI will need to reflect this.

Drivers of LGVs can be split between drivers of vehicles that are part of a large company fleet, Small and Medium-sized Enterprises (SMEs) and self-employed individual drivers who own or lease their vehicles and use them commercially.

For a transition to EVs, larger company fleet owners are likely to provide their own depot-based private charging solutions or rely on staff home charging and therefore make minimal use of public charge points particularly with future improvements in range. The majority of charging is expected to be overnight in depots or at staff homes. However, higher mileage

delivery vehicles may require some access to public charging during the day and with businesses wishing to minimise time lost to charging they are likely to prioritise access to rapid chargers.

Small and medium-sized enterprises are less likely to have their own private charging solutions for smaller company fleets of cars and LGVs and may also be reliant on staff home charging. There is likely to be some potential demand for both fast and rapid public charging facilities to enable drivers to charge vehicles, both overnight and during the working day. An increasing number of privately owned or leased vehicles are being used commercially and to transition to EVs, users of these vehicles are likely to face similar charging challenges to owners of private cars especially where they don't have access to off-street charging at home. Many of these vehicles have higher daily mileage than private cars and may require more regular overnight charging as well as opportunities for charging during the day. For charging during the day access to rapid charging infrastructure will be a priority as time will be at a premium.

Local Authority and other public sector fleets

Local Authority and other public sector fleets are made up of a wide range of vehicles including cars, LGVs and specialist vehicles that perform a wide variety of roles with varying daily mileage, operational needs, duty cycles and dwell times. To transition these fleets to EVs it is likely that in-house provision for EVCI will be required and they are less likely to need to make use of the publicly accessible EVCI network, although occasional access may be required.

Car Clubs

Car Clubs contribute positively towards a progressive urban transport policy. There is clear evidence that members reduce levels of vehicle ownership and mileage at the same time as increasing their use of other, more sustainable modes. Traditionally, transition to EVs has represented a challenge for Car Clubs in terms of potentially reduced utility due to customers range anxiety, availability of EVCI, greater capital costs and potential driver apprehension. The main operating model for Car Clubs in Greater Manchester is the back to base or round-trip hire which involves the vehicle being collected from and returned to the same destination (often a specific parking bay) and whilst this may be suited to fast charging it is probably not so suitable for rapid charging.

Currently there are no privately operated fully EV Car Clubs in Greater Manchester although a number do have PHEVs amongst their fleet. However, increasing demand for Car Clubs is leading to greater innovation and flexibility in applications and operating models and it is possible that future GM Car Clubs with targeted user group needs, may be able to operate a fully EV fleet. Through informal engagement with Car Club operators there are early indications that there does seem to be operator appetite to provide an EV based Car Club in GM.

The e-Hubs project is funded by the European Regional Development Fund and aims to demonstrate innovations in technology focused on low carbon shared mobility. It provides for car clubs using EVs and e-cargo bikes for-hire in co-locations. It is intended that the project will have a number of over-arching benefits including a reduction in carbon emissions, expediting the reduction of car ownership, making EVs more accessible to the general public, encouraging more active travel practices and creating a knowledge bank of how to embed the use of an EV car-club and e-Cargo Bikes into Greater Manchester, creating a blueprint for further mobility roll-out.

An opportunity exists to establish an EV Car Club within Greater Manchester utilising the e-Hubs project and also aid the initial delivery of the EVCI Strategy. An EV Car Club could provide an anchor tenant for EVCI in community charging hubs or mini-hubs offering an alternative to private EV ownership. An EV Car club could also provide an opportunity for people to try an EV before they commit to purchasing one.

Private Car Drivers

The transition to EVs by private car drivers in GM has been slow to-date, varying between Local Authority areas. Given the OZEV funding for installing home charging points, the majority of early adopters are expected to, or at least have the ability to, charge at home and the average daily mileage suggests most private EV drivers are unlikely to need to charge their cars more than once or twice per week. At present it is therefore likely that most EV private cars receive a high proportion of their charging from slow and/or fast charging at home overnight or at a workplace car park during the day. The relative cost of different charging solutions will also be an important factor in private EV drivers' charging decisions.

EV users living in residential properties with off street parking (such as a private drive or garage) can normally easily install a 7kW home charger that will allow them to recharge an EV at home. Currently there is still OZEV funding available to cover some of the costs involved in installation. However, there will still be occasions when this user group requires access to alternative charging solutions.

Residential areas with a large number of terraced streets or apartment blocks which have no off street parking present a problem for EV ownership as properties without off street parking are likely to be unable to install a home charger. The inability to charge an EV at home will be a barrier to transition for many people across GM particularly for those residents that live in properties with no off-street parking.

In Greater Manchester, terraced housing and apartments make up 43% of the housing stock (2011 Census) and these areas typically have limited access to off-street parking. Clearly not all residents in these areas are car owners and many residents in these locations have already made the decision to pursue car-free lifestyles. However, within many of these residential locations there remain significant levels of car ownership and it will be important to ensure that these car owners are able to make the transition to EVs. Destination

charging, particularly at workplaces but also at park and ride sites, town/local centres and other key destinations as well as existing petrol stations; will all be a very important part of the charging mix for this EV user group; however, a solution to home charging is also likely to be required to overcome this barrier and provide opportunities for private car drivers in these locations to transition to EVs.

Visitors to Greater Manchester

For those visiting Greater Manchester from outside the conurbation, the nature of their journey and the battery range of their vehicles will determine charging requirements, but they are more likely to need to charge their vehicles at their destination or on-route. Visitor attractions and other destination charging as well as motorway service stations and other on-route charging will be important to this user group. Existing petrol station sites could provide visible on-route rapid charging facilities and could also provide charging facilities for residents who do not have the ability to charge at home. Clearly signed park and ride facilities with EVCI near the boundaries of GM would be useful to visitors allowing them to charge whilst continuing their journey on the rapid transit network and reducing vehicles on the Key Route Network within GM.

APPENDIX C

Appendix C

Development of EVCI Typologies

On-Street Residential Charging

In many areas of Greater Manchester, it is not considered to be physically possible or financially viable to install large numbers of on-street, publicly accessible charge points in residential areas to the scale required to meet demand from private car ownership transitioning to EVs.

There are a number of reasons for this, as set out in the following paragraphs:

On-Street charging solutions could include modifying street lighting columns or installing dedicated on-street charging points but these both have issues and in both cases the ability to scale-up provision as the transition to EVs increases, is a major constraint. Whilst satisfying current demand for on-street charging infrastructure in residential areas might be achievable, it would not be possible to meet future on-street residential demand as the transition to EVs increases amongst this user group.

Street lighting column charging relies on the lighting column being next to the carriageway so that charging cables don't stretch across footways causing an obstruction to pedestrians. GM Local Authorities, in line with best practice have undertaken programmes to move lighting columns to the back of the footway to reduce street clutter making more space on footways for pedestrians, wheelchairs, prams and buggies and people with reduced mobility or visual impairment. In addition, the cabling for street lighting columns can usually only support charging of between 3 – 5 kW which is less than the 7.4 kW delivered by a home charger. This type of charging system requires the user to buy an additional charging cable to record the power used. In addition to this expense, the tariff per kWh is generally high for a slow connection speed which means poor value for money for the user.

Dedicated charge points can deliver 7.4 kW matching the output of a home charger. However, they are difficult to locate on-street in large numbers without compromising carriageway or footway space particularly on narrow streets and pavements where space is already at a premium. This is particularly relevant in areas where there is already a lack of space for car parking, limited footway space and congestion. To ensure effective footway widths are maintained charge points would need to be located on the carriageway. When sited in the carriageway, with build-outs, charge points would significantly reduce the available space for car parking. There would also be issues to address around minimising or avoiding disruption of public services operations such as street cleaning, domestic refuse collection services and emergency service access.

In a residential on-street location, each charge point installed would need to have a dedicated EV charging bay with it. This effectively provides a protected private car parking space on the public street and reinforces car use as the dominant mode of travel by

formalising and locking-in on-street car parking in areas with limited road space. Providing dedicated private car parking spaces does not support GM's long-term goals of reducing private car ownership and encouraging sustainable modes of travel. Furthermore, to bring in parking restrictions requires a residents' parking permit scheme or TROs, which would require the support of a proportion of residents on the street.

A dedicated charge point is able to transmit more power than a modified street lighting column because it would have a dedicated electrical connection this however requires a separate feeder pillar (requiring additional space) and makes installation more expensive. The relatively low level of usage (generally a single user) means that it is challenging to generate enough income from each charge point to cover ongoing operational and maintenance liabilities. If this solution was delivered at scale it would require significant ongoing financial support which is contrary to the development of a viable EVCI network. The charge points would therefore require a higher user tariff (and therefore would not be equivalent to home charging options). Implementing a higher tariff would make the on-street solution less attractive for users and mean that they are more likely to seek out cheaper charging alternatives which would lead to underuse of charge points and a requirement for greater subsidy. Potentially on-street charge points in residential areas could become stranded assets, with ongoing financial liabilities generating limited revenue, and creating unused car parking spaces increasing competition for on-street car parking which is already an ongoing issue for residents in many locations.

When considering these issues, it is clear that providing an on-street public charge point solution in residential areas isn't achievable at the scale required to match the required transition to EVs.

Alternatives to on-street public EVCI provision

For those GM residents without the ability to charge EVs off-street at home; a number of alternative options will be important in enabling a transition to EV use.

EV Car Clubs

An expansion of EV Car Clubs operating in residential locations could offer a genuine alternative to private EV ownership for many residents. Dedicated EV Car Club charge points, in residential locations will often be best located on-street where carriageway space is available, in order to increase convenience for users. Through the development of a Shared Mobility Strategy and engagement with Car Club operators we will seek for opportunities to enable them to transition to fully EV fleets and expand the car club offer across GM.

Community charging hubs

Off-street community charging hubs, in close proximity to residential areas (with large amounts of on-street car parking), could support different EV user groups including private EV owners providing a further alternative option in some locations. Where there are

residential areas with significant on-street car parking we will investigate opportunities to provide off-street community charging hubs on a case by case basis where appropriate locations can be found and look at options that will support residents to use these facilities for overnight charging where possible. These community charging hubs could potentially include charging bays for EV Car Club vehicles as well as other mobility services such as cycle hire or e-bike hire facilities, offering residents alternatives to private car ownership. Wider community facilities could also potentially be provided at these locations.

We will establish an on-line system for local residents/communities to register an interest in trialling community hub charging infrastructure so that, funding permitting, we can direct investment to areas of identified demand.

Workplace Charging

Workplace charging during the day will also be an important option for many potential EV users without the ability to charge at home, however we do not wish to encourage commuting by EV ahead of more sustainable modes such as active travel or public transport especially in areas that already experience traffic congestion in peak hours. In appropriate locations and where employees are dependent on car travel; we will work with both public and private sector employers to encourage them to make use of the Government Workplace Charging Grant to establish and expand a workplace EV charging offer as part of a wider review of workplace car parking requirements for employees. Many large public and private sector employers already have Workplace Travel Plans in place which could be expanded to include the provision of an EV charging infrastructure offer as part of a wider review of workplace car park requirements. We will work with large public sector employers such as hospitals, schools and colleges and medical centres with workplace car parking to determine EVCI requirements and opportunities.

Destination Charging

For those who commute to work by the rapid transit network (making use of existing park and ride facilities) there could be the opportunity to charge EVs during the working day whilst EVs are parked at rail station, Metrolink or bus park and ride sites. We will align TfGM's emerging Access to Public Transport Strategy and the development of the Travel Hubs programme with this GM EVCI Strategy and investigate options to expand the Be.EV network at Metrolink park and ride sites and other transport interchanges; and we will also work with Network Rail and Northern Rail to encourage them to provide EV charging infrastructure at rail station car parks across Greater Manchester.

Retail and leisure destination car parks with dwell times of an hour or more also offer an opportunity to provide alternative EV charging options for those without off-street home charging. We will investigate opportunities to expand the Be.EV network in local authority owned car parks in town and district centres and at other local authority assets such as car parking at leisure centres, gyms, libraries, community and health centres and recreation / sports facilities. In many other locations, investment may come more from private operators

particularly on privately owned sites at out of town retail parks or leisure and entertainment venues such as cinemas or concert venues and theatres. We will engage and work with private EVCI providers and operators to encourage them to install EVCI in retail and leisure destinations where there are already many agreements in place.

On-route Charging

On-route charging will also form an important part of the EVCI mix, whilst Highways England have responsibility for EVCI at motorway service stations, there will be a need for further on-route EVCI within GM such as at existing petrol stations and this is an area where we expect private sector investment to be more prevalent.

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Vehicle Charging Station



Title: Streets for All Strategy: A Summary

Date: June 2021

1. What is Streets for All?

- 1.1 Streets for All is a new approach for everything we do on streets in Greater Manchester. Achieving our ambition for more travel by walking, cycling and public transport will help us to tackle our most pressing economic, environmental, quality of life and innovation challenges.
- 1.2 The ambition is to design streets which enable people to incorporate more physical activity into their daily lives; which have clean air; which are safe and secure for everyone; which provide good access to public transport; and which are accessible for those with mobility impairments.
- 1.3 When published, the Streets for All Strategy will build on the policy direction set out in the Greater Manchester Transport Strategy 2040 and our Right Mix vision. It emphasises the importance of delivering active travel and public transport infrastructure and service improvements in a co-ordinated way, and supporting land use changes which bring day to day services closer to where people live. Culture change around active and sustainable travel is also becoming more embedded across Greater Manchester, and this also forms a key part of the Streets for All Strategy.
- 1.4 Streets for All offers a long term approach - rather than an overnight 'quick fix' - which will require changes to how streets are designed and managed. It will also involve changes to the role of some existing streets where, for example, place-making may be given greater emphasis than the movement of private vehicles. Political leadership will be required - alongside close dialogue with local communities – as we transition towards Streets for All across Greater Manchester, as part of our ambition for clean air and carbon neutrality, and our ongoing commitment to improving public health.
- 1.5 For us to achieve all these important ambitions, our city-region needs to be much easier to get around on foot, by cycle and using public transport, with streets which are more pleasant to spend time in. The purpose of Streets for All is to set out Greater Manchester's progressive approach to making this happen, by putting people first as we shape and manage our streets.

2. What kind of values underpin 'Streets for All'?

- 2.1 **Streets for All will be guided by 7 Essentials** which are for us – GMCA, 10 Greater Manchester Local Authorities, TfGM - to deliver in partnership with the NHS, emergency services, stakeholder groups, businesses and residents - all working together and doing our bit.



2.2 Our 7 Streets for All essentials are our priorities and our promise that support our people centred approach to streets across Greater Manchester.

3. The Streets for All Approach

3.1 The Covid-19 pandemic has brought the quality of our streets into sharp focus. Residents are spending more time in their local areas and high streets, and recognise the value of having safe places to walk and cycle and to spend time in. Our residential streets have started to feel more like community spaces as people have been interacting more. Now, more than ever, people understand the urgent need to improve streets in their local neighbourhoods and town centres to support better health, wellbeing and economic vitality.

3.2 The Streets for All approach is about working at three levels (1. Spatial Planning; 2. Network Planning; and 3. Street Design & Management) to ensure that Greater Manchester’s streets feel like Streets for All.

3.3 Central to the approach is reducing the distances people need to travel to reach everyday destinations such as work, healthcare, education, green spaces and leisure facilities. Shorter distances mean more trips that can easily be walked or cycled and new developments can be designed to be easy and safe to access on foot, by cycle and using public transport. The 15 minute neighbourhood concept, whereby in urban areas residents can meet most of their needs within a short walk, cycle or public transport journey is an example of this.

3.4 Our streets have different roles. One objective of ‘Streets for All’ is to ensure the right movement is happening on the right kind of street. Some streets are ‘Destination Places’ or ‘Active Neighbourhoods’ which have low levels of moving vehicles – we need to make sure these kinds of streets are pleasant places to live and spend time in, where it is easy to access local facilities on foot or by cycle. Active travel - alongside public

transport - also plays an important role in supporting economically successful 'High Streets'.

- 3.5 'Connector Roads' are important for moving buses and making sure that public transport has adequate priority to be reliable and attractive to users. They are also important for service and delivery vehicles accessing our city and town centres. Strategic Roads should be carrying larger vehicles on longer journeys to ensure that the impacts of motorised traffic on local streets are minimised.



- 3.6 A major benefit of this Streets for All approach is that it avoids pitting different transport users against one another (e.g., drivers vs. cyclists; bus users vs. pedestrians) and instead starts with a consideration of people and places and then what sorts of movement need to be facilitated within a broad corridor or across a local area. It also helps us to take a more strategic and integrated view of the transport networks we're delivering (whether that is walking and cycling networks; bus networks or networks for moving freight and general traffic) and makes sure we provide the right quality and capacity of transport and infrastructure to meet that need. It also doesn't require ring-fenced funding pots for different transport modes: for example, within a single Streets for All scheme, we can design the right facilities for walking and cycling, buses and general traffic.

- 3.7 We are piloting elements of the Streets for All approach through a number of transport projects such as Quality Bus Transit, as we believe that these will make things better for people travelling in our local neighbourhoods, towns and cities. We are clear, however, about the need to review and report progress on these different elements of Streets for All, as we aim to deliver our overall transport vision for the people of Greater Manchester. We commit to keeping the Streets for All strategy and policies under regular review to ensure it meets the needs of the people of Greater Manchester.

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Report to Overview and Scrutiny

Oldham's Approach to Equality

Portfolio Holder:

Councillor Shah, Leader of the Council and Cabinet Member for Economic and Social Reform

Officer Contact:

Rebekah Sutcliffe, Strategic Director of Communities & Reform

Report Author: Jonathan Downs (Corporate Policy Lead)

15.06.2021

Reason for Decision

At Full Council in June 2020 a commitment was made to develop a new Equality Strategy for Oldham Council, including the adoption of new Equality Objectives.

This report summarises how we currently meet our duties in respect of equality in Oldham, as well as proposing the adoption of new Equality Objectives and an Equality Strategy covering 2021 – 2025.

Executive Summary

In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

This report summarises how we currently achieve this in Oldham, as well as what we do to further champion equality and diversity in Oldham.

Recommendations

1. To provide feedback on the new Equality Objectives for 2021 - 2025
2. To provide feedback on the proposed Equality Strategy for 2021 - 2025

1 Background

- 1.1 At Full Council in June 2020 a commitment was made to develop a new Equality Strategy for Oldham Council, including the adoption of new Equality Objectives.
- 1.2 This report summarises how we currently meet our duties in respect of equality in Oldham, as well proposing the adoption of new Equality Objectives and an Equality Strategy covering 2021 – 2025.

2 What are our duties in respect of equality?

- 2.1 The Equality Act 2010 brought several separate pieces of equality legislation together into one Act. It also extended the public sector equality duties to cover eight protected characteristics, namely:

Age	pregnancy and maternity
disability	race
gender	religion and belief
gender reassignment	sexual orientation

- 2.2 In December 2010, the Government announced that it would not be taking forward the socio-economic duty for public bodies. Despite this we have continued to consider people on low incomes as part of our equality impact assessment (EIA) process.
- 2.3 In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 2.4 The Act also introduced the Public Sector Equality Duty. Under this duty, local authorities must:
- publish service and workforce data annually
 - set at least one equality objective for the organisation (maximum timeframe for achievement set at 4 years)

3.0 How are we meeting these duties in Oldham?

- 3.1 There are five main elements to our approach to equality in Oldham, they are:
1. **Considering the impact of our decisions through the Equality Impact Assessment (EIA) process** - In taking decisions the Council must demonstrate that it has given “due regard” to the need to eliminate discrimination, promote equality of opportunity and promote good relations between different groups.

Demonstrating that “due regard” has been given involves:

-
- assessing the potential equality impact of proposed decisions at an appropriate stage in the decision-making process - so that it informs the development of policy and is considered **before** a decision is taken;
 - ensuring that decision makers are aware of the equality duties and any potential equality issues when making decisions.

It is important to note that having due regard does not mean the Council cannot make decisions which have the potential to impact disproportionately, it means that we must be clear where this is the case and must be able to demonstrate that we have consulted, understood and mitigated the impact, where possible.

2. **Publishing service and workforce data** – The Equality Act 2010 requires the council to publish information showing compliance with the Equality Duty, on at least an annual basis. Over time we intend to collect even more service information and to strengthen the collection of equality related data across the council. This work is referenced in the new Equality Strategy.
3. **Setting Equality Objectives** – The Equality Act 2010 requires the council to publish specific and measurable equality objectives. However, setting equality objectives is an important way for us to show our commitment to equality, diversity and inclusion. We have refreshed our Equality Objectives for 2021 – 2025, please see section 4.0.
4. **Developing a new Equality Strategy for the Council** – To support the council’s ambition to champion Equality and Diversity, an Equality Strategy has been developed, which shows the activity that will be undertaken to create a place that values and celebrates our differences while creating equal opportunities for all, please see section 5.0.
5. **Shaping our Covid-19 response through Oldham’s Equality Advisory Group** – We are committed to minimising the impact of COVID-19 across our communities. The steps we are taking to tackle the pandemic and the subsequent recovery planning, aim to support people, especially those groups with protected characteristics who are often most impacted. To support this approach, we have established an Equality Advisory Group which will provide insight and expertise, helping us capture the voice of lived community experience in our COVID-19 response and recovery planning and beyond.

4.0 **Adopting New Equality Objectives**

4.1 Under the duties of the Equality Act (2010) and the Public Sector Equality Duty, a local authority must set at least one equality objective for the organisation (with a maximum timeframe for achievement set at 4 years). Oldham Council adopted two Equality Objectives in April 2015 which were set for four years. These objectives were as follows:

- 1) **To establish standardised categories and classifications for equality data being recorded:** This was to ensure that equality data is collected and reported consistently across the organisation, using uniform criteria which can be future proofed and adapted for any changes to equality categorisation.

Over the past four years the we have started to standardise equality datasets and analysed them to look at how we can achieve a more representative workforce. This piece of work was one of the deep-dives for 2016/17. Over time we intend to collect even more service information and to strengthen the collection of equality related data across

the council. Crucially, we will work to identify how we use this data to inform service planning and development, seeking to continually improve our performance over time.

- 2) **To carry out in-depth research and analysis of service areas for which we collect equality data at a rate of one service area per year:** This was to enable the council to look at how the equality data we collect can be improved and how we can better use the data to inform service planning.

The first deep-dive (2015/16) we carried out was looking at the impact of welfare reform on those aged between 16-25 years old. Two other deep-dives have been undertaken: the work to look at how we can achieve a more representative workforce, and the work to develop a Street Charter for those with a sensory disability which includes mechanisms for better collection of data around these issues. A fourth deep dive into the equality impact of Covid-19 was recently completed, which has been used to help shape our ongoing Covid-19 response and recovery planning.

- 4.2 The objectives now need to be refreshed to outline Team Oldham's equality focus for the next four years from 2021 - 2025. Following consultation with services, portfolio holders and equality leads from across the partnership, we are proposing to adopt four new Equality Objectives that will set out our commitment for progressing equality, diversity and human rights across the borough:

1. **We will identify and mitigate the potential equality impacts caused by Covid-19, informing our response through research, best practice and lived experience** – As a council we are committed to minimizing the impact of Covid-19 on our residents. Though the Equality Impact Assessment process that has been completed, we have identified additional steps we will take to address inequalities as a result of the pandemic response through to mitigating against inequality as we recover.
2. **We will provide services that put the citizens' voice at the heart of decision-making, advancing equality of opportunity and celebrating diversity and inclusion for all** – Our policies and strategies aim to capture the lived experiences of our communities and our action Equality Strategy reflects their insights.
3. **We will lead the way in championing inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone** – Ensuring equality is fully embedded within our organisational culture and across Team Oldham and is reflected in our principles and values in everything we do
4. **We will encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do** – Implementing a programme of activity which supports workforce equality and diversity in a holistic way through The Workforce Strategy 2020-2023.

- 4.3 These objectives will be supported by Oldham's Equality Strategy, which shows how we will achieve these objectives.

5.0 **Oldham's Equality Strategy**

- 5.1 At Full Council in June 2020 a commitment was made to develop a new Equality Strategy for Oldham Council, including the adoption of new Equality Objectives covering 2021 – 2025.

- 5.2 The proposed strategy sets out the council's commitment to progressing equality, diversity and human rights across the borough. It outlines how we will eliminate unlawful

discrimination, advance equality of opportunity and promote good relations between all people regardless of age, disability, race, sex, gender identity, religion or belief, sexual orientation, pregnancy or maternity, socio-economic and marital or civil partnership status.

- 5.3 The purpose of the Strategy is not to capture everything that the council does to address inequality, as the work to address inequalities are reflected in the relevant individual strategies, plans and policies that are in place across Team Oldham. These specific strategies, plans, and policies will themselves have assessed and identified the equality implications and desired equality outcomes that they wish to achieve, as part of the council's Equality Impact Assessment process.
- 5.4 The aim of the Equality Strategy is to place equality and diversity at the heart of what we do, setting ourselves ambitious goals and measuring progress against these in order to drive organisational improvement. We are currently identifying key leads for each action in the strategy, who will be responsible for ensuring delivery. This will include developing action plans that sit behind the strategy, enabling us to monitor progress and impact.
- 5.5 The strategy builds on the four Equality Objectives proposed in section 4.0, ensuring Oldham Council meets the general and specific requirements of the equality legislation in everything we do so that equality is fully embedded within our organisational culture and reflected in our values and principles. The proposed Equality Strategy can be seen in full in Appendix 1.

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Building a Fairer Oldham

Equality, Diversity and Inclusion Strategy

2021 - 2025

Date adopted: TBC

DRAFT

This strategy sets out our vision for equality and diversity in Oldham, helping create a place that values and celebrates our differences while creating equal opportunities for all. We recognise that we have responsibilities under the Equality Act 2010 and the Public Sector Equality Duty, and take equality and diversity seriously, but our ambition is to go beyond these obligations and weave equality, diversity and human rights into everything we do to develop a culture of fairness, openness and respect, as defined by our Co-operative values.

Oldham has a rich history of people from different backgrounds and cultures living and working together. However, we know that there are groups of people that are marginalised, who are more likely to face inequality and discrimination than others. As we recover from the impact of Covid-19 it is critical that we tackle inequality and discrimination head on, setting aspirational targets for improving equality across the borough. Evidence shows us that Covid19 has impacted disproportionately on our BAME communities; older people and younger people – the latter being particularly affected by rising unemployment; and more generally, people living on low incomes.

We know that there are difficult challenges that lie ahead. Inequalities have been exacerbated in recent times by Covid-19, public sector cuts and different political ideologies. However, we all have a responsibility to role model a respectful approach to all people, listen to the views and opinions of others, while challenging poor behaviours, especially hate speech.

We are proud of how we have reduced inequalities experienced by individuals and groups of people across Oldham, but we know we can do more. Our policies and strategies aim to capture the lived experiences of our communities and our Equality Strategy reflects their insights and expertise. The purpose of our Equality Strategy is:

- To meet the general and specific requirements of the equality legislation in everything we do so that equality is fully embedded within our organisational culture and reflected in our principles and values.
- To state our commitment to make Oldham a fairer place in which to live, work and feel safe.
- To ensure our workforce are aware and equipped to provide culturally appropriate and inclusive services.
- To address and outline the additional steps we are undertaking to address inequalities as a result of Covid-19 from our initial pandemic response through to our recovery and rebuild phase.
- To implement a programme of activity which supports workforce equality and diversity in a holistic way through the #TeamOldham Workforce Strategy 2020-2023.

This Strategy will be reviewed regularly to ensure the needs of our communities are being met fairly and equally. Progress will be monitored and reported.

Message from Cllr. Shah, Leader of Oldham Council

We are delighted to endorse Oldham's Equality, Diversity and Inclusion Strategy: 'Building a Fairer Oldham'. Oldham is a vibrant and diverse borough, but we know that not everyone has access to the same opportunities. We believe our town will only fulfil its collective potential if everyone who lives and works here can reach their own individual potential and are not limited because of who they are or where they live.

In Oldham we have a strong history of partnership working and this strategy recognises that tackling inequality requires a partnership response. By working together across Team Oldham and our communities, much more can be achieved to make Oldham a more equitable place. By working together, we want to make sure that everyone who lives and works in Oldham can live comfortably, healthily and happily.

Our Equality, Diversity and Inclusion Strategy is an important document setting out our priorities over the coming years as we seek to fundamentally redesign Team Oldham's services, recover from the impact of COVID-19, deliver significant budget cuts and improve outcomes for residents. Our vision is to create a place where people understand, respect and celebrate each other's differences, this strategy sets out the improvements we would like to see and expands on the successful work already happening to tackle unfairness across the borough.

This strategy will build on the hard work and dedication of individuals and organisations that are committed to equality and fairness. It will provide ways for people to share their experiences, good and bad, and to establish systems that concentrate our efforts, knowing that working together will have the greatest impact.

Despite the challenges we face collectively and as individuals, we believe our Equality, Diversity and Inclusion Strategy and the actions that will be developed under it to meet our equality objectives will have real benefits for Oldham. It is a work of shared values and vision created through listening to our Equality Advisory Group, communities, VCFSE partners, stakeholders and staff. We are grateful to everyone who has helped us to shape this strategy, and who we will continue to work with to build a fairer Oldham, so nobody is left behind.

This strategy sets out how we plan to achieve these aims by working collaboratively across Team Oldham, as well as showing how we will monitor our progress. We have made a commitment to report on our progress regularly through the Equality Advisory Group, in order to make sure that there is accountability for the actions that we have said we will take forward.

Why do we need an Equality, Diversity and Inclusion Strategy in Oldham?

Society is diverse, with a wide range of differences among people, families and communities. We may be older or younger, have a religious belief or no religious belief, or have a different background. This is a normal part of life.

When we talk about inequality, we mean that people are treated unfairly and less favourably because of these differences and characteristics, real or perceived. Furthermore, equality does not mean that everyone should be treated the same, but that everyone should have an equal opportunity to make the most of their lives and talents. This means removing societal barriers across the borough so that everyone can be involved and feels welcome.

We believe the people of Oldham want to live in a place that is committed to fairness and equality of opportunity, a borough that tackles discrimination and prejudice and that these principles help communities come together and live together harmoniously.

Our 'Building a Fairer Oldham' strategy wants to make it possible for everyone to feel that they can make a difference, to open the debate about inequality and unfairness. It is everyone's responsibility to make Oldham a fairer place to live in. It is a shared endeavour, involving communities and employers, as well as Team Oldham and our VCFSE partners.

The strategy, whilst ambitious, cannot reflect every inequality which will be experienced over the next 4 years. It sets out key actions across 4 equality objectives. These are:

1. Identify and mitigate the potential equality impacts caused by COVID-19, informing our response through research, best practice and lived experience.
2. Provide services that put the citizens' voice at the heart of decision-making, advancing equality of opportunity and celebrating diversity and inclusion for all.
3. We will lead the way in championing inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone.
4. Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.

Progress against the actions will be visible through performance measures, whilst action will arise from several other strategies and initiatives which have similar aims, for example, Oldham's developing Poverty Strategy.

Identify and mitigate the potential equality impacts caused by COVID-19, informing our response through research, best practice and lived experience:

As we recover from the impact of COVID-19 it is critical that we tackle inequality and discrimination head on. COVID-19 has exacerbated many pre-existing inequalities, including health and financial inequalities. Nationally, we know that some people may be more at risk of transmission of COVID-19, at risk of poorer outcomes from infection, and at risk of greater impact from control measures. Public Health England (PHE) have found older people, males, those living in deprived areas, and those from Black, Asian and Minority Ethnicities (BAME) are at increased risk of poor outcomes. However, it is equally important to note that inequalities are also experienced in how people are treated – in the assumptions that are made; the language that is used; the way we communicate; and how services are designed and accessed.

The Marmot review 'Fair Society, Healthy lives' demonstrated how health inequalities are affected by a wide range of social and economic factors including where we live, our housing, our income, the environment, our relationship with the local community and the lifestyle choices we make. The review considered how health inequalities are an accumulative process with the influences of negative and positive factors beginning at birth and continuing over a person's life. These factors are now widely accepted as being responsible for significant levels of health inequalities. People living in deprived areas and in the lowest income group are much more likely to have a reduced life expectancy and a poorer health outcome than more affluent people.

Both COVID-19 and the measures to control it have exacerbated the fundamental inequality in death rates between Oldham, GM and the wider North, and the rest of the UK. The Northern Health Science Alliance has found that 12.4 more people per 100,000 population have died with COVID-19 in the North from March to July than elsewhere in the country, with 57.7 more people per 100,000 dying of all causes.

The exacerbation of existing inequalities because of COVID-19 has also resulted in a further deepening and widening of poverty in the borough. Unemployment rates have doubled since March and rates are highest in our most disadvantaged communities. We are especially concerned about the rise in youth unemployment; now approaching 16% borough wide in some hotspots, within our poorer wards, as high as 37%.

We will continue to work across Team Oldham to tackle these inequalities, especially for communities who have been disproportionately hit hardest by the pandemic. Through our Covid Recovery Plan we will take steps to support our most vulnerable communities, protect our health system, and support our economy.

Provide services that put the citizens' voice at the heart of decision-making, advancing equality of opportunity and celebrating diversity and inclusion for all.

How we develop and co-produce services is fundamental to how we meet our equality and diversity responsibilities. The co-design process and decision-making about how we make changes to services is underpinned by principles and approaches that ensure equality and diversity issues are identified and acted on so that residents' needs are met and that they can access services in ways that balance the delivery of effective and efficient services with what suits them.

Good engagement and consultation with residents is key to providing accessible and resident focused services that are co-designed and influenced by the people who will use and benefit from them. When engaging we take care to reach all sections of the community, often using the expertise of the Equality Advisory Group to better understand the impact on people and communities with protected characteristics.

Our Equality Impact Assessment (EIA) process is an essential tool for co-designing services, policies and strategies, and understanding the impact, positive and negative, of our decisions on different protected groups. EIAs are the primary way in which equalities and diversity issues are identified across Team Oldham and they provide a systematic framework and evidence-base to demonstrate that we have considered equalities and diversity in our decision-making processes, as well as evidencing how we will mitigate any identified impacts.

Through our Team Oldham Digital Strategy, we are committed to 'delivering a connected Oldham for everyone'. The strategy is deliberately broad in its focus to ensure that we balance delivery of digital infrastructure with designing and delivering digital services that reflect the needs of the people who use them. By understanding resident's needs, services should be designed in a way that makes them easy to use and access 24/7 from the comfort of their own homes. This includes the council website as the 'front door' to digital services meeting accessibility standards and the online customer journey being effective and efficient from start to finish. We are also committed to playing our part to work together with partners to ensure that everyone has the access, skills and confidence to feel empowered to benefit from the opportunities that digital brings in our day-to-day lives. The tablet lending and gifting scheme delivered by the Library service has been established to ensure that those without digital access at home and who can't access the Oldham Library network aren't left behind.

As a service provider we are ensuring that the way services are co-designed and delivered take account of the diverse needs of our residents and communities, ensuring our services are accessible to all. We also have a Public Sector Equality Duty to be able demonstrate to the community how we have considered the impacts of our decisions and what the outcome of these considerations has been. We will continue to publish this information annually through our annual equality report.

We will lead the way in championing inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone.

As champions of inclusivity, we will take a no-tolerance approach to hate crimes. Hate crime victims are more likely to suffer repeat victimisation, more likely to suffer serious psychological impacts, and less likely than the victims of other crime to be satisfied with the police response. Hate crime can limit people's opportunities and can lead to isolation and segregation. It is also damaging to the community, undermining integration and cohesion, and eroding shared values of acceptance and respect for others. Under-reporting of hate crimes is an issue and we must do more to enable victims or witnesses to come forward. We must also continue to support victims and ensure that perpetrators face justice. Finally, we must work across Team Oldham and are communities to challenge the attitudes and beliefs that drive these crimes.

Historical and contemporary systemic and institutionalised discrimination and prejudice in the treatment of Black and Asian people, and people belonging to other ethnic minorities, have resulted in entrenched inequalities rooted in long-standing structural issues of poverty and disadvantage. We will work to increase peoples' knowledge and understanding about specific equalities issues. We will focus on promoting positive messages, celebrating equality, diversity and inclusion. We will work with staff, members of the public, service users, community groups and VCFSE partners to achieve this, developing campaigns and initiatives in partnership with groups and communities with lived experience of protected characteristics. Our goal is to challenge discrimination, promote equality of opportunity and understanding and foster good relations across Oldham's communities.

Building a Fairer Oldham also means recognising that there are other causes of inequality or exclusion, often inter-connected and mutually reinforcing. People can be excluded because they have low income, are socially isolated, live in poor housing or due to poor health. Despite the best efforts of Team Oldham, poverty and inequality in Oldham have been increasing over the last 10 years and gaps in wealth and health across the borough continue to widen. Pre-Covid19, Oldham's place in the IMD had worsened (19th LA) and the borough continues to have some of the highest rates of child poverty in the country.

We are currently refreshing Oldham's Poverty Action Plan through Oldham's Poverty Steering Group (comprising senior leaders and officers from across the system, to provide strategic oversight and direction), ensuring that it is responsive to the increasing demands placed on services across the system caused by COVID-19. As well as meeting urgent needs now, the plan will begin to look forward to recovery and will have a greater focus on tackling the underlying causes of poverty and inequality. In this respect, the Poverty Action Plan is a pre-cursor to the development of a Poverty Strategy, taking forward key actions now and beginning work at a strategic and operational level that will make our efforts to combat the symptoms and causes of poverty more effective.

Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.

The Team Oldham Workforce Strategy ensures that our employment processes and conditions are free from discrimination and that we work towards removing barriers to employment, development and career opportunities for everyone. We are committed to building an inclusive Team Oldham where the workforce reflects the borough we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work.

The profile of the existing Team Oldham workforce does not currently reflect the diversity of our communities and we have recognised that we need to accelerate improvements in this area, especially as some of the borough's largest employers who need to lead by example. To increase the pace of change we are setting ambitious targets and actions to ensure our actions match our ambition. We want to attract people from all backgrounds to work for us, and we want to retain staff by valuing their contribution and supporting them to give their best. Our approach to inclusivity and diversity is at the heart of how we do this. As we need our workforce to understand how to make difference work for all of us. As well as applying fair recruitment practices and tackling barriers to employment, we offer flexible ways of working, family-friendly policies, and learning and development opportunities to help staff fulfil their potential.

The greatest challenges we face to having a diverse workforce are in the number of disabled people and in the roles that our from black and minority ethnic communities undertake. This means we need to have both generic and targeted measures in place to address these challenges. We already ensure that all disabled candidates who meet essential criteria are guaranteed an interview and steps are taken to support people who need adaptations of any nature but there is still work to do and we have an ambitious Apprenticeship and Kick Start programme which aims specifically to offer new opportunities to those people who may not normally look to find employment with us. In respect of people from a Black and Minority Ethnic background our workforce does consist of people from a rich mix of cultures but these staff are predominantly in front line and junior roles and so the challenge is to understand and address how we can be more representative at all levels and create development opportunities which will accelerate progression at a faster pace.

We will continue to promote our commitment to equality, diversity and inclusion across Team Oldham so that our actions both within and outside our organisations demonstrate a passion and commitment to create opportunities for all.

We are committed to creating an environment where employees feel able to be open about their background, identity and characteristics, if they choose to do so. We expect respect from all and will celebrate differences among the communities we serve and within our own workforce. We will take robust action to ensure Team Oldham provides a working environment that is free from discrimination and harassment and will take action as needs be, both to ensure best practice is applied and to ensure people and organisations are protected.

Equality Strategy 2021 - 2025

Equality Strategy: Action Plan 2021 / 2025			
Equality Objective	Key Actions	Who	Impact
<p>Identify and mitigate the potential equality impacts caused by COVID-19, informing our response through research, best practice and lived experience.</p>	As the impact of the Covid-19 Pandemic continues to become clear, we will work across Team Oldham, Oldham's Equality Advisory Group and our communities to agree a specific action focused Covid-19 Recovery plan, focused on mitigating the impact of the pandemic across all of Oldham's communities.	Team Oldham / Equality Advisory Group / Public Health / Corporate Policy	No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.
	Reducing the potential inequalities created during the pandemic for people with protected characteristics or other vulnerable groups through Team Oldham's Equality Impact Assessment Process, which will identify potential issues, ensuring appropriate mitigations can be put in place across the wider Team Oldham system.	Public Health / Adult's Social Care / Children's Social Care / OD	No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.
	Undertake a learning review of our Covid-19 response, including test and trace, vaccination and broader CV-19 engagement activity to inform how we work together as a system to deliver health, care and other public services more broadly going forward.	Oldham CCG / Corporate Policy / OD	Learning from the pandemic is embedded in future ways of working.
	Addressing and tackle equality issues for those from particular ethnic groups. Providing advocacy for those with English as their second language and finding alternative ways to engage and communicate key messaging to hard to reach communities.	Equality Advisory Group Supported / Communications Team / Policy Team / Action Together	People from particular ethnic groups are actively engaged and able to co-design solutions that meet their needs.
	Monitoring and reviewing the potential impacts of the pandemic relating to gender including access to midwifery and domestic violence support services, ensuring that we are providing the	Equality Advisory Group supported / Community Cohesion Team	No communities or groups are disproportionately impacted by the

<p>right level of support across Team Oldham. This will include minimising the impact of the pandemic on the LGBTQ+ community, ensuring our services are inclusive and accessible through regularly reviewing our policies and procedures.</p>		<p>pandemic, or the mitigating actions put in place.</p>
<p>Identifying impacts for those on low incomes, or zero-hour contracts, who cannot work from home and those with no access to public funds, through providing routes to advocacy and supporting people to access grants.</p>	<p>PAG and Community Hubs / Welfare Rights / Revenues and Benefits / Emerging Communities Team</p>	<p>Residents are appropriately signposted to the right support, with our most vulnerable communities stopped from falling into further crisis.</p>
<p>Addressing inequalities relating to age. This is both for Older People and Young People:</p> <ol style="list-style-type: none"> 1. Older People – providing information and support for those with complex needs and those who have been shielding to stay safe, considering not all Older People have access to digital channels or will feel confident accessing services digitally post-pandemic. 2. Young people – considering the reduction in their support services, mental health and wellbeing provision and access to respite and support for young carers. 	<p>Ageing Hub / Youth Services</p>	<p>No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.</p>
<p>Through the Equality Advisory Group, we will continue to ensure that those with particular faiths or beliefs are able to live their lives accordingly, identifying any potential gaps in our understanding or approach to tackling the pandemic in Oldham. This includes ensuring access to appropriate end of life care, bereavement services, culturally appropriate food and other religious and cultural needs.</p>	<p>Equality Advisory Group</p>	<p>No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.</p>

Equality Objective	Key Actions	Who	Impact
<p><i>Provide services that put the citizens' voice at the heart of decision-making, advancing equality of opportunity and celebrating diversity and inclusion for all.</i></p>	<p>Establish standardised categories and classifications for equality data being collected and recorded, ensuring consistency across Team Oldham to inform and shape our decisions.</p>	<p>Data and Insight</p>	<p>Increased understanding of our communities and workforce.</p>
	<p>Establish working groups to identify inequalities and put mitigation plans in place –</p> <ul style="list-style-type: none"> • Establish a senior equalities leadership group, led by the Strategic Director of Communities & Reform to challenge and drive improvement across the Council and wider partnership. • Continue to support Oldham's Equality Advisory Group which is made up of council officers, representatives from the VCFSE sector and from each of the main protected characterises groups, providing the group with a stronger mandate and resources to constructively challenge equality issues across Oldham. 	<p>Corporate Policy</p>	<p>Increased visibility and accountability to tackle equality, diversity and inclusion issues across Team Oldham.</p>
	<p>Actively engage with people and communities to better understand barriers to accessing services we provide and where applicable work in partnership with service users from protected groups, both internal and external to address barriers.</p>	<p>All Services, supported by Marketing and Research Team / Elected Members / PAG / Poverty Truth Commission</p>	<p>All Oldham residents, especially those with protected characteristics, can access services and feel enabled to do so.</p>
	<p>Continue to publish Oldham's annual equality report a profile of the borough's population based on the nine protected characteristics.</p>	<p>Data and Insight</p>	<p>Increased understanding of our communities and workforce.</p>

Equality Objective	Key Actions	Who	Impact
<p><i>We will lead the way in championing inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone.</i></p>	<p>Take a joined-up approach with our public and voluntary sector partners to raise awareness of hate crime and to ensure that hate crime is effectively tackled, helping people feel more confident to report it.</p>	<p>Stronger Communities Team</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Supporting and adopting an anti-racism approach to combat racial prejudice, stereotyping, harassment, unjustified discrimination, undignified and culturally insensitive and offensive behaviour.</p> <p>We will continue to promote race equality and cultural awareness, helping us foster mutually beneficial and respectful long-term relationships across different communities.</p>	<p>Team Oldham / Stronger Communities Team / Communications Team</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Improve the knowledge and understanding of hate crime identification by staff and drive improvements in recording hate crimes.</p>	<p>Stronger Communities Team / Business Intelligence</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Work with the community safety and cohesion partnership to provide cultural awareness training to Oldham's Domestic Violence Advisors, ensuring staff are aware of potential equality issues and cultural sensitivities that may lead to a lack of engagement from vulnerable groups.</p>	<p>Stronger Communities Team / Community Safety and Cohesion Partnership</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Establish a Poverty Truth Commission made up of councillors and commissioners, to recommend measures to tackle poverty, identify causes and mitigate the consequences, informing the development of a Poverty Strategy. This work will have a direct link with the COVID-19 response and recovery work and will seek to identify specific areas around poverty including (not exhaustive) –</p> <ul style="list-style-type: none"> • No recourse to funds • Access to food and foodbanks • Resources for children being educated at home 	<p>Action Together, supported by Corporate Policy.</p>	<p>Reduced levels of financial hardship / poverty across the borough.</p> <p>*Please see Oldham's Poverty Strategy for further details.</p>

	Establish a Poverty Steering Group to take forward co-ordinated action to tackle poverty in Oldham, informed by the Poverty Truth Commission; which will include a representative from the Equalities Advisory Group.	Corporate Policy	Reduced levels of financial hardship / poverty across the borough. *Please see Oldham's Poverty Strategy for further details.
	Celebrate Oldham's diversity through regular equality-related events: Black History Month, International Women's Day, International Day of Persons with a Disability; LGBT+ History Month; Holocaust Memorial Day.	Research and Engagement / Oldham Gallery	Increased community awareness of different protected characteristics, groups and backgrounds.
	Continue to promote Team Oldham-wide campaigns on issues such as mental health and domestic abuse.	Communications	Awareness raised of help and support available to residents across Team Oldham.
	Continue to participate in Greater Manchester's Hate Crime Awareness Week, helping residents gain a better understanding of what hate crime is, how they can access support, and how they report and prevent hate crime in their area.	Communications	Increased reporting of all strands of hate incidents and hate crime / reduction in levels of hate crime.
	Identify opportunities through our culture programme to capture and celebrate Oldham's diversity, for example, through statues and monuments.	Culture	Increased community awareness of different protected characteristics, groups and backgrounds.
	Become a Living Wage Place, expanding the number of organisations in the borough that have living wage accreditation, and increasing the number of people whose salaries are uplifted as a result, providing secure, safe employment, addressing gender and ethnic pay imbalances and developing strategies for in-work progression and wellbeing support.	Corporate Policy / Procurement	Reduced levels of poverty across the borough. *Please see Oldham's Poverty Strategy for further details.

Equality Objective	Key Actions	Who	Impact
Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.	Appoint corporate equality champions, drawn from the Team Oldham's senior management team to raise awareness on equality issues and promote good practice.	Human Resources Organisational Development (HR/OD)	Increased visibility and accountability to tackle equality, diversity and inclusion issues across Team Oldham.
	Actively promote apprenticeships and other entry level roles and increase the number of apprenticeships available for underrepresented groups across Team Oldham.	Economy and Enterprise/ HR/OD	More opportunities for young people to come and work for Team Oldham.
	Continue to publish an annual report showing the pay gap between our male and female employees, which is a statutory requirement. Develop this work to identify pay gaps for other underrepresented groups with a view to publish and set targets for future improvements.	HR/OD	Reduction in the gender pay gap.
	Reduce the proportion of 'unknown' equality data we hold on our employees.	Research and intelligence	Increased understanding of our communities and workforce.
	Review diversity data at all levels of our workforce and amongst our commissioned services to help identify areas for improvement.	HR/OD	Increased understanding of our communities and workforce.
	Review how recruitment processes operate in practice with a view to better understanding why some groups, are less likely to succeed in getting jobs than other groups and then	HR/OD	Improved community representation across Team Oldham's workforce.
	Pilot new approaches to advertising roles through community outreach and different platforms to better target local communities and supports our approach to Community Wealth Building.	HR/OD	Improved community representation across Team Oldham's workforce.
	Review existing recruitment practices to ensure the values and competency-based approach to recruitment at all levels	HR/OD	Improved community representation across

	provides the right approach to improve diversity throughout the organisation		Team Oldham's workforce.
	Continue to develop a workforce that is representative of the communities we serve, seeking to recruit locally and from priority groups where appropriate e.g. young people, people with disabilities and long-term health problems, people experiencing poverty.	HR/OD	Improved community representation across Team Oldham's workforce.
	Ensure that managers are equipped with the tools to manage their teams in a supportive way; embracing difference whilst applying consistently fair practices across all groups.	All Services, supported by HR/OD	Improved employee satisfaction / Improved community representation across Team Oldham's workforce.

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Report to POLICY OVERVIEW AND SCRUTINY COMMITTEE

Green New Deal Strategy and Generation Oldham - further update on funding

Portfolio Holder:

Cllr Abdul Jabbar, Cabinet Member for Finance & Low Carbon,
Deputy Leader

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Ext. N/A

15 June 2021

Purpose of the Report

To provide an update on funding arrangements for activities in the Oldham Green New Deal delivery programme.

Recommendations

That the Board:-

1. Notes that most of the activity in the Oldham Green New Deal programme is currently funded, with potential for further funding in the future from external sources
2. Notes that “Championing a green recovery” is one of the priorities in Oldham’s Covid Recovery Plan, and that national government is also prioritising public sector investment in the low carbon and environmental sectors as part of its overall economic recovery strategy
3. Agrees to receive a report at a future meeting focusing specifically on the potential for a strategic partnership with a commercial low carbon infrastructure provider, to support delivery of the 2030 Net Zero target for Oldham borough

Green New Deal Strategy and Generation Oldham - further update on funding

1 Background

1.1 The Oldham Green New Deal (OGND) Strategy was adopted by the Council in March 2020. The Strategy set a number of objectives and pledges for delivery on environmental issues in a range of work areas, which broadly fit into three over-arching 'pillars':-

- Growing the green economy
- Low carbon infrastructure and a Local Energy Market
- Northern Roots

1.2 The OGND Strategy also set two carbon neutrality targets:-

- For Council Buildings and Street Lighting by 2025
- For the borough by 2030

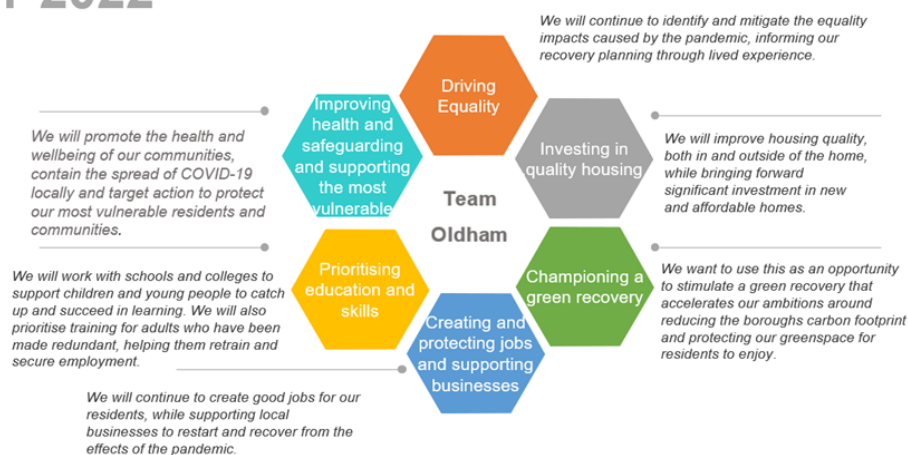
1.3 An update report was presented to the Overview and Scrutiny Board in December 2020, summarising progress against the carbon neutrality targets, the impact of COVID19 on the delivery programme, targeted activities in areas of potential employment growth, achievements so far and the current status of the Generation Oldham community energy programme.

1.4 The Board noted that the success of the Oldham Green New Deal programme depends to a large degree on external funding, since the capacity of the Council to finance many of the proposed initiatives has been impacted year on year by budget cuts, and in particular over the last 12 months by the COVID19 pandemic crisis.

1.5 This report provides an update on funding arrangements for activities within the Oldham Green New Deal delivery programme, which sits as part of the Council's overall Creating A Better Place strategic programme.

1.6 Additionally, the Council's Covid Recovery Plan includes "Championing a green recovery" as one of its key priorities, as shown in the diagram below – although Green New Deal activities also support many of the other recovery priorities.

Covid Recovery Plan 2021-2022



2 Current Position

2.1 Delivery of the Oldham Green New Deal programme sits as part of the Council's overall Creating A Better Place strategic programme for the borough, and OGND activities are organised under the main Creating A Better Place themes. The current position and future outlook in respect of funding for these activities is as follows:-

2.2 Economy theme:-

- Wrigley Head Solar Farm (currently paused)
A £1.1 million project which is currently unfunded. The scheme requires 60% or higher grant funding to make the scheme viable as it currently stands. Potential exists to sell on the project to a third-party developer who could directly use the electricity generated themselves – the next step will be soft market testing to gauge the appetite of potentially interested parties.
- Minewater Town Centre District Heat Network
The Council has secured £70K in revenue funding to develop the business cases for two of the Towns Fund projects, and it is anticipated that the heat network could be one of these. The Council has applied for £4 million from the Towns Fund to develop the minewater boreholes and energy centre which would supply heat to a future district heat network. The heat network will have an estimated cost of around £20 million which has not yet been identified. If the Council were to invest, this would be subject to a robust business case and approval to include the project in the Capital Programme. Further funding to support the development and delivery of the project is available from the Department of Business, Energy & Industrial Strategy's Heat Network Development Unit.
- Public Sector Decarbonisation Scheme delivery – Alexandra Park Eco-Centre
Around £288K has been secured from the Public Sector Decarbonisation Scheme (PSDS) to cover the cost of supply and installation of Air Source Heat Pumps for the new Alexandra Park Eco-Centre. Future rounds of the PSDS could potentially provide further funding for e.g. biomass Combined Heat & Power at the site, but no details yet exist of future rounds.

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- Town Centre Linear Park and Green & Blue Infrastructure
An external source of funding to cover the design cost of the proposed Linear Park up to RIBA Stage 2 has potentially been identified. This design work could then form the basis of a capital funding bid to any national funds which may be available in the future.
 - Northern Roots
To date external capital funding totalling £700,000 and external revenue funding totalling £155,000 has been secured towards the delivery of Northern Roots. Further proposals to external funders totalling £9 million (capital) and £350,000 (revenue) have been submitted and are awaiting decision.

2.3 *Corporate Estate theme:-*

- Public Sector Decarbonisation Scheme delivery (GMCA) – LED lighting and solar PV at Oldham Leisure Centre
Around £94K has been secured from the GMCA's application to the Public Sector Decarbonisation Scheme, for LED lighting at Oldham Leisure Centre. There is potential for future rounds of the PSDS to provide grant funding for decarbonisation works in Council buildings.
- Heat Decarbonisation Plan for the Council's estate
£30K in revenue funding has been secured from the Low Carbon Skills Fund to enable Unity Partnership to prepare a Heat Decarbonisation Plan for the Council's estate, which will be a key element in meeting the 2025 carbon neutrality target for Council Buildings and Street Lighting. This plan will help to inform future funding applications to e.g. the Public Sector Decarbonisation Scheme.
- Decarbonisation of existing schools
Decarbonisation in schools is difficult to fund as it is the school which receives the financial benefit of savings on its energy bills, so there is no business case for the Council to invest. However, the GM Combined Authority is putting together a package to enable schools to decarbonise, and once prepared this could be something that the Council could offer to schools in Oldham. Oldham Council is also part of a consortium bid to the Community Renewal Fund, which if successful will secure funding to carry out Investment Grade Audits of all Council-maintained schools in the borough.
- "Go Neutral" – GMCA programme to identify renewable energy projects for public land and assets
The GM Combined Authority has secured funding to conduct an analysis of publicly owned land and assets across the city region, and use this analysis to identify potential renewable energy projects with investable business cases. These projects could be something that the Council could fund in the future on an invest-to-save basis, but work is not yet sufficiently advanced for there to be any detail as to what these projects might be.

2.4 *Housing theme:-*

- RED WoLF
Around £220K of revenue funding has been secured from the Interreg North West Europe programme towards Council officer time, and around £290K in capital funding to pay for the RED WoLF low-carbon electrical heating systems in 19 pilot homes at Primrose Bank. The remaining match funding requirement for the project is covered by the Housing Renewal Fund.

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- Delivering / expanding Warm Homes Oldham scheme
The Warm Homes Oldham service is funded by an annual grant of £50,000 from Public Health and £125,000 from the CCG. This is supplemented by funding from other bidding opportunities, such as the COVID Winter Grant Scheme that contributed £57,270 in 2020-21. This was used to provide emergency fuel vouchers and boiler repairs / replacements.

The Warm Homes Oldham service has led on bidding for and delivering the Greater Manchester Green Homes Grant (GHG) Local Authority Delivery (LAD) Scheme.

- Phase 1A is delivering £4.7m of measures to 630 homes across Greater Manchester by 30 June 2021;
- Phase 1B is delivering £5.6m of measures by to 821 homes across Greater Manchester by 30 September 2021;
- Phase 2 is delivering £17.6m of measures to 1,885 homes across Greater Manchester by 31 December 2021.

The Government is due to announce a bidding opportunity later this year for Phase 3, which is to be delivered in 2022-23.

2.5 *Spindles theme:-*

- Spindles Sustainability Strategy – including Net Zero, Food Strategy etc
The funding for sustainability measures in Spindles Shopping Centre will form a part of the overall case for investment by the Council once design has been completed for the renovation of the site.

2.6 *Other Green New Deal activities*

- Oldham Energy Futures
Around 300,000 Euro has been secured from ICLEI by the external lead (Carbon Co-op) for this project, which is being delivered in partnership with the Council. The project will engage residents in Sholver and Westwood to work on an energy transition masterplan for their neighbourhoods and includes money to pay residents for the time they spend on the project and also for some pilot projects putting the masterplan into practice.
- Oldham Community Power Phase 2
At the time of writing no funding has been identified to support OCP in developing a business case for a Phase 2 of their project. However, there may be potential to secure funding to produce feasibility studies for the remaining maintained schools in Oldham, via the Community Renewal Fund, as part of a consortium bid with the NHS and other GM councils – which OCP could then use for a future Phase 2 of their community energy scheme.
- 'Green Your Neighbourhood' / Citizens' Assembly on Climate Change
£10K has been identified from the Transformation Reserve to potentially support this work. However, the work is currently paused due to COVID19.
- COALESCCE
Around £60K in revenue funding towards officer time remains in the COALESCCE community energy project, funded by the Interreg Europe programme. COALESCCE supports community energy work in Oldham such as Oldham Energy Futures and Oldham Community Power. There is potential for the COALESCCE project to be extended which could secure further revenue funding towards officer time.

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- Local Energy Market / green Power Purchase Agreements
No funding requirement or source has yet been identified for work to create a Local Energy Market in Oldham. However, Oldham is a participant in the GM Combined Authority's Innovate UK-funded local energy market project and can benefit from that work. Amongst other benefits, the project will generate a Local Area Energy Plan which can then be used to attract inward investment to build Oldham's low carbon infrastructure for the future.
 - Strategic low carbon infrastructure partnership with private sector provider
Development of this work has been 'paused' until later in the year due to a lack of capacity in the Procurement service to progress it at the moment. However, if this initiative goes ahead it has potential to secure significant private sector investment in Oldham borough, which will be a key element of Oldham's overall investment in the low carbon economy. It is proposed that this initiative should be the subject of a future report for consideration by the Policy Overview and Scrutiny Committee.
 - Growing the green economy / jobs & skills
It is envisaged that around £25K from the FOUNDATION Interreg Europe project could cover the cost of a SWOT analysis of Oldham's green economy and produce an action plan to enable the Council to focus on creating jobs and training opportunities in this key sector.

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

3.1 Report is an update, for information only.

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

4.1 Report is an update, for information only.

5. **Links to Corporate Outcomes**

5.1 Corporate Plan:-

Inclusive Economy:-

- #ourbit: Attracting investment and encouraging business and enterprise to thrive
- #yourbit: Supporting and promoting local businesses and ventures
- #ourbit: Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready

Thriving Communities:-

- #ourbit: Increasing the sense of involvement and ownership of issues that affect people and they care about
- #yourbit: Getting involved in your community: actively sharing ideas and experience with others about things you are passionate about

5.2 The Oldham Plan

Inclusive Economy

- Investment:-
 - We will challenge the orthodox investment model at Greater Manchester and beyond where it doesn't benefit the people and the areas that need investment the most

-
- We will support the growth of our key employment capabilities seeking and supporting increased innovation and enterprise
 - We will continue to invest in Oldham and stimulate investment
 - Human capital:-
 - We will develop a productive and integrated education, skills and employment offer for Oldham
 - We will ensure a great education and vocational training offer and enable residents to be life ready and work ready
 - We will ensure effective business support to increase investment in enterprise, skills and training including apprenticeships

Co-operative Services

- Brilliant everyday collaborations at scale:-
 - We will build new collaborations that improve living standards and the life chances of Oldham residents
 - We will bring in funding and expertise to Oldham to do great things

Thriving Communities

- Co-operative workforce:-
 - We will ensure assets based working and co-production is embedded in our unified workforce

6 **Financial Implications**

- 6.1 The current Green New Deal Schemes are detailed in the body of the report. As new schemes are identified and current proposals are developed, there needs to be detailed business planning, in line with current Council procedures, to ensure that all schemes are robust and financially viable. All proposed schemes should also be in alignment with other Council strategic objectives and should maximise the use of external funding within the Council's regulatory framework.

[James Postle]

7 **Legal Services Comments**

- 7.1 Any Green New Deal Schemes put forward will also need early engagement with Legal, Finance, Procurement and Risk and Insurance officers and appropriate due diligence will need to be undertaken.

Any grant funding should be approved according to the Council's Constitution with advice from Legal Services and a careful eye to grant funding terms and conditions to ensure these can be met and are within budget.

Any contracts entered into and/or works/services procured by or on behalf of the Council must comply with The Council's Contract Procedure Rules and Financial Procedure Rules.

Any land transaction entered into must comply with the Council's Land and Property Protocol.

[Rebecca Boyle – Group Lawyer, Corporate]

8. **Co-operative Agenda**

- 8.1 Oldham's Green New Deal programme is part of the borough's wider approach to Community Wealth Building, supporting the aspirations of the Oldham Plan to build an Inclusive Economy, Thriving Communities and Co-operative Services.

[Andrew Hunt]

9 **Human Resources Comments**

- 9.1 N/A

10 **Risk Assessments**

- 10.1 N/A

11 **IT Implications**

- 11.1 N/A

12 **Property Implications**

- 12.1 The Council's Property Services is liaising with the Oldham Green New Deal Programme Manager to provide relevant property information required to identify potential energy efficiency schemes and to inform feasibility studies and grant submissions.

[Peter Wood]

13 **Procurement Implications**

- 13.1 The Green New Deal Schemes are detailed in the body of the report and will require early engagement of the procurement team. As new schemes are identified and current proposals are developed, there needs to be detailed business planning, in line with current Council procedures, to ensure that all schemes are robust and financially viable supported by business case. All proposed schemes should also be in alignment with other Council strategic objectives and should maximise the use of external funding within the Council's regulatory framework. The use of external funding needs to be in full compliance with the funder's terms and conditions, specifically around the procurement of goods, services, and works.

[Dan Cheetham]

14 **Environmental and Health & Safety Implications**

- 14.1 Oldham's Green New Deal programme will deliver against the carbon neutrality targets and other environmental objectives in the Green New Deal Strategy.

[Andrew Hunt]

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

- 15.1 N/A

16 **Equality Impact Assessment Completed?**

- 16.1 N/A

17	Key Decision
17.1	N/A
18	Key Decision Reference
18.1	N/A
19	Background Papers
19.1	N/A
20	Appendices
20.1	None

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Report to POLICY OVERVIEW AND SCRUTINY COMMITTEE

Policy Overview and Scrutiny Committee Work Programme 2021/22

Chair: Councillor Colin McLaren

Lead Officer: Elizabeth Drogan, Statutory Scrutiny Officer

Report Author: Mark Hardman, Constitutional Services Officer

15th June 2021

Purpose of the Report

For the Policy Overview and Scrutiny Committee to review the Committee's Work Programme for 2021/22.

Recommendations

The Policy Overview and Scrutiny Committee is asked to note and comment on the attached Policy Overview and Scrutiny Committee Work Programme 2021/22.

1. Background

- 1.1 Overview and Scrutiny Procedure Rule 4.1 requires each Overview and Scrutiny Committee to prepare and maintain a Committee Work Programme.
- 1.2 The Policy Overview and Scrutiny Committee Work programme presents the issues that the Committee will be considering and scrutinising during the 2021/22 Municipal Year. The Policy Overview and Scrutiny Committee is a new Committee that will be working to the following terms of reference as agreed by the Council in June 2020 -
- a) To lead the development of the overview and scrutiny process in Oldham Metropolitan Borough Council, including responsibility for Member development with regard to overview and scrutiny.
 - b) To undertake strategic level scrutiny (having regard to the Prioritisation Framework where relating to significant policy/service change or an area of public or local interest) relating to:
 - Oldham Council;
 - Wholly owned Local Authority Companies;
 - Strategic Partners and Partnerships;
 - Greater Manchester Combined Authority (GMCA), Association of Greater Manchester Authorities (AGMA) and the city region generally;
 - Education (ensuring there is appropriate statutory representation of co-opted members);
 - Community issues which would include crime and disorder, cohesion, housing and environment and regeneration issues etc.; and
 - Area based issues.
 - c) To develop proposals for submission to the Cabinet and/or to scrutinize proposals of the Cabinet in respect of Policy Framework items, such items being as described at Article 4.1 to the Council Constitution.
 - d) To develop proposals for submission to the Cabinet and/or to scrutinize proposals of the Cabinet in respect of the Budget and related strategies etc., such items being as described at Article 4.1 to the Council Constitution.
 - e) To be the designated 'crime and disorder' committee pursuant to s19 of the Police and Crime Act 2006.
 - f) To establish Task and Finish groups, Inquiries etc to give in depth consideration to issues within the purview of the Committee.
 - g) To consider all Call-Ins (with the exception of called in business from the Commissioning Partnership Board) (In the event a call-in related to an education issue, the statutory co-optees would be invited to participate in that matter at the meeting).
 - h) To consider relevant matters referred from Council in accordance with Council Procedure Rule 10.11(g).
 - i) To make recommendations to the Cabinet or to any partner organisation on issues scrutinised relevant to those bodies, and where appropriate, direct to Council.
- 1.3 In drafting the Committee Work Programme, the work programmes and outcomes from the three overview and scrutiny bodies that worked through the 2020/21 Municipal Year were reviewed by the Statutory Scrutiny Officer and officers from Constitutional Services in consultation with the Chairs of the former and current Overview and Scrutiny Committees, with business being assigned in accordance with the agreed terms of reference for the three new Overview and Scrutiny Committees. This process is not intended to replicate

previous years business but looks to ensure that ongoing, longer term oversight of particular issues is not lost in the move from one structure to another.

- 1.4 Among the new Committees, the Policy Overview and Scrutiny Committee might be regarded as having the more 'strategic' role, scrutinising the Council's key policy items, annual budget proposals, and proposals with significant service and or budgetary implications, while also considering the implications for the Borough and for the Council of proposals being developed at the Greater Manchester (GM) level and by the Council's strategic partners. The strategic role can also be seen as maintaining an oversight of the thematic strands of the Oldham Plan or considering a significant community-based issue having wide ranging implications for the Borough population and requiring detailed consideration and response by the Council alone, by the Council and its Borough partners, or by the Council, partners and wider agencies.
- 1.5 Overview and scrutiny should be regarded as a 'dynamic' process in that issues should be expected to pass from one Committee to another at appropriate times: for example, activities and services following from approval of a Policy would in many cases be expected to be monitored by the Performance Overview and Scrutiny Committee. In all cases, the flow of business across Committee would be managed by the Statutory Scrutiny Officer in consultation with the Chairs and Vice Chairs of the Overview and Scrutiny Committees. It should, however, be noted that the scheduling of Committee business is, to some degree, in the hands of others: for example, consideration of GM-level business will reflect the decision making timetable of the GM Combined Authority.
- 1.6 The Policy Overview and Scrutiny Committee Work Programme at this stage only notes business scheduled for meetings of the Committee. However, the use of workshops or of task and finish groups are a tool of the overview and scrutiny function, enabling longer and more in-depth consideration of issues than is possible in a Committee setting. Such events will be recorded in the Work Programme as they are called for, scheduled and held.
- 1.7 The initial Policy Overview and Scrutiny Committee Work Programme 2021/22 is attached as an Appendix to this report. The Work Programme will be updated and re-submitted to each meeting of the Committee (excluding dedicated budget meetings) as the year progresses.

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POLICY OVERVIEW AND SCRUTINY COMMITTEE

WORK PROGRAMME 2021/22

Tues 15 th June 2021	Green New Deal Strategy and Generation Oldham	To receive an update on the Strategy and Funding.	Portfolio – Finance and Low Carbon. Strategic Director – Communities and Reform Andy Hunt, Programme Manager – Community Wealth Building	Item requested by Overview and Scrutiny (O&S) Board, December 2020.
	Greater Manchester Clean Air Plan and Minimum Licensing Standards for Taxis and Private Hire – <i>Now deferred to the meeting of the Committee on 27th July 2021 for reasons outlined at agenda item 11 of the agenda.</i>	To scrutinize final proposals prior to decision making at both GM and local level in the summer.	Portfolio - Finance and Low Carbon Deputy Chief Executive Carol Brown, Director of Environmental Management; Neil Crabtree, Head of Public Protection; Jon Garforth, Licensing Manager	The intention to bring a further report prior to decisions being taken in the summer was advised to the O&S Board, March 2021.
	Covid-19 Recovery Strategy	To scrutinize the Covid-19 Recovery Strategy prior to consideration by Cabinet and Council.	Leader of the Council/ Strategic Director – Communities and Reform Jonathon Downs, Corporate Policy Lead	The O&S Board was consulted on the proposal in January 2021 and requested further sight of the Strategy prior to approval.

	GM 2040 Transport Strategy – Update and draft sub-strategies	To receive an update on the strategy and be briefed/ scrutinise a number of draft GM 2040 Sub-Strategies prior to submission to Cabinet (for endorsement) and GMCA (for approval)	Leader of the Council Deputy Chief Executive Joanne Betts, Principal Officer Transport and Highways Policy	Update report requested by the O&S Board, November 2020.
	Equalities Strategy	To scrutinize the proposed Equalities Strategy	Leader of the Council Strategic Director – Communities and Reform Jonathon Downs, Corporate Policy Lead	
Tues 27 th July 2021	Joint Places for Everyone Development Plan Document (DPD) and related Statement of Community Involvement and revised Local Development Scheme	To scrutinize a proposal to develop a DPD for jobs, new homes and sustainable growth, and related matters, prior to their consideration by Council and/or Cabinet.	Portfolio – Housing Director of Economy Elizabeth Dryden-Stuart, Team Leader – Strategic Planning	Provisional scheduling, dependent on related Cabinet/Council/GMCA scheduling.
	<i>Deferred from the meeting on 15th June 2021-</i> Greater Manchester Clean Air Plan	To scrutinize final proposals prior to decision making at both GM and local level in the summer.	Portfolio - Finance and Low Carbon Deputy Chief Executive Carol Brown, Director of Environmental Management; Neil Crabtree, Head of Public Protection	The intention to bring a further report prior to decisions being taken in the summer was advised to the O&S Board, March 2021.

Tues 21 st September 2021	Delivery of low carbon infrastructure in the borough.	Scrutiny of the potential to secure a strategic commercial partner to deliver required infrastructure	Portfolio – Finance and Low Carbon. Strategic Director – Communities and Reform Andy Hunt, Programme Manager – Community Wealth Building	
Tues 9 th November 2021	Gambling Act 2005 Policy - refresh	To scrutinize proposed revisions to the Policy.	Portfolio - Finance and Low Carbon Deputy Chief Executive Jon Garforth, Licensing Manager	
	Creating a Better Place and Spindles Shopping Centre	To receive updates one year after adoption of Creating a Better Place and acquisition of the Shopping Centre.	Leader / Portfolio - Finance and Low Carbon and Deputy Leader Deputy Chief Executive Emma Barton, Director of Economy	
Thurs 11 th November 2021 (if required)	Admin Budget, tranche 1	To consider any initial budget proposals that may be presented by the Administration	Portfolio - Finance and Low Carbon and Deputy Leader	

			Anne Ryans, Director of Finance	
Tues 23 rd November 2021 (if required)	Opposition Budget, tranche 1	To consider any initial budget proposals that may be presented by the Lead Opposition Group	Opposition Finance Spokesperson(s) Mark Stenson, Assistant Director of Corporate Governance and Strategic Financial Management	
Tues 14 th December 2021				
Thurs 20 th January 2022				
Thurs 27 th January 2022	Administration Budget Proposals and related Matters	Council Tax Reduction Scheme; Revenue Budget 2022/23 and Medium Term Financial Strategy; Housing Revenue Account Estimates and Proposed Outturn for 2021/22; Capital Programme and Capital Strategy; Treasury Management Strategy Statement; Section 151 Officer Report	Portfolio - Finance and Low Carbon and Deputy Leader Anne Ryans, Director of Finance	

Tues 8 th February	Opposition Budget Proposals	To consider budget proposals presented by the Lead Opposition Group	Opposition Finance Spokesperson(s) Mark Stenson, Assistant Director of Corporate Governance and Strategic Financial Management	
Tues 22 nd March	Place Based Model	To receive an update on the development of the Place Based Model	HR and Corporate Reform Strategic Director – Communities and Reform	Item requested by O&S Board, March 2021.

PENDING ISSUES

	Oldham Plan	Review of the Oldham Plan (formerly the 'sustainable community strategy')	Strategic Director – Communities and Reform	To be refreshed following approval of the Covid-19 Recovery Strategy; timetable to be determined (provisionally January or March 2022)
	Youth Justice Plan	To scrutinize the Youth Justice Plan for 2021/22	Paul Axon Director – Young People's Services, Positive Steps	Provisionally November/ December 2021 – consideration being given to timeliness of submission.
	Northern Roots	To receive an update on progress on the Northern roots project	Anna DaSilva Project Director	O&S Board requested a further report when charitable status was established.
	Employment, Work and Training – 'themed'/significant issue consideration.	Current/ongoing considerations -	<ul style="list-style-type: none"> Jon Bloor, Head of Lifelong Learning, 	

		<ul style="list-style-type: none"> • Work and Skills Strategy and the Impact of Covid-19 on unemployment; • Northern Care Alliance (NCA) NHS Group employment support and local recruitment, and ongoing items; • Not in Education, employment or Training (NEETS) • Youth Council issue re digital apprenticeships etc. 	<p>Employment and Skills Service</p> <ul style="list-style-type: none"> • Donna McLoughlin, Director of Social Value, NCA; Jon Bloor; and Donna Lewis, Head of Inclusion and Post 16 • Donna Lewis <p>tbc</p>	<ul style="list-style-type: none"> • Further considerations requested by O&S Board, October 2020 • Further considerations requested by both O&S Board (January 2021) and Health Scrutiny Committee (through ongoing considerations, including involvement in get Oldham Working, production of a road map with short and long term objectives within the NCA, and considering a convention of employment opportunities for young people in the Autumn; • Item scheduled for March 2022 • The O&S Board agreed in September 2020 for a workshop to be convened with the Youth Council and relevant Officers to address issues relating to the development of the digital sector in the town, the review of apprenticeships across Oldham and the offering of digital apprenticeships by the Council, as raised in a Youth Council Motion to
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				Council. The workshop has not been convened to date due to Covid-19 but the issue has been raised recently with relevant Officers.
	Youth/Young People - 'themed'/significant issue consideration.	<p>Current/ongoing considerations -</p> <ul style="list-style-type: none"> • Meeting with and Supporting the Youth Council; • Annual report on the British Youth Council 'Make Your Mark' ballot 	<p>Jodie Barber Head of Service (Youth Service and Outdoor and Environmental Education Service); Chris Lewis Lead Youth Worker working with the Youth Council</p>	<p>The O&S Board agreed in December 2020 for Board members to meet with the Youth Council, Cabinet member and Head of the Youth Service to discuss how the Board could provide support.</p> <p>The Policy O&S Committee Chair proposes that a joint meeting comprising the three O&S Committee Chairs with the Youth Council to assist in the appreciation of young people's concerns and to assist in looking to ensure that the interests of young people are reflected in matters coming before the O&S Committees.</p>
	Poverty	Task and Finish Group		The O&S Board in January 2021 referred a report arising from a task and finish group exercise to the Cabinet for consideration.
	Homelessness Strategy	To further consider the Homelessness Strategy	<p>Portfolio – Housing Deputy Chief Executive</p>	O&S Board in January 2021 called for a further update report on the Strategy.

			Bryn Cooke, Head of Housing	
	Selective Licensing Scheme	To scrutinise proposals	Portfolio – Housing Deputy Chief Executive Neil Crabtree, Head of Public Protection	Consideration noted as delayed on the O&S Board 2020/21 Work Programme