

POLICY OVERVIEW AND SCRUTINY COMMITTEE ***Agenda***

Date Tuesday 21st March 2023

Time 6.00 pm

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

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Constitutional Services at least 24 hours in advance of the meeting.
 2. CONTACT OFFICER for this agenda is 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, 16 March 2023.
 4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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MEMBERSHIP OF THE POLICY OVERVIEW AND SCRUTINY COMMITTEE

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

Item No

- 1 Apologies For Absence
- 2 Urgent Business
Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes (Pages 1 - 28)
The Minutes of the meetings of the Policy Overview and Scrutiny Committee, held on 19th January 2023, 26th January 2023 and 7th February 2023 are attached for approval.
- 6 Northern Roots
Presentation by Northern Roots' Project Director
- 7 Oldham Green New Deal Delivery Partnership (Pages 29 - 74)
An update on work to develop an Oldham Green New Deal Delivery Partnership
- 8 Participation of Young People aged 16-18 in Education, Employment or Training (EET) (Pages 75 - 84)
An update report on current Participation and NEET rates
- 9 Recommendations of Task & Finish Scrutiny Group on PBI (Pages 85 - 96)
- 10 General Exception and Special Urgency Decisions Report (Pages 97 - 100)
- 11 Policy Overview and Scrutiny Committee Work Programme 2022/23 (Pages 101 - 114)
- 12 Key Decisions Document (Pages 115 - 122)
Key Decisions scheduled to be taken by the Council/Cabinet.



Present: Councillor McLaren (Chair)
Councillors Alyas, Dean, Harrison, Wilkinson and Williamson

Also in Attendance:

Jonathan Downs

Corporate Policy Lead

Peter Thompson

Constitutional Services

1 **APOLOGIES FOR ABSENCE**

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

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

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

5 **MINUTES**

Resolved:

That the Minutes of the meeting of the Policy Overview and Scrutiny Committee, held on 13th December 2022, be approved as a correct record.

6 **OLDHAM'S EQUALITY, DIVERSITY AND INCLUSION STRATEGY - DELIVERY UPDATE**

The Committee scrutinised a report of the Assistant Chief Executive, which updated Members on the Equality, Diversity and Inclusion Strategy (EDI). The Full Council at its meeting in September 2021, had adopted a new EDI Strategy. This report summarises how we currently meet our duties in respect of equality in Oldham, as well providing an update on the delivery of the EDI Strategy.

The Committee was advised that 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.

The Committee's report summarised how Oldham Council was currently achieving its objectives, as well as updating on the delivery of the EDI Strategy Action Plan. 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 and sexual orientation

Members were advised that the Act had also introduced the Public Sector Equality Duty. Under this duty, local authorities must: publish service and workforce data annually and to set at least one equality objective for the organisation (maximum timeframe for achievement set at four years).

The main elements of Oldham Council's approach to equality were:

- a. Considering the impact of 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 involved: 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 was 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.
- b. 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 Equality, Diversity and Inclusion Strategy.
- c. 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.
- d. Implementing the Council's Equality, Diversity and Inclusion Strategy – To support the council's ambition to champion Equality and Diversity, an Equality Strategy was 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.

At the Council meeting that was held 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. The new strategy was adopted in September 2021. The 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. The purpose of the Strategy was not to capture everything that the council was doing to address inequality, as the work to address inequalities was reflected in the relevant individual strategies, plans and policies that are in place across Team Oldham.

The aim of the Equality Strategy was to place equality and diversity at the heart of what we do, setting ourselves ambitious goals and measuring progress against these to drive organisational improvement. The Council is 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 the Council to monitor progress and impact.

The strategy builds on the four Equality Objectives outlined at a – d above, ensuring that 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.

Though Oldham’s Equality, Diversity and Inclusion Strategy had only been adopted in September 2021, there had since been significant societal changes. Covid-19, for instance, became endemic and vaccines had enabled the gradual removal of restrictions on everyday life. However, many residents across the Borough are facing new challenges, including the rising cost-of-living, with mortgage rates, rent, energy bills and food prices, making it difficult for many families to pay the bills. To reflect this changing environment, it is proposed that the Equality, Diversity and Inclusion Strategy’s Action Plan be updated to reflect these new priorities.

As a way of expediting this matter the Chair suggested that the report’s author (Corporate Policy Lead) be asked to meet informally with him to discuss how the Committee can effectively scrutinise the proposals contained within the Strategy.

Resolved:

1. That the Committee notes the report updating on the Equality, Diversity and Inclusion Strategy
2. That the Committee agrees that the To agree that the Equality, Diversity and Inclusion Strategy’s Action Plan be updated to reflect new priorities, including the cost-of-living crisis.
3. That the report’s author (Corporate Policy Lead) be requested to meet informally with the Chair to discuss how the Committee can effectively scrutinise the proposals contained within the Strategy.



The Chair advised that this item had been withdrawn and would be considered at the Committee's meeting that was scheduled to be held on 21st March 2023.

8 **OLDHAM COUNCIL RESOLUTION - SUPPORTING OUR ARMED FORCES COMMUNITY**

The Committee considered a Motion that had been presented to the full Council meeting on 14th December 2022: 'Supporting our Armed Forces Community'. At the Council meeting, it had been agreed that: 'Council resolved to refer consideration of the Motion to the Policy Overview and Scrutiny Committee', with a view to the Committee providing a response to Council in due course.

Resolved:

That the Chief Executive's office be requested to provide a report to the Committee's meeting on 21st March 2023 detailing the current provision of support to Armed Forces veterans in the Borough, including comparative information from neighbouring local authorities.

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

The Committee considered its Work Programme for 2022/23.

Resolved:

That the Policy Overview and Scrutiny Committee Work Programme for 2022/23 be noted.

10 **KEY DECISION DOCUMENT**

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

Resolved:

That the report and the Key Decision Notice be noted.

The meeting started at 6.00pm and ended at 6.50pm

POLICY OVERVIEW AND SCRUTINY COMMITTEE
26/01/2023 at 6.00 pm



Present: Councillor McLaren (Chair)
Councillors Alyas, Dean, Harrison, C. Phythian, Wilkinson and
Williamson

Also in Attendance:

Mohon Ali	Cabinet Member for Education and Skills
Barbara Brownridge	Cabinet Member for Health and Social Care
Amanda Chadderton	Leader and Cabinet Member for Regeneration and Housing
Abdul Jabbar	Deputy Leader and Cabinet Member for Finance and Low Carbon
Shaid Mushtaq	Cabinet Member for Corporate Services
Hannah Roberts	Cabinet Member for Neighbourhoods
Elaine Taylor	Deputy Leader and Cabinet Member for Culture and Leisure
Paul Rogers	Constitutional Services
Anne Ryans	Director of Finance
Mark Stenson	Assistant Director of Finance

1 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Barnes.

2 **DECLARATIONS OF INTEREST**

Councillor Harrison declared a personal interest in Minute no.10 (BRI 612 Young Peoples Substance Misuse and Sexual Health Service) insofar as she was involved with the work of a particular company.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

5 **REVENUE MONITOR AND CAPITAL INVESTMENT
PROGRAMME 2022/23: MONTH 8 – NOVEMBER 2022**

Consideration was given to a report of the Director of Finance an update on the Council's 2022/23 forecast revenue budget position at Annex 1 and the financial position of the capital programme as at 30 November 2022 (Month 8) together with the revised capital programme 2022/23 to 2026/27, as outlined in section two of the report at Annex 2.

The Cabinet Member for Finance and Low Carbon and the Director of Finance presented the report and addressed enquiries of the Committee.



With regard to the Revenue position, the forecast outturn position for 2022/23 is a projected deficit variance of £2.233m after allowing for approved and pending transfers to and from reserves. An operational deficit of £3.233m reduces by £1.000m with the anticipated effect of management actions and strengthened restrictions in relation to expenditure and recruitment. Whilst improving, it is recognised that this remains a challenging position and every effort will be made to reduce the overall variance before the year end.

The position includes additional costs and pressures that have been identified by the Authority in this financial year as a result of the lasting impact of the COVID-19 pandemic. There are currently two areas which continue to endure significant pressures attributed to the on-going impact of the pandemic; Community Health and Adult Social Care is reporting an adverse variance of £5.717m and Children's Social Care is recording £3.477m. These pressures are being offset against a corporate provision of £12.000m COVID-19 Legacy funding which was set aside during the 2022/23 budget setting process specifically to mitigate the on-going costs of the pandemic. The residual balance of £2.806m is being used to reduce the operational pressure. This will be monitored for the remainder of the financial year with action taken to address variances and take mitigating action as detailed in the report.

An update on the major issues driving the projections is detailed within Annex 1, Section 2.

The forecast pressure of £2.233m at Month 8 is a £2.219m reduction in the adverse position of £4.452m reported at quarter 2 and forecasts the impact of, as previously reported, the management actions that have been strengthened across all service areas to review and challenge planned expenditure, control recruitment and to maximise income. It is therefore anticipated that by the year end, the outturn deficit position should reduce further and that this will be demonstrated in the update report which will be presented to Cabinet at month 9.

Information on the Month 8 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report.

Against a generally improving position, the DSG is now forecasting an in-year surplus of £3.287m (£3.215m at quarter 2), which has reversed the deficit brought forward leaving a forecast year end surplus of £0.514m (£0.442m at quarter 2). Action will continue to be taken with the aim of mitigating cost pressures and delivering and maintaining a surplus position. To assist, Oldham has been invited by the Government to take part in the Delivering Better Value in SEND (Special Educational Needs and Disabilities) Programme which will provide dedicated

support for the SEND Review reforms to 55 Local Authorities with historical DSG deficit issues with the aim of putting the DSG of participating Authorities on a more financially sustainable footing.

There are currently no significant issues of concern in relation to the HRA.

The Collection Fund is forecasting an in-year surplus of £0.060m which in turn contributes to an estimated surplus of £4.179m being carried forward into 2023/24. The Collection Fund has been particularly volatile largely as a result of COVID-19. Whilst it is currently in a surplus position, it will continue to be closely monitored throughout the year as any surplus or deficit at the end of the financial year will have a direct budgetary impact in 2023/24.

In relation to the Capital position, the report outlines the most up to date capital spending position for 2022/23 to 2026/27 for approved schemes. The revised capital programme budget for 2022/23 is £59.113m at the close of month 8, a net decrease of £41.135 from the original budget of £100.248m. Actual expenditure to 30 September 2022 was £29.531m (49.96% of the forecast outturn).

It is likely that the forecast position will continue to change as the year draws to a close with additional re-profiling into future years.

In response to a query regarding the investment of Reserves, the Director of Finance informed Members that the Council's Reserves position of £85m puts the Council in a very good position and that the Council's budget was robust.

RESOLVED: that the following be accepted and commended to Cabinet, the

1. Forecast revenue outturn for 2022/23 at Month 8 being a £2.233m adverse variance having regard to the action being taken to manage expenditure;
2. Forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund; and
3. Revised capital programme for 2022/23 and the forecast for the financial years to 2027/28 as at Month 8.

6

HOUSING REVENUE ACCOUNT ESTIMATES FOR 2023/24 TO 2027/28 AND PROPOSED OUTTURN FOR 2022/23

Consideration was given to a report of the Director of Finance which sets out for the Housing Revenue Account (HRA), the detailed budget estimates for 2023/24, the strategic estimates for the four years 2024/25 through to 2027/28 and outturn estimate for 2022/23. The report also sets out the recommended

dwelling, non-dwelling rents and service and concierge charges to be applied from April 2023.



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The report sets out the HRA 2023/24 proposed original budget and the forecast outturn for 2022/23. The opportunity is also taken to present the provisional strategic budgets for 2024/25 through to 2027/28. HRA activities are a key element of the Council's Housing Strategy (approved by Council on 10 July 2019) which aims to provide a diverse Oldham housing offer that is attractive and meets the needs of different sections of the population at different stages of their lives.

After taking all relevant issues into account, the projected financial position for 2022/23 is estimated to be a £1.796m positive variance when compared to the original budget forecast for 2022/23 approved at the Budget Council meeting, 2 March 2022. Of this variance, £0.570m is attributable to a lower than anticipated brought forward balance from 2021/22 with this being offset by £2.366m owing to the cessation of previously planned HRA funded capital schemes. The estimated balance at the end of 2022/23 is projected to be £22.279m.

The closing financial position for 2023/24 shows an estimated HRA closing balance of £20.852m which is sufficient to meet future operational commitments and the potential financial pressures identified in the risk assessment.

The 2023/24 position has been presented after allowing for an increase in dwelling rents of 5%, an increase in non-dwelling rents in line with individual contracts, a nominal increase of 2% on service charges and the setting of Extra Care Housing concierge charges to fully recover costs.

In response to a question relating to the use of some of the Reserves to create more social housing. The Director of Finance informed Members that there is a contribution to the capital scheme which is included which is a little reduced from what was initially planned. The report does outline some initiatives which would include more social housing. One of these initiatives is to roll out the empty homes scheme where a pilot model scheme working with Homes England has been successful and the Council would be looking to expand that model with Homes England where matched funding would be required from the HRA reserves.

As part of the Autumn Statement, the Government announced plans to cap social housing rents at 7% for 2022/23. Previous policy guidance for the period 2020-2025 was that all rents were to be calculated based on a maximum of the Consumer Price Index (CPI) rate at September of the preceding year plus 1%. The Department for Levelling Up, Communities and Housing (DLUHC) has since confirmed that due to the majority of Oldham's HRA estate being contained within two Private Finance Initiative (PFI) schemes the Council is exempt from the social housing rent cap. Despite this Oldham Council recognise the impact on tenants that a 1.1% rent increase would bring.

Therefore, Oldham's projections for the 2023/24 budget have been set assuming rental increases of just 5% which is 6.1% lower than if it were to follow the maximum uplift (September 2021 CPI rate being 10.1% plus 1%). The Council has opted to propose this reduced rate given the current healthy levels of HRA balances and the ongoing pressures, including inflation, on household incomes.

The financial projections for the HRA over the period 2022/23 to 2027/28 show an overall reduction in the level of balances from £21.721m at the start of 2022/23 to £16.253m at the end of 2027/28. HRA resources will be used to support several capital projects including the development of several sheltered housing sites and further works on green projects.

RESOLVED that the following be accepted and commended to Cabinet, the

1. Forecast HRA outturn for 2022/23 (as per Appendix A);
2. Proposed HRA budget for 2023/24 (as per Appendix B);
3. Strategic estimates for 2023/24 to 2027/28 (as per Appendix D)
4. Proposed increase to dwelling rents for all properties of 5%;
5. Proposed increase to non-dwelling rents as per individual contracts;
6. Proposal that service charges are increased by 2%; and
7. Proposal to set Extra Care Housing concierge charges to fully recover actual costs.

7

REVENUE BUDGET 2023/24 AND 2024/25 AND MEDIUM TERM FINANCIAL STRATEGY 2023/24 TO 2027/28

Consideration was given to a report of the Director of Finance which provide the Policy Overview and Scrutiny Committee with the budget reduction requirement and the Administration's budget proposals for 2023/24 and a forecast of the 2024/25 position having regard to the Provisional Local Government Finance Settlement (PLGFS) published on 19 December 2022. The report also presents the financial forecasts for the remainder of the Medium Term Financial Strategy (MTFS) period 2025/26, 2026/27 and 2027/28.

This report presents the Council's Revenue Budget for 2023/24 together with the budget reduction requirement and the Administration's budget proposals for 2023/24 including Council Tax intentions. It also provides a forecast of the 2024/25 position and the financial forecasts for the remainder of the MTFS period, 2025/26, 2026/27 and 2027/28. This report updates the financial position presented to Cabinet on 12 December 2022 using information from the PLGFS published on 19 December 2022 and the month 8 financial monitoring forecasts.

Having regard to the proposed increase in Council Tax, Section 17 presents the Administration's approach to balancing the budget for 2023/24 via the budget reduction process. There are a total of 45 proposals presented in accordance with Political

Portfolios. These are expected to deliver savings totalling £16.313m and have an FTE impact of 7 in 2023/24. The proposals also have an impact on 2024/25 of £7.575m (and a further £1.135m in 2025/26). All the proposals are presented in summary at Appendix 5 and in detail at Appendix 6 to the report.



Assuming approval of the 2023/24 budget reduction proposals and taking into account the impact of one-off budget reduction proposals, the budget reduction requirement for 2023/24 reduces to £12.963m and 2024/25 to £10.670m.

The Committee examined the budget reduction proposals.

The Leader of the Council and Cabinet Member for Regeneration and Housing and The Director of Finance were in attendance to introduce the following proposals:

COR-BR1-610 Resource review of Research and Engagement
COR-BR1-611 Realignment of Executive Assistants
PEG-BR1-606 Capitalisation of Transport officers
PEG-BR1-607 Increase capitalisation of staff time on regeneration projects

The Leader and Cabinet Member for Finance and Low Carbon were in attendance to introduce the following proposals:

COR-BR1-629 Reprofiling of the Minimum Revenue Position
COR-BR1-630 Service Inflation
COR-BR1-631 Finance Service Restructure
COR-BR1-632 Implementation auto processing/artificial intelligence
COR-BR1-633 PFI Insurance rebate/reduction in professional fees
COR-BR1-644 Improvement in the approach to Council Tax administration and Council Tax Collection
COR-BR1-634 Procurement – Reduction in non-pay budgets

With regard to a question for clarification on Council Tax outstanding as at end of 2023, Members were informed that there was an expectancy to collect 94 per cent with approximately £7m in arrears with every effort being made to collect the maximum income and external enforcement are utilised in this regard. Members noted that although collection agencies were much more professional in their work they are closely monitored where collection methods are concerned with any complaints being dealt with immediately.

The Leader of the Council and Cabinet Member for Culture and Leisure were in attendance to introduce the following proposals:

COM-BR1-618 School Swimming Service
COM-BR1-619 OCL Sports Development School Coaching Service

The Leader of the Council was in attendance to introduce the following proposals:

- PEG-BR1-608 Employment and Enterprise – Economic Growth (Get Oldham Working)
- PEG-BR1-609 Employment and Enterprise – Economic Growth (Investment)

The Cabinet Member for Education and Skills was in attendance to introduce the following proposals:

- CHS-BR1-603 Learning Services – School Improvement, School Support, Virtual School
- CHS-BR1-604 Re-alignment of SEND Central Services & Support
- CHS-BR1-605 School Support Services - Academisation

In response to questions, Members were informed that the SEND support team services would not be reduced and the funding for Looked After Children was sufficient.

The Cabinet Member for Health and Social Care was in attendance to introduce the following proposals:

- ASC-BR1-601 Adult Social Care - Direct Payments
- ASC-BR1-602 Adult Social Care - Target Operating Model

Members were informed that the officers will endeavour reduce demand by intervening a lot earlier in the system to assess people to stop people getting into crisis and thus preventing extensive wrap around care.

- ASC-BR1-612 Sexual Health
- ASC-BR1-613 NHS Health Checks
- ASC-BR1-614 Public Health Budget
- ASC-BR1-615 Young People's Substance Misuse & Sexual Health Service

Members were advised that although the service for BR1-612 and BR1-615 was being split up the level of service for both areas will not change.

The Cabinet Member for Corporate Services was in attendance to introduce the following proposals:

- COR-BR1-620 Human Resources and Organisational Development Service Restructure
- COR-BR1-621 MS Licences migration to cheaper licences for some staff
- COR-BR1-622 MS Licences Improved Starter / Leaver Process
- COR-BR1-623 Reduced Call Handling in Contact Centre
- COR-BR1-624 Reduction in Customer and Digital Experiences

COR-BR1-625	Applications Portfolio Management
COR-BR1-626	Review of CDTT Operating Model including ICT
COR-BR1-627	CDTT operating model review and implementation of Transformation changes
COR-BR1-617	Cease the Provision of a Meal prior to Council Meetings
COR-BR1-628	Democratic Services Review:



The Cabinet Member for Neighbourhoods was in attendance to introduce the following proposals:

COM-BR1-616	Reduction in Councillor Ward budgets
PEG-BR1-635	Reshape Bonfire Event
PEG-BR1-636	Don't Trash Oldham Betterment Programme
PEG-BR1-637	Refocus fly-tipping enforcement activity – Don't Trash Oldham
PEG-BR1-638	Increase Fees in Cemeteries an Crematoria Service
PEG-BR1-639	Increase Fees for Community Pitch Hire
PEG-BR1-640	Develop Building Control shared response with other Local Authorities
PEG-BR1-641	Income Generation – Trade Waste
PEG-BR1-642	Variable Lighting Strategy
PEG-BR1-643	Review Options for Future of Remaining Glasshouse Provision

Referring to a question regarding the reduction in Ward budgets, Members were informed that the Council was in a difficult financial position and that this reduction was preferable over some of the other possible reduction choices.

With reference to Fees and Charges Members were advised that some Fees and Charges have been increased while some have been absorbed. School Meals and Pest Control were exceptions and had not been increased.

RESOLVED that the Policy Overview and Scrutiny Committee accepted and commended the following to Cabinet:

1. The policy landscape and context in which the Council is setting its revenue budget for 2023/24;
2. The financial forecasts for 2023/24 and 2024/25 having regard to the Provisional Local Government Finance Settlement and associated funding announcements;
3. Revisions to Budget Reductions approved in 2021/22 and 2022/23 resulting in a value of £3.655m for 2023/24 and £5.700m for 2024/25.
4. The Flexible Use of Capital Receipts at a value of £2.600m for 2023/24 and 2024/25;
5. A proposed overall 2023/24 Council Tax increase of 3.99% for Oldham Council (1.99% for general purposes

- and 2% Adult Social Care Precept) resulting in the charges set out at Table 15 of the report;
6. The 2023/24 Budget Reduction proposals at a value of £16.313m with a further £7.575m for 2024/25 and £1.135m for 2025/26;
 7. The proposed use of £14.008m of reserves to balance the 2023/24 budget and a transfer to reserves of £1.045m for Retained Business Rates;
 8. The proposal to draw on the Collection Fund for major preceptors of £128.374m for Borough Wide services and £108.995m for Council services (subject to confirmation);
 9. The proposed net revenue budget for 2023/24 for the Council set at £287.027m;
 10. The proposed fees and charges as set out in the schedule included at Appendix 10;
 11. The proposed revisions to the Council Tax Empty Property Discount (paragraph 12.37) and Council Tax Empty Property Premium (paragraph 12.39);
 12. The level of balances supporting the 2023/24 budget of £20.012m underpinned by the agreed policy on Earmarked Reserves;
 13. The draft pay policy statement included at Appendix 13; and
 14. The delegation to the Cabinet Member for Finance and Low Carbon and the Director of Finance to make a final decision on the feasibility of a pensions pre-payment if it represents value for money to the Council (Section 8.2-o).

8

COUNCIL TAX REDUCTION SCHEME 2023/24

Consideration was given to a report of the Director of Finance which presented the proposed Council Tax Reduction Scheme for 2023/24 for scrutiny prior to its consideration by Cabinet and recommendation to full Council on 1 March 2023.

Members will recall that there is a requirement to have a local Council Tax Reduction (CTR) scheme to support residents of working age on a low income who qualify for assistance in paying Council Tax. The Local Government Finance Act 2012 places a requirement that each year a Billing Authority must consider whether to revise its Council Tax Reduction scheme or to replace it with another scheme. Any change to the 2023/24 scheme must be agreed by full Council in line with budget setting and no later than 10 March 2023. For Oldham, this requires the Council to agree a revised 2023/24 scheme at the 1 March 2023 Council meeting. Any proposed change must be subject to prior consultation with the major preceptors (for Oldham this is the Greater Manchester Combined Authority), and with the public. The scheme for those of pensionable age is set by the Government and cannot be changed. The Committee will need to consider whether it is appropriate to change the CTR scheme and as a consequence undertake a major consultation, which would be very time constrained. The Council has provided further relief to Council Tax claimants via the Household

Support Fund, its response to the Cost of Living Crisis, together with other initiatives funded from Council resources. In addition, announced within the Provisional Local Government Finance Settlement on 19 December 2022 was a new Council Tax Support Fund of £100m nationally for 2023/24. The Government expects Local Authorities to use the majority of their funding allocations to reduce bills for current working age and pension age Local Council Tax Support (LCTS) claimants by up to £25. Councils can use their remaining allocation as they see fit to support vulnerable households with Council Tax bills and a local scheme will be prepared to ensure the maximum benefit to Oldham residents. On 23 December 2022 it was announced that Oldham's allocation for this ringfenced grant is £0.573m.

A major consultation exercise undertaken at this point would risk deflecting attention from the successful delivery of other initiatives. Furthermore, the full roll out of Universal Credit (UC) is not yet completed and this adds further uncertainty when assessing the likely impact of changes to CTR relief. The Government has recently delayed the full UC roll out to 2028, but as Oldham was a pilot Authority for the scheme, the movement to the new regime within the borough is more advanced than many other areas.

Options considered in this report are leaving the scheme unchanged, increasing the maximum relief by 2.5% and reducing maximum relief by 2.5%. A 2.5% change in the relief impacts the overall Council tax collected by some £0.356m but has a marginal impact upon CTR claimants (increasing/reducing the benefit per resident by £0.68 per week).

In view of the continued uncertainty concerning Universal Credit and the marginal impact of any practical change to the CTR scheme at this stage, it is recommended that the Council maintains the current CTR scheme during 2023/24. This will provide continuity about entitlement to those residents on the lowest incomes and allow time for the impact of the roll out of UC to become clearer.

Members noted that the figures included in the report will change as the financial year progresses and will be updated accordingly in advance of the Council meeting on 1 March 2023.

RESOLVED that the Council Tax Reduction Scheme be unchanged for 2023/24 and therefore be commended to Cabinet.

CAPITAL STRATEGY AND CAPITAL PROGRAMME 2023/24 TO 2027/28

Consideration was given to a report of the Director of Finance which sets out the Capital Strategy for 2023/24 to 2027/28 and thereby the proposed 2023/24 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2024/25 to 2027/28, having regard to the resources available over the life of the programme.

The Council's Capital Strategy and capital programme are set over a five year timeframe. The proposed Capital Strategy and programme for 2023/24 to 2027/28 takes the essential elements of the 2022/23 to 2026/27 and previous years' strategies and programmes and moves them forward in the context of the financial and political environment for 2023/24. The Strategy does however include a longer-term vision, a forward look at those projects that are likely to run beyond the five year strategy and programme period or be initiated subsequently. This covers a timeframe for the 10 years from 2028/29 to 2037/38. The format of the Capital Strategy reflects the requirements of the latest Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The strategy therefore presents:

- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- An overview of how the associated risk is managed; and
- The implications for future financial sustainability. The Capital Strategy is presented at Appendix 1. It is prepared in 15 sections and ensures that Members are presented with the overall long-term capital investment policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite. The sections are:
 1. Aims of the Capital Strategy and its links to the Council's Corporate Plan and the Oldham Plan (Our Future Oldham), Creating a Better Place (CaBP) Programme, Medium Term Property Strategy (MTPS), Housing Strategy (HS) and Budget and Policy Framework
 2. The Principles of the Capital Strategy
 3. Priority Areas for Investment
 4. Supporting Greater Manchester Devolution and Accessing Levelling Up, UK Shared Prosperity Fund (UKSPF) and Decarbonisation Resources
 5. Affordability, Delivery and Risk Associated with the Capital Strategy
 6. Knowledge and Skills
 7. Treasury Management
 8. Long Term Loans
 9. Other Non-Treasury Investments
 10. Capital Resources to Support Capital Expenditure
 11. Capital Investment and Disposal Appraisal
 12. The Prioritisation of Capital Requirements
 13. The Procurement of Capital Projects
 14. The Measurement of the Performance of the Capital Programme
 15. The Capital Investment Programme Board (CIPB)

The Strategy is aligned with the Creating a Better Place programme which is focused on building more homes for the borough's residents, creating new jobs through regeneration and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go. This also incorporates the

Medium-Term Property Strategy and Housing Strategy and aims to deliver its ambition in ways that contribute to a reduction in carbon emissions in support of the Council's Green New Deal strategy.



Section 1 of the Capital Strategy highlights the aims of the Capital Strategy and its links to the Council's Corporate Plan and the Oldham Plan (Our Future Oldham). This section of the report also describes more fully the Creating a Better Place programme (encompassing the Medium-Term Property Strategy and Housing Strategy) which is a significant element of the Council's planned Capital Expenditure over the five-year period 2023/24 to 2027/28.

Annex C of Appendix 1 sets out the proposed capital expenditure and financing for the period covered by the Capital Strategy, 2023/24 to 2027/28

The Strategy also advises that the Council is proposing to continue the use the flexibility provided by the Government to use capital receipts to fund the revenue cost of 3 transformation. The 2023/24 revenue budget will rely on up to £2.600m of such funding from capital receipts.

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Capital Programme 2022/23 to 2026/27

The 2022/23 month 8 capital monitoring position presented alongside this report includes expenditure projections that are a key determinant of the 2023/24 programme. As many schemes span more than one year, the anticipated level of reprofiling between years sets the underlying position.

The projected outturn spending position for 2022/23 is £59.113m. The People and Place Directorate which manages all of the major regeneration projects, constitutes the main area of expenditure. Grants and Other Contributions (£37.327m) followed by Prudential Borrowing provide the main source of financing (£15.533m).

Actual expenditure to 30 November 2022 was £29.531m (49.96% of the forecast outturn). This spending profile is in line with that in previous years, however the position will be kept under review and budgets will continue to be managed in accordance with forecasts.

Capital Programme 2023/24 to 2027/28

The Council has set out its capital programme for the period 2023/24 to 2027/28 based on the principles of the Capital Strategy. The Capital Programme and Capital Strategy have

been influenced by the level of resources considered available. The level of prudential borrowing included reflects the financing available in the revenue budget, capital receipts align with forecasts and grant funding and other contributions are based on already notified allocations or best estimates at time of preparation. If additional resources become available, projects that meet the Council's strategic capital objectives will be brought forward for approval.

As at the month 8 capital monitoring position, the anticipated expenditure over the five year life of the 2022/23 to 2026/27 strategy was £354.898m, taking 2022/23 aside (£59.113m) leaves £295.785m for the remainder of the approved 2023/24 to 2026/27 capital programme. Following the refresh of existing strategies and the Creating a Better Place programme, and moving forward the planning period by one year, the Capital Strategy for 2023/24 to 2027/28 totals £300.335m.

The capital programme includes proposed expenditure for 2023/24 of £96.509m of which £71.148m, is the largest area of expenditure being on regeneration, schools, transport and infrastructure projects within Place and Economic Growth Directorate. Total expenditure increases/decrease to £98.838m, £44.872m, £55.562m and £4.554m in 2024/25, 2025/26, 2026/27 and 2027/28 respectively.

Resources Available to Support the Capital Programme

The Government is continuing to provide significant levels of grant funding. The main sources of grant income are the Towns Fund at £11.266m, along with Education-related Basic Need Capital grant provision of £4.662m over the life of the programme. There are also considerable resources allocated to the Council via the Greater Manchester Combined Authority (GMCA) including the Mayors Cycling and Walking Challenge Fund (£10.232m) and estimated Local Transport Programme - Highway Maintenance Grant totals £17.968m over the strategy period.

The grant funding provided by Government can be split into two categories: un-ringfenced and ringfenced resources, as explained in Section 10 of the Capital Strategy. The majority of capital Government Grant funding is un-ringfenced. Resources classified as ringfenced have to be utilised to finance particular categories of expenditure and therefore are restricted in their use. The 2023/24 capital programme relies on £18.668m of ringfenced and £10.853m of un-ringfenced grants.

As in previous years, a major source of financing remains prudential borrowing. The amount required in 2023/24 (£59.041m) includes borrowing attributed to schemes that have slipped from prior years as well as new borrowing associated with the regeneration programme. The timing of the borrowing is linked to the cash position of the Council and may therefore not mirror the spending/financing profile set out above.

On-going Review of the Capital Programme

There will be a continued review of capital spending requirements as the Council has further regeneration ambitions, but affordability and deliverability will be a key consideration in this regard. It is, however, possible that the capital position may change prior to the start of 2023/24 and during the year as:

- The outcome of specific grant bids may be announced during the last quarter of 2022/23.
- The outcome of specific grant bids will be announced during 2023/24.
- It is also likely that there will be new initiatives announced in 2023/24.
- There may also be the opportunity to bid for additional funding.
- The Council may identify other funding sources, including capital receipts, to finance additional capital expenditure.

Therefore, the overall capital programme position will be kept under review and any new information regarding funding allocations will be presented to Members in future reports.

Members were informed that the Strategy itself sets out how the Council's Capital Expenditure and Capital financing and Treasury Management will contribute to the provision of services and also incorporates an overview of how risk is managed because in the context of the planned expenditure there is always an element of risk.

Referring to a question, Members were informed that the Council was still awaiting feedback on the XXX bid.

RESOLVED that the following be accepted and commended to Cabinet

- i) The Capital Strategy for 2023/24 to 2027/28 at Appendix 1 of this report and summarised at section 2.1;
- ii) The capital programme for 2023/24 and indicative programmes for 2024/25 to 2027/28 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.6 of this report; and
- iii) The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1.

Investment Strategy and Prudential Indicators together with linkages to the Capital Strategy.



The report outlines the Treasury Management Strategy for 2023/24 including the Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators together with linkages to the Capital Strategy.

The Council is required through regulations supporting the Local Government Act 2003 to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. It is also required to produce an annual Treasury Strategy for borrowing and to prepare an Annual Investment Strategy setting out the Council's policies for managing its investments and for giving priority to security and liquidity of those investments.

The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management 2021 (the Code) also requires the receipt by full Council of a Treasury Management Strategy Statement.

The Strategy for 2023/24 covers two main areas.

1) Capital Issues:

- The Capital expenditure plans and the associated Prudential Indicators
- The Minimum Revenue Provision (MRP) Policy Statement 2)

Treasury Management Issues:

- The Current Treasury Position
- Treasury Indicators which limit the treasury risk and activities of the Council
- Prospects for Interest Rates
- The Borrowing Strategy
- The Policy on Borrowing in Advance of Need
- Debt Rescheduling
- The Investment Strategy
- The Creditworthiness Policy
- The Policy regarding the use of external service providers.

The report therefore outlines the implications and key factors in relation to each of the above Capital and Treasury Management issues and makes recommendations with regard to the Treasury Management Strategy for 2023/24.

The report includes the most recently available economic background commentary which reflects the position at 22 December 2022.

The Treasury Management Strategy was considered by the Audit Committee on 16 January 2023 as it is the body charged with reviewing Treasury Management reports and making recommendations to the responsible body (i.e., Council). The

Audit Committee was content to recommend the report to Cabinet and Council for approval.



The proposed Treasury Management Strategy is presented to the Policy Overview and Scrutiny Committee to enable scrutiny of the report so that any comments may be incorporated into the report before it is considered by Cabinet on 13 February 2023 and Council on 1 March 2023.

RESOLVED that the following be accepted and commended to Cabinet

1. Capital Expenditure Estimates as per paragraph 2.1.2;
2. MRP policy and method of calculation as per Appendix 1;
3. Capital Financing Requirement (CFR) Projections as per paragraph 2.2.3;
4. Projected treasury position as at 31 March 2023 as per paragraph 2.4.3;
5. Treasury Limits as per section 2.5;
6. Borrowing Strategy for 2023/24 as per section 2.7;
7. Annual Investment Strategy as per section 2.11 including risk Management and the creditworthiness policy at section 2.12; and
8. Level of investment in specified and non-specified investments detailed at Appendix 5

The meeting started at 6.00 am and ended at 7.50 pm

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POLICY OVERVIEW AND SCRUTINY COMMITTEE
07/02/2023 at 6.00 pm



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

Also in Attendance:

Andy Cooper	Senior Finance Manager
Chris Gloster	The Deputy Leader of the Liberal Democrats and Shadow Cabinet Member for Finance and Low Carbon
Chris Kelsall	Assistant Director of Finance
Luke Lancaster	Conservative Member
Paul Rogers	Constitutional Services
Anne Ryans	Director of Finance
Mark Stenson	Internal Audit & Corporate Assurance
Max Woodvine	Deputy Leader of the Conservative Group and the Shadow Cabinet Member for Finance and Low Carbon

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **DECLARATIONS OF INTEREST**

There were no items of urgent business received.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **LIBERAL DEMOCRATS BUDGET AMENDMENT PROPOSALS 2023/24**

Consideration was given to a report outlining the Liberal Democrat Budget Amendment Proposals 2023/24 which presented to the Policy Overview and Scrutiny Committee, the Liberal Democrats suggested amendments to the Administration's Budget proposals for 2023/24 and offered some forward-looking proposals to achieve savings in future years.

The Deputy Leader of the Liberal Democrats and Shadow Cabinet Member for Finance and Low Carbon, Councillor Chris Gloster presented the report.

The report identified additional savings totalling £0.921m in 2023/24, £0.942m in 2024/25 and £0.278m in 2025/26 which could be considered individually or collectively. Also identified

were initial investments to be funded from the range of savings proposals put forward to offset the increased expenditure and suggested amendments to the Capital Programme. Details of the proposals can be found in section 3 and in summary at Appendix A to the report. Business Cases for the individual budget reductions can be found at Appendix B to the report.

OPP- BR1-201- Additional Vacancy Management Factor

An assurance was requested that vital services for residents and indeed some of the key professional oriented services of the Council will not be impacted by these proposals taking into account the budget proposals already being put forward.

Councillor Chris Gloster informed the Committee that no negative responses had been received to their proposals as shown on BR1-201. He informed Members that the proposals had been costed and are workable with safeguards. With regard to specific vacancies to deliver the budget reduction, there were numerous vacancies throughout the Council. He referred to Building Control where vacancies meant that agency staff were being utilised which was very expensive.

Reinstate Parish Council Grant Funding - Paragraph 3.14 refers

Given that only a quarter of the Borough falls within the remit of a Parish Council, the disproportionate nature of the investment of £30,000 to assist Parish Councils in their community work was raised. Such investment was considered unfair as some parts of the Borough do not have Parish Councils nor do they have the ability to create a Parish Council.

Councillor Chris Gloster informed Members that the proposal was phased over 2 years and as the Council and Administration are facing financial challenges then it falls on the community and Parish Councils to be responsible for undertaking work that cannot be carried out by this Council.

OPP-BR1-204 – Reduction in Training Budget

A challenge to the proposal was made. It was suggested that the Council, given the particular pressures being faced by all services, needs to invest in the workforce particularly as there will be forthcoming changes to Local Government functions. Therefore, this budget reduction would have a compound effect on an existing reduction in the training budget and will have a negative impact on the workforce and future ability to recruit.

Councillor Chris Gloster informed the Committee that training can, given modern technology, be provided in different ways, e.g., on-line/teams calls and therefore there is scope for further reductions in this area.

OPP-BR1-202/203 - Mileage Budgets/Car Allowances Review



Oldham
Council

Reference was made to the need for a review of car allowances.

Councillor Chris Gloster informed the Committee that there is a projected underspend of £144,000 in this financial year with regard to car allowances and the proposal represents a reduction of one third of that sum. He informed the Committee that a review of Essential Users is necessary to ensure that the right people get the allowance and that there may be scope for further change when the review takes place.

OPP-BR1-206 External Placement Cost Avoidance

Concerns were expressed about this proposal with regard to the need to explore all aspects of bringing an additional 4 children back into the borough. Children had been placed externally because of a need for specific care which cannot be provided in the Borough. Also, in some instances, these placements are made to distance children from problems in the Borough. It might be that the expertise that is available in the External facilities may have to be brought into the Borough in the future resulting in initial additional costs.

Councillor Chris Gloster informed Members that all factors had been taken into account and made reference to the costings shown in BR1-206. He advised that it is an achievable target and pays for itself.

Members were informed that reducing the demand for expert external help by creating internal capacity is currently being proposed in the already approved investment in Children's Social Care.

It was suggested by a Member that as the Administration already has an agreed investment £14.7m in Children's Services including the increased use of foster carers, then the use of foster carers would be a better approach.

Councillor Chris Gloster informed the Committee that there is a shortage of foster carers so there is a need for different types of care, temporary or permanent. Currently this Council uses external units.

Resolved: That the Committee referred the Liberal Democrat revenue and capital budget reduction and investment proposals to Cabinet for consideration mindful of the issues highlighted by the questions/comments raised by the scrutiny process.

CONSERVATIVE BUDGET AMENDMENT PROPOSALS 2023/24



Consideration was given to a report on the Conservative Budget Amendment Proposals 2023/24 which presented to the Committee a series of amendments in addition to those proposals already presented by the Administration to the Scrutiny Committee on the 2023/24 Budget.

Deputy Leader of the Conservative Group and the Shadow Cabinet Member for Finance and Low Carbon Councillor Woodvine presented the report.

Councillor Woodvine advised that the report proposed, for the second consecutive year, a freeze in Council Tax for General Purposes. He also advised that while the Conservatives in Opposition do support spending on Adult Social Care across the Borough, they do not support some of the Administration's policy priorities.

The proposed amendments to the Administration's 2023/24 Budget contained in this Report take into consideration the international situations such as the Russo-Ukrainian War, the United Kingdom's (U.K.) withdrawal from the European Union (EU), and the Covid-19 pandemic that have made the financial situation for all Local Authorities worse than in previous times. While the Conservative Group understood and appreciated the difficulties so many Councils are facing, financially, they do believe further economies could be made in Oldham.

The Conservative Group also believes the generous Local Government settlement set out by the U.K. Government in Westminster had improved the financial situation very positively. In addition, thanks to the investment from His Majesty's Government in the form of the Household Support Fund Grant and the Council Tax Support Fund, which have eased the burden for families and individuals experiencing cost-of-living pressures, the Conservative Group proposes to replenish reserves by discontinuing the Administration's plans to replicate the same service covered by these grants.

Also taken into consideration during the production of the proposed amendments in the report are the parameters in which Oldham Council have to work within. That is, direction set by His Majesty's Government, in policy areas such as Education, and the strategic oversight of the Greater Manchester Combined Authority across the Metropolitan County. The main purpose of the proposals in the report ensure that the people living in Oldham do not have to pay a penny more as they compete with the pressures of the cost-of-living situation. The priority of the Conservative Group at this time is to keep taxation at the lowest possible level.

The proposals, while making further Budget reductions, do not directly impact any of the Council's statutory services and residents should not feel any direct result of them – that has

been the priority of the Conservative Group. The Conservatives in Opposition are retaining resource in statutory services, which residents expect to be delivered well, but asking this Council to feel the pinch for itself and giving residents much-needed relief in freezing Council Tax in these inflationary times.



The Conservative Group consider this is achievable through significant savings proposals identified within two years which will reduce the Council's base budget requirement by over £3m on an annual basis (of which £2.748m will be delivered in 2023/24). This includes a partial reversal of the Administration's response to the cost of living pressures, which will save some £1.290m in 2023/24. These savings will enable a reduction in the ruling Administration's proposed use of reserves of some £0.662m in 2023/24 (and a further £0.345m in 2024/25). This increased financial resilience can be used to reduce Council Tax increases in future years.

OPP-BR1-302- Discontinuation of District Partnerships

In response to a question, Councillor Woodvine, informed the Committee that this was expenditure which is currently spent on staff and is considered to be an ineffective use of Council money. He made reference to details of the proposal at paragraphs 3.11 – 3.15 in the report. He felt that Councillors should take over the direct responsibility to carry out the work of the District Partnerships and this would prove better value for money. In presenting this budget proposal, the Conservatives did not believe it would have an adverse impact on the community.

One Member felt that whilst they agreed in part with the proposals there was an element where responses to individuals would be impacted by the abolition of all District Partnership working.

A Member suggested that removing Ward Councillor budgets will have a negative impact on small projects which Councillors would support to the extent that the projects would not be possible in the future.

Members were reminded that the Council has moved into Place Based Working and the District Partnerships, in particular, with the coordinator are essential to take forward the Place Based operating model. It was therefore considered that this will save the Council a significant amount of money in bringing services together locally and by those services being integrated. Reference was made to the Youth Involvement Officer who has brought in significant external funds by working with Councillors and assisted the voluntary sector prepare funding bids. These would all be lost. How would these funds be replaced?

Councillor Woodvine responded and informed the Committee that the Conservatives do not believe the District Partnerships are effective and the £1.6m is a straightforward way of economising.

The Chair requested detail of how the District Partnership functions will be allocated amongst the workforce. He was of the view that if volunteer groups are utilised, they will need support in delivering projects and how will that be addressed?

Councillor Woodvine informed Members that the Conservatives see the primary functions as Case Work and Coordination. Case Work can be done by direct liaison between elected Members and staff in respective Directorates. Elected Members will work in all areas including doing case work and coordination. Voluntary Groups will not have these responsibilities.

OPP-BR1-301 Reduction in Executive Management costs through deletion of posts

Concern was expressed at this proposal. A Member asked whether a workload study been carried out and how would the work that these officers undertake be allocated including the delivery of Strategic Change?

Councillor Woodvine informed the Committee that the work would be allocated to the Directors. There would be no reduction in the accountability as this would be taken on at Director level and Directors would be accountable to the Chief Executive. No workload assessment had been undertaken at this stage.

Freezing Council Tax

A Member suggested that freezing Council Tax will have a negative impact on some Statutory and some Non-Statutory services which are necessary for the people of Oldham. Vulnerable people need direct support, people need the support of the Welfare Rights Service which will be impacted.

Part of the recent national finance settlement and the Government expectation that Council Tax increases would be maximised was highlighted by a Member.

In response, the point was made that whilst Council Tax increase maximisation maybe national government policy, the proposal was a local decision.

The Committee was informed that the Council Tax freeze for General Purposes will help people keep more of their income and give some financial benefit in the light of the cost of living pressures. The freeze would be for one year after which it would be reviewed. It was emphasised that the Conservative reductions are in addition to the proposals which have already been suggested by the Administration which will impact on the community.

Cost of Living Initiative

A Member asked, when referring to the provision of some elements of the Cost of Living Initiative while it's being wound

down, which aspects of the scheme would this money support and how would the priorities be determined?

Councillor Woodvine informed the Committee that the elements to be continued were those aspects that have already been committed by the Administration. The whole initiative would be ceased in the next financial year.

A Member highlighted that the current £3m initiative is to help people in the economic crisis and a significant number of people have benefitted substantially from this. It was suggested that by proceeding with the proposal to freeze Council Tax, it would benefit people around 10-20p a week.

Councillor Woodvine informed the Committee that all householders would have more money in their pockets without the Council Tax increase. £3m will not tackle the cost of living problems completely. He believed that £3m is targeted ineffectively.

Resolved: That the Committee did not accept the Conservative Party budget reduction proposals and did not commend them to Cabinet.

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

The Committee considered its Work Programme for 2022/23.

Resolved:

That the Policy Overview and Scrutiny Committee Work Programme for 2022/23 be noted.

8 **KEY DECISION DOCUMENT**

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

Resolved:

That the report and the Key Decision Notice be noted.

The meeting started at 6.00 pm and ended at 7.20 pm

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Report to OVERVIEW AND SCRUTINY BOARD

Oldham Green New Deal Delivery Partnership

Portfolio Holder:

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

Officer Contact: Emma Barton, Executive Director for Place and Economic Growth

Report Author: Andrew Hunt, Green Energy & Sustainability Manager

Ext. 6587

21 March 2023

Purpose of the Report

To provide an update on work to develop an Oldham Green New Deal Delivery Partnership with the objective of securing investment in, and delivery of, low carbon infrastructure across Oldham borough as set out in Oldham's Local Area Energy Plan.

Executive Summary

An Oldham Green New Deal Delivery Partnership has the potential to cut carbon emissions in the borough, working towards the 2030 carbon neutrality target set out in the Oldham Green New Deal Strategy, and additionally to bring co-benefits such as jobs, training opportunities, lower energy bills and other environmental and economic outcomes in the medium term, which are objectives of the Oldham Green New Deal Strategy.

Recommendations

That the Committee:-

1. Notes the progress on five key complementary strategic initiatives:-
 - Growing the green economy and Oldham Green Business Network
 - Oldham Energy Futures and Community Led Energy Plans
 - Oldham Green New Deal Delivery Partnership – stage 2 market engagement
 - GM Strategic Outline Business Case development & BEIS Heat Network Zoning pilots
 - Innovate UK Net Zero Living Pioneer Places

-
2. Provides a view on how an Oldham Green New Deal Delivery Partnership can support delivery of the wider Greater Manchester 5-Year Environment Plan, whilst providing local value for Oldham residents and businesses.

Overview and Scrutiny Board

21 March 2023

Oldham Green New Deal Delivery Partnership

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 The most recent data available shows that in 2020, overall emissions for the borough fell by 9% on the previous year to 708 ktCO₂. The publication of the figures for 2020 also show that Oldham achieved the target of a 48% reduction in carbon emissions by 2020 on a 1990 baseline set out in the Oldham Climate Change Strategy 2013-2020 – in fact, a reduction of 51% on the 1990 baseline was achieved. Oldham retains its position within Greater Manchester as the borough with both the lowest total carbon footprint and also lowest per capita emissions at 3.0 tCO₂ per Oldham resident. Emissions for Council Buildings and Street Lighting fell to 7,445 tCO₂ in 2021/22, which is a reduction of 8% on the figure for 2020/21 and of 11% on the baseline of 8,395 tCO₂ in the Oldham Green New Deal Strategy.
- 1.4 Of the 7,445 tCO₂ Council carbon footprint for 21/22, 4,039 tCO₂ were from electricity. This means that if the Council were to switch to a zero carbon electricity tariff (such as nuclear or renewable energy), our remaining carbon footprint would be 3,406 tCO₂, mainly from gas with 17 tCO₂ from water use. This residual carbon footprint will need to be offset by 2025 in order to meet the carbon neutrality target for Council Buildings and Street Lighting set out in the Oldham Green New Deal Strategy. The Council is currently exploring the most appropriate options for its overall energy purchasing, purchasing of a zero carbon electricity tariff, and offsetting of its residual carbon footprint. The full Greenhouse Gas Emissions Report for 2021/22 can be found in **Appendix A** of this report.
- 1.5 The most recent update report on the Oldham Green New Deal programme was presented to the Policy Overview and Scrutiny Committee in February 2022, providing an update on the approach to achieving the 2030 carbon neutrality target for the borough, as set out in the Oldham Green New Deal Strategy.
- 1.6 The Committee requested that a further update report be presented once further work had been done to develop the concept of a public-private sector partnership to deliver low carbon infrastructure in the borough.
- 1.7 Since the last report, the Council has carried out a further market testing exercise, gathering information which could be used in the first stage of procurement for an Oldham Green New

Deal Delivery Partnership. Work on other elements of the Oldham Green New Deal programme which would support a delivery partnership has also progressed significantly.

1.8 Alongside the work in Oldham to develop an Oldham Green New Deal Delivery Partnership, further work has been initiated at GM Level, focused on developing a Strategic Outline Business Case for investment in low carbon infrastructure in GM. This work will complement the local work here in Oldham to develop a delivery partnership.

1.9 This report provides an update on the following key Oldham Green New Deal initiatives:-

- Growing the green economy and Oldham Green Business Network
- Oldham Energy Futures and Community Led Energy Plans
- Oldham Green New Deal Delivery Partnership – stage 2 market engagement
- GM Strategic Outline Business Case development and BEIS Heat Network Zoning pilots
- Innovate UK Net Zero Living Pioneer Places

and sets out how these initiatives will work together towards achieving the 2030 carbon neutrality target for Oldham borough whilst boosting jobs and training opportunities in Oldham’s green economy. The report also sets out potential next steps for establishing an Oldham Green New Deal Delivery Partnership, moving towards implementation.

2. **Growing the green economy and Oldham Green Business Network**

Background: green economy study and action plan

2.1 In October 2021, the Council commissioned Aleron social impact consultants to prepare a SWOT analysis and Regional Action Plan looking at how the Council and other key stakeholders can support growth in Oldham’s Green Technology and Services sector. This piece of work was supported by the Interreg Europe FOUNDATION project in which Oldham Council is a partner.

2.2 For the study, Aleron carried out both a desktop analysis and interviews with a wide range of stakeholders including green businesses in Oldham. The study showed significant potential for Oldham’s Green Technology and Services (GTS) sector to play a key role in delivery of the 2030 carbon neutrality target whilst creating jobs and training opportunities for Oldham residents.

2.3 A summary of the recommendations from the 2021 report is as follows:-

- Create a Stakeholder Group / Network and build the Oldham green business sector value proposition
- Develop a Green Technology Cluster
- Engage with residents and businesses on sustainability
- Promote the retrofitting and installations sector
- Continue to support community energy projects

Oldham Green Business Network

2.4 In September 2022, the Council supported an externally led “Sustainability Business Breakfast”. The event included presentations from the Council’s Chief Executive, the GM Growth Hub and a number of private companies including Enerlytic, Solutions Company and Ultimate Products. The event attracted 140 attendees including 119 businesses.

2.5 It was announced at the event that the Council will be setting up a Green Business Network. The initial membership of the GBN will be selected by the Council from companies attending

the business breakfast and also from the database of Oldham Green Technology & Services companies which was compiled by Aleron consultants when they prepared the green sector report in 2021.

- 2.6 The Council will work with “Green Economy”, a subdivision of the GM Growth Hub, to support Oldham’s Green Business Network to both decarbonise their own businesses and to sell green goods and services to other Oldham businesses and residents. Green Economy provide a ‘match making’ service which can match up companies wanting to ‘go green’ with local green supply chain companies to support a community wealth building / circular economy approach to decarbonisation. The Council is currently working with the Growth Hub to put together an action plan to boost take-up of the “Green Economy” offer in Oldham. The role of partners such as Oldham Enterprise Trust, Oldham Chamber of Commerce and others will also be key in building the Green Business Network.
- 2.7 The Council is also looking at other ways that local businesses can be supported to decarbonise and to grow the green aspects of their business. One key way that the Council can do this is by linking in the new Green Business Network with the emerging plans around an Oldham Green New Deal Delivery Partnership. The participation of the local green supply chain in any investment and delivery partnership will be key to securing the benefits of the investment for Oldham businesses and residents, creating jobs and training opportunities.
- 2.8 The Oldham Green Business Network would therefore be a key element in an Oldham Green New Deal Delivery Partnership. It will also fulfil the first action in *paragraph 2.3* of this report, i.e. it will create a stakeholder group with a view to building the Oldham green business sector value proposition.

Green Shoots Business Centre / Stakehill

- 2.9 The second action in the 2021 green economy report is to develop a green technology cluster, and the Council has taken steps toward this.
- 2.10 The Council has developed a concept for a new Green Technology and Services (GTS) business incubator facility in Oldham Town Centre, to be called the Green Shoots Business Centre. This facility will be a state-of-the-art zero carbon building providing a home to GTS sector businesses including those wishing to relocate to Oldham. The project has secured £9m of grant funding in the second round of the Levelling Up Fund as part of a wider application, and will be funded along with the new town centre Jubilee Park and a new educational centre at Northern Roots. The facility will be located on the same site as, and adjacent to, the energy centre for the proposed minewater district heat network which is one of the key Oldham Green New Deal infrastructure projects.
- 2.11 The Council is also exploring the potential for the Stakehill area of the borough to become a GTS cluster, and Innovate UK funding is being sought to support this ambition. Stakehill is part of a wider area shared with Rochdale to be known as “Atom Valley”, which could play a significant part in GM as a technology hub.

3. Oldham Energy Futures and Community Led Energy Plans

- 3.1 The Oldham Energy Futures project is a £260K initiative funded by Google Foundation via ICLEI (a global network of local authorities for sustainability) and delivered by Carbon Co-op, a Manchester-based community energy organisation. The aim of the project has been to deeply engage residents in the low carbon agenda and equip them with knowledge and expertise to be able to have their say on how they want to see their own neighbourhoods develop through the low carbon transition.

-
- 3.2 The project focused on two wards – Sholver and Westwood – and Carbon Co-op held a series of workshops with the community covering a wide range of energy issues. Participants received presentations from experts and discussed how the low carbon transition can support delivery of local priorities and address local challenges.
- 3.3 A key output from the project is two comprehensive Community Led Energy Plans (CLEPs) – one for each of the two wards. The CLEPs are ‘deep dives’ into all of the energy issues affecting the two wards and propose actions for key stakeholders including the community themselves, the Council, First Choice Homes Oldham and Transport for Greater Manchester amongst others.
- 3.4 The Council is currently reviewing the CLEPs against the existing Oldham Green New Deal delivery programme to see how best the Council can support the ambition in the CLEPs, working together with the community and the other key stakeholders. The CLEPs contain ambitions to improve the energy efficiency of housing, improve transport provision and active travel infrastructure such as green walking loops, provision of more local green spaces, more support for community-owned renewable energy and other community aspirations.
- 3.5 The CLEPs are the first of their kind in the UK and reinforce Oldham’s status and reputation as being at the forefront of community-level engagement on the climate change agenda, as well as being an excellent example of how the Council is “working with a resident focus” – the over-riding priority behaviour set out in the Corporate Plan. The two community groups involved will be key stakeholders in a future Oldham Green New Deal Delivery Partnership, and further funding opportunities are currently being explored to expand the CLEP approach to the rest of Oldham borough, such as the Innovate UK Net Zero Living Pioneer Places Fund (see **Section 6** of this report). The CLEP approach is resource intensive but yields an extremely high-quality result in terms of the depth of community engagement and the empowerment of communities to have a say in the destiny of their own neighbourhoods. If external grant funding cannot be secured to roll out the CLEP approach to the whole borough in one go, the Council may consider working with Carbon Co-op to expand the approach in a phased manner, one or two wards at a time, achieving economies through assimilation of the learning from the Sholver and Westwood pilots to build a more streamlined programme.
- 3.6 Potential exists through the CLEP approach for communities to work with low carbon infrastructure providers to co-produce decarbonisation schemes tailored to the needs of local neighbourhoods. This approach could:-
- Ensure buy-in and take-up of infrastructure schemes by residents, removing risk and adding confidence to an infrastructure provider’s investments in feasibility and project development
 - Enable local green sector companies to be involved in delivering schemes for the communities within which they are based
 - Bring opportunities for community ownership of low carbon infrastructure
 - Secure funding for local green and active travel infrastructure as part of the development of low carbon energy infrastructure

4. Oldham Green New Deal Delivery Partnership – stage 2 market engagement

- 4.1 The findings of the first stage of market engagement looking at the potential for a Strategic Low Carbon Investment and Delivery Partnership for the borough were set out in the Overview and Scrutiny Policy Committee report of February 2022. The first stage of market engagement tested a potential partnership structure which included an Independent Assurance Provider function as well as a main investment and delivery partner, and also set out a potential contract structure to include a pilot phase leading on to a long-term delivery

phase. The feedback from the first stage of market engagement was very valuable and confirmed the interest of a wide range of private sector organisations in a Strategic Low Carbon Investment and Delivery Partnership for Oldham, to deliver the infrastructure for the borough set out in Oldham's Local Area Energy Plan, which was developed as part of the GM Local Energy Market project.

- 4.2 The Council has now completed a second market engagement exercise, further testing the proposed partnership model and exploring more deeply the roles of the proposed Independent Assurance Provider and main investment and delivery partner. The intention of the second stage of market engagement was to take the initiative to the point where if it so chooses the Council can start to prepare procurement documents with a view to commissioning an Independent Assurance Provider, which would be the first appointment in an overall Oldham Green New Deal Delivery Partnership structure. The second stage of market testing was supported by a new document – the Oldham Green New Deal Delivery Partnership Investment Prospectus (**Appendix B** of this report).
- 4.3 Four organisations responded to the Delivery Partner market engagement call, and two organisations responded to the Independent Assurance Provider call. This was about half the number responding to the original market engagement exercise. However, of these six respondents, two responses were of very high quality and the remaining responses were also very valuable.
- 4.4 It is possible that organisations which responded to the original market engagement exercise but did not respond to the most recent one simply did not feel that they had anything additional to add – many of the responses to the original market engagement were very substantial and high quality responses, and it could reasonably be expected that these organisations would be interested in a formal tender exercise, even though they did not respond to the more recent market engagement.
- 4.5 Highlights from the Delivery Partner respondents include:-
- The procurement exercise for an Investment and Delivery Partner should aim to avoid being too onerous, as bidders need to invest substantial resources in applying and may be disincentivised from bidding by an onerous procurement process
 - The tender should include as many 'anchor' low carbon energy infrastructure projects as possible to enable bidders to assess the scale of the opportunity
 - Respondents understood Oldham's requirements around community engagement, social value and utilisation of the local GTS supply chain
 - The partnership contract should provide sufficient exclusivity to give the delivery partner confidence to invest in feasibility and project and programme development
 - The Independent Assurance Provider function should not be too onerous in terms of scrutiny to avoid delaying delivery of schemes and the programme as a whole
 - 'Open book accounting' would be possible to provide assurance to the Council of the value for money being offered to Oldham residents and businesses by low carbon schemes and projects
 - The Council would not be required to provide any capital funding towards low carbon infrastructure schemes, as this would be the role of the Investment and Delivery partner - but would be offered the opportunity to invest in some of the schemes as and when appropriate.
- 4.6 Feedback from the Independent Assurance Provider respondents was very valuable in terms of design of this function and identification of resource requirement for the next steps in establishing an Oldham Green New Deal Delivery Partnership. The IAP contract would be split into two sections:

- A specific commission around assisting the Council to design and procure the main Delivery Partner contract
- An ongoing commission around providing assurance and governance for the delivery programme.

4.7 The first IAP commission would cover the following areas:-

- Design of the OGNDDP commercial and operating model
- Design and structure of the procurement exercise for the main delivery partner(s)
- Delivery of the procurement of the main delivery partner(s)

4.8 It is estimated that the first IAP commission would cost in the region of £250K - £300K. As set out above, this commission would take the Oldham Green New Deal Delivery Partnership to the appointment of the main investment and delivery partner(s). The ongoing IAP assurance function could be funded via a model whereby the infrastructure schemes developed by the main delivery partner would provide a revenue return to the Council which would aim to cover the cost of the IAP function going forward.

4.9 Feedback from the IAP engagement was overall very positive in terms of Oldham's ambition and respondents felt that the Prospectus document set out a very attractive offer in terms of the business opportunity in Oldham for a Delivery Partner. Other feedback includes:-

- Coventry City Council are currently setting up a delivery partnership which bears many similarities to that being explored by Oldham
- An "anchor" project for the Delivery Partner (such as the proposed Oldham Town Centre Minewater District Heat Network) can be beneficial in terms of grounding the partnership in a project that the Council is in control of - but is not essential
- The term "Independent Assurance Provider" is not a term which was easily recognisable to one of the respondents – they would see the function as an active strategic partner in the delivery partnership
- The future IAP will need a clear brief that although the OGNDDP is Oldham's local delivery partnership, it will operate within the context of the GM city region and will need to interact efficiently and positively with the wider GM decarbonisation programme
- Delivery Partners will not prioritise local authorities with complex and lengthy procurement processes. Oldham council could / should complete the procurement of its Delivery Partner within 12 months from start to finish
- The minimum term for a Delivery Partner contract to enable the DP to commit the investment in feasibility and project development should be 15 years, with no-fault exclusivity break clauses included in the contract

Partnership structure

4.10 A number of potential partnership model structures were included in the market engagement documentation, and respondents were invited to comment on these. This exercise aimed to test the partnership model proposed in the first round of market engagement, which envisaged a main Delivery Partner and an Independent Assurance Provider. In this round, further potential models were included under which the Council would engage a range of delivery partners for different technologies and delivery areas, along with additional functions such as a Programme Management function to manage this range of delivery partners.

4.11 Although some of the Delivery Partner responses were from organisations interested in delivering a single technology or infrastructure type, in general the Stage 1 and Stage 2 market engagement responses from the Delivery Partner engagement and the Independent

Assurance Provider engagement favoured the approach of engaging a single Delivery Partner, who could then sub-contract individual technologies / infrastructure types where necessary.

Advantages of the proposed single provider model

4.12 Some advantages of the proposed delivery partnership model with a single Delivery Partner could include:-

- The Council would only have to commit resources to procuring and managing a single investment and delivery partner contract, as opposed to multiple separate contracts covering all areas of delivery
- This would also remove the need to appoint a programme management resource to co-ordinate the multiple separate delivery contracts, as programme management across all workstreams would be carried out by a single delivery partner – with scrutiny provided by the Independent Assurance Provider and the Council
- The delivery partner would be able to spread its risk / reward profile across multiple areas of activity. This means that the partnership could be more likely to achieve delivery in all areas as the more profitable infrastructure areas (including ‘anchor’ projects such as the proposed Oldham Town Centre Minewater District Heat Network) could to an extent cross-subsidise the less profitable / more risky areas
- A single investment and delivery partner would likely result in more efficient / rapid delivery, which will be essential to achieving the Oldham 2030 and GM 2038 carbon neutrality targets
- The independent Local Energy Market / flexibility services provider would only need to engage with a single delivery organisation to co-ordinate activities within the LEM – although independent generators outside of the delivery partnership would also be able to engage with the Oldham LEM
- Both respondents to the Independent Assurance Provider engagement recommended the single Delivery Partner model

4.13 There would still be flexibility within a single main provider model to include GM-level schemes where appropriate, for example the “Your Home, Better” retrofit offer for ‘able to pay’ households which is being developed at GM level could be integrated into Oldham’s overall Green New Deal offer and streamlined with existing retrofit programmes such as Warm Homes Oldham to create a comprehensive decarbonisation offer across the borough under a single Oldham brand. Similarly, existing co-operation programmes with GMCA around social housing retrofit and decarbonisation of the public estate could continue and be integrated with OGNDDP activities where appropriate.

4.14 A key stakeholder for an Oldham Green New Deal Delivery Partnership would be Electricity North West (ENWL), the Distribution Network Operator for the region. An initial discussion has taken place with Electricity North West around the proposed OGNDDP model and approach, and ENWL are broadly supportive of these. ENWL have staff who specialise in individual technical areas (such as Local Energy Market peer-to-peer energy trading platforms) which will be key to an OGNDDP and have recently appointed to a new technical role which will support the ten GM local authorities (including Oldham) as they move to implement their Local Area Energy Plans. ENWL have also suggested that they could accommodate bespoke support for Oldham in any areas where Oldham might have potential to be an exemplar in GM, i.e. where work in Oldham is more advanced than in the rest of GM and where focused and specialist support from ENWL is required to accelerate progress in decarbonisation for the benefit of both Oldham residents and businesses and also for the benefit of the rest of GM in terms of learning and dissemination of best practice.

Electric Vehicle Charging Infrastructure (EVCI)

- 4.15 TfGM have led on the delivery of EVCI publicly owned infrastructure across Greater Manchester as part of the BE-EV Network. However, a funding bid for on-street charging infrastructure to the Office for Zero Emission Vehicles (OZEV) was withdrawn in 2022 due to the financial case not being viable and relying on ongoing support from the Transport Levy. Following this, TfGM commissioned an independent study to establish how the public sector can best influence and optimise the future rollout of public EVCI. The review involved all 10 Local Authorities including Oldham and other interested stakeholders.
- 4.16 The review identified that the scale of EVCI investment required going forward cannot be met by public sector budgets, and central government grant funding is expected to begin tapering off over the coming years. Therefore, the recommended strategic direction is that there should be a move away from direct ownership of EVCI, towards working with private sector partners who will fund and own chargepoints on public land. Local Authorities should set out clear plans for delivery and establish the necessary cross-departmental governance structures. It concludes that as public sector funding falls away, a long-term concession model with the private sector is likely to become the national preferred model. In Greater Manchester there will be support provided, in the form of resource, to local authorities from GMCA and TfGM in relation to EVCI delivery. In addition, through the City Region Sustainable Transport Settlement (CRSTS) there is likely to be a limited amount of funding available to help deliver EVCI in underserved or otherwise uncommercial areas as part of a commercial deal with a ChargePoint operator partner.
- 4.17 Therefore the inclusion of EVCI in an OGNDDP model could be an ideal way of meeting this recommendation here in Oldham, and in fact Oldham is home to at least one 'turnkey' EVCI provider, bringing an opportunity to secure the local economic co-benefits set out in the Oldham Green New Deal approach.

Contract structure and pilot phase / scheme

- 4.18 The contract structure proposed in the September 2021 Overview and Scrutiny Policy Committee report suggested a three-phase approach. After feedback from the soft market test, that was revised to a two-phase approach.
- 4.19 Findings from the latest round of market engagement suggest that the partnership contract could be structured around exclusivity on a project-by-project basis. The hope and expectation would be that the chosen investment and delivery partner would be the preferred partner for the development of all low carbon infrastructure in the borough, sub-contracting where possible and appropriate, including to local Oldham GTS companies.
- 4.20 The partnership contract would grant exclusivity to the delivery partner subject to each project passing a number of gateway reviews. Should a particular project fail to pass one of the gateway reviews, exclusivity would lapse and the Council would then be free to pursue a different approach to delivery of the project. In this way, each project could be held up to the standards required by the Council, and if the delivery partner could not meet these standards, the Council could pursue other solutions (for example other providers available at GM level).
- 4.21 The above approach is being adopted by Coventry City Council in their own low carbon infrastructure delivery partnership arrangement.
- 4.22 It is expected that the first projects to be delivered by an OGNDDP model would be those identified as 'anchor' projects in any procurement exercise (e.g. Oldham Town Centre minewater district heat network)

Next steps

- 4.23 An internal consultation process is currently underway as to how an Oldham Green New Deal Delivery Partnership could work, including discussions with GMCA to ensure that Oldham both supports the GM-level decarbonisation programme and leads in specific areas where appropriate. The further development of the Oldham Green New Deal Delivery Partnership model will be done as part of the feasibility work to be funded by the Innovate UK Net Zero Living Pioneer Places programme (see **Section 6** of this report)
- 5 GM Strategic Outline Business Case (SOBC) development and BEIS Heat Network Zoning pilot**
- 5.1 Oldham's Local Area Energy Plan, the basis for the Oldham Green New Deal Delivery Partnership Investment Prospectus, is one of the LAEPs developed for the ten GM local authority areas plus an over-arching one for GM as a whole. The LAEPs have been developed as part of the GM Local Energy Market project.
- 5.2 In September 2022, the GM Combined Authority approved a next stage of work, which is to develop a Strategic Outline Business Case for investment in low carbon infrastructure across the city region. The work will look at quantifying the investment opportunities coming out of the LAEPs plus potential delivery models and will include a market engagement exercise as well as engagement with key stakeholders such as the ten local authorities.
- 5.3 The GM Strategic Outline Business Case work is broadly complementary to the work already carried out in Oldham to develop an Oldham Green New Deal Delivery Partnership. The GM work however will seek to identify one or more delivery models appropriate for the city region as a whole – although it is not yet clear how this will be applied at a local authority level. The work is due to complete in spring 2023 and will also identify any additional resource which will be needed at GM level to manage the proposed delivery model.
- 5.4 Another key strategic piece of work is the BEIS (now the Department for Energy Security and Net Zero) or DESNZ Heat Network Zoning pilot, which is being implemented in collaboration with GMCA. BEIS / DESNZ is working to bring in new primary legislation which will mandate large energy users and new developments to connect into district heat networks in designated 'zones', and will give statutory development rights to selected heat network developers after an appropriate procurement process.
- 5.5 The Heat Network Zoning work will change the way local authorities procure heat network developers. Where a council may previously have procured a contractor to construct and possibly operate a heat network, now the procurement process will much more closely resemble a 'concession' model where a heat network developer has rights to fund, develop and operate its own heat networks in a legally designated heat network zone. Oldham's proposed new town centre minewater district heat network is one of the pilot schemes under the BEIS / DESNZ / GMCA programme, and the work currently underway to produce an Outline Business Case for the scheme will take into account the forthcoming legislation in its procurement and delivery options.
- 5.6 As it happens, the Council's work so far to develop an approach for an Oldham Green New Deal Delivery Partnership may also take a 'concession' type approach to procurement. This means that the future procurement of a delivery partner for the proposed new town centre heat network and the OGND Delivery Partnership as a whole could be relatively easily integrated with each other, and the heat network zoning piece will in effect support the development of the approach to procuring a delivery partnership.
- 5.7 It is therefore hoped and expected that Oldham's developing approach to the implementation of low carbon infrastructure across the borough will sit harmoniously with

both the GMCA SOBC and the BEIS / DESNZ / GMCA heat network zoning pilot work, being a complementary approach to all of this strategic work at GM and national levels.

6 Innovate UK Net Zero Living Pioneer Places Fund

- 6.1 In 2022, Innovate UK, part of UK Research and Innovation, launched a funding competition that will invest £2 million in innovation projects. These will be for local authorities and businesses to develop detailed local plans for innovative approaches to unlock non-technical systemic barriers to the delivery of net zero targets.
- 6.2 Both Oldham and GMCA applied to Phase 1 of the 2 phase competition. Successful projects from Phase 1 are invited to apply to a Phase 2 competition, for further funding to deliver their phase 1 proposals. Phase 1 provides grants of between £50,000 and £75,000, Phase 2 will fund up to 6 Pioneer places, with up to £8 million per project.
- 6.3 Oldham's application proposed the further development of the Oldham Green New Deal Delivery Partnership model, with a focus on creating an integrated, cross-sector governance structure to ensure co-production of low carbon infrastructure delivery plans, and the rolling out of the Community Led Energy Planning approach to the whole of Oldham borough.
- 6.4 The GMCA application focused on work to resolve a number of non-technical barriers to achievement of Net Zero in the GM city region by 2038.
- 6.5 Additionally in GM, Manchester City Council applied, focusing on the decarbonisation of a single ward where the Council owns most of the land (Wythenshawe).
- 6.6 On 12th January Oldham Council was notified that our Phase 1 application to the Innovate UK Net Zero Living Pioneer Places Fund has been successful. The Council will receive a grant of around £75K to deliver a feasibility study over the 3 months from 1 April 2023. Carbon Co-op will deliver the majority of the feasibility work, with the Council and CLES also contributing.
- 6.7 Both the GMCA and MCC applications were also successful, and discussions are underway to establish whether a joint Phase 2 bid for £8 million in revenue funding is possible. Such a joint bid would look at testing different models at different scales – city regional (GMCA), borough (Oldham) and ward (MCC). The £8m in revenue funding would have to be spend over a period of 12-18 months, so sharing the full £8m between three partners could make for a much more effective project.
- 6.8 It is hoped / expected that if Oldham were successful in securing Phase 2 funding, possibly as part of a consortium bid with GMCA and MCC, then the revenue funding secured would cover the cost not only of rolling out the CLEP approach to the whole borough and also the cost of setting up the delivery partnership governance structure, but additionally would also cover the estimated cost of £250K - £300K associated with procuring the main investment and delivery partner.

7 Key Issues for Overview and Scrutiny to Discuss

- 7.1 The large-scale deployment of low carbon infrastructure at pace requires a structured and co-ordinated approach. The proposals for an Oldham Green New Deal Delivery Partnership aim to put in place a structure capable of delivering the required scale of change whilst providing enough scrutiny to ensure good value for Oldham residents and businesses. A long-term programme of investment and delivery of infrastructure requires that the Council

would need to enter into a long-term contract with its provider (a minimum of 15 years) in order to give the infrastructure provider the confidence to invest in feasibility and delivery of projects.

- 7.2 Oldham is one of only a few UK local authorities to have developed an approach which would address this challenge – other notable councils include Bristol and Coventry. The GMCA is working to develop delivery models for low carbon infrastructure across the city region as a whole, but these are likely to be more generic in nature than an Oldham-focused approach and are likely to take longer to put in place. The joint success of the Innovate UK funding bids means that Oldham can develop its own model within the overall GM context – something which the majority of the other GM councils will not do.
- 7.3 Through the Oldham Green New Deal Strategy, the Council seeks to place Oldham in a leading position on the low carbon agenda, in order to attract and support Green Technology and Services businesses to set up and thrive in the borough, creating jobs and training opportunities for residents in this key growth sector. There are obvious benefits here to having a ‘first mover advantage’. However, being a ‘first mover’ also involves a degree of risk in that some of the benefits of learning from the process are likely to be felt by those following rather than those leading.
- 7.4 In being a ‘first mover’, Oldham will be committing to a long-term commercial relationship which needs to be set up in such a way as to continue to delivery good value for Oldham residents and businesses even as other local authority areas who are not acting as quickly will have the opportunity to learn from councils such as Oldham, Bristol and Coventry who are leading the way. Oldham will need to accept that innovations and learning may arise which will need to be incorporated into an OGNDDP as time goes on, to ensure that it continues to offer good value.
- 7.5 There is however also a risk associated with the ‘do nothing’ option, which is that for Oldham to follow the development of other, more generic delivery models and approaches may result in Oldham not securing the local co-benefits set out as objectives in the Oldham Green New Deal Strategy.

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

- 8.1 What is the best balance of risk and reward for Oldham borough, in terms of securing a leading position as a local authority area accelerating delivery of low carbon infrastructure vs the benefits of taking more of a following position and learning from the initiatives of other leading councils who are more prepared to lead and take the associated risks?
- 8.2 The Council’s recently adopted Corporate Plan sets out that the core behaviour of the Council should be to ‘work with a resident focus’. For the Oldham Green New Deal programme, this means deep engagement with residents and communities to establish what residents actually want and need in terms of low carbon, green and active travel infrastructure for their neighbourhoods. The Oldham Energy Futures project has delivered two Community Led Energy Plans which set out what the residents of Sholver and Westwood see as these requirements, but the process has been resource intensive in terms of time and money, taking around two years overall from inception to delivery of the CLEPs. Does the Committee feel that this depth of engagement is appropriate, or should a more ‘light touch’ approach be adopted?

9 Links to Corporate Outcomes

9.1 Corporate Plan:-

Healthy, safe and well supported residents:-

- A main objective of an Oldham Green New Deal Delivery Partnership would be to create large-scale renewable energy generation in the borough to supply residents and businesses with affordable energy, to help tackle the Cost of Living Crisis.
- An OGNDDP could also provide funding for local green spaces (including community food growing) and active travel infrastructure
- Oldham Plan aim:- *A local area that meets people's need and makes them proud*

A great start and skills for life:-

- The provision of training opportunities in the Green Technology and Services sector for residents and local young people, as part of social value secured through the delivery partnership contract, would be a key aim of an OGNDDP
- Oldham Plan aim:- *A well-rounded, enriching, life-long education*

Better jobs and dynamic businesses:-

- An OGNDDP could leverage the partnership contract to ensure that local GTS supply chain businesses are involved in the delivery of infrastructure in the borough as much as possible, creating jobs and helping Oldham businesses to grow and become more competitive and efficient
- Oldham Plan aim:- *The opportunity to get a decent job that pays well and offers security and flexibility*

Quality homes for everyone:-

- An OGNDDP could supplement the Warm Homes Oldham programme with new offers, including GM-level offers such as “Your Home, Better”, to help residents switch to low carbon forms of heating, make their homes more comfortable and healthy, and reduce their energy bills
- Oldham Plan aim:- *A home that is affordable, well-maintained and appropriate*

A clean and green future:-

- An Oldham Green New Deal Delivery Partnership could provide the acceleration in the deployment of low carbon energy infrastructure required to meet the borough 2030 carbon neutrality target as set out in the Oldham Green New Deal Strategy, as well as helping to achieve co-benefits such as improved air quality
- Oldham Plan aim:- *A clean, green and healthy environment*

10 Additional Supporting Information

10.1 None.

11 Consultation

11.1 Initial consultation has taken place with senior officers and the Leader of the Council. The potential revenue cost to the Council of circa £250K - £300K to set up an Oldham Green New Deal Delivery Partnership has been noted.

12 **Appendices**

12.1 Appendix A: Oldham Council Greenhouse Gas Emissions report 2021/22 (separate document)

12.2 Appendix B: Oldham Green New Deal Delivery Partnership Investment Prospectus

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Oldham Council

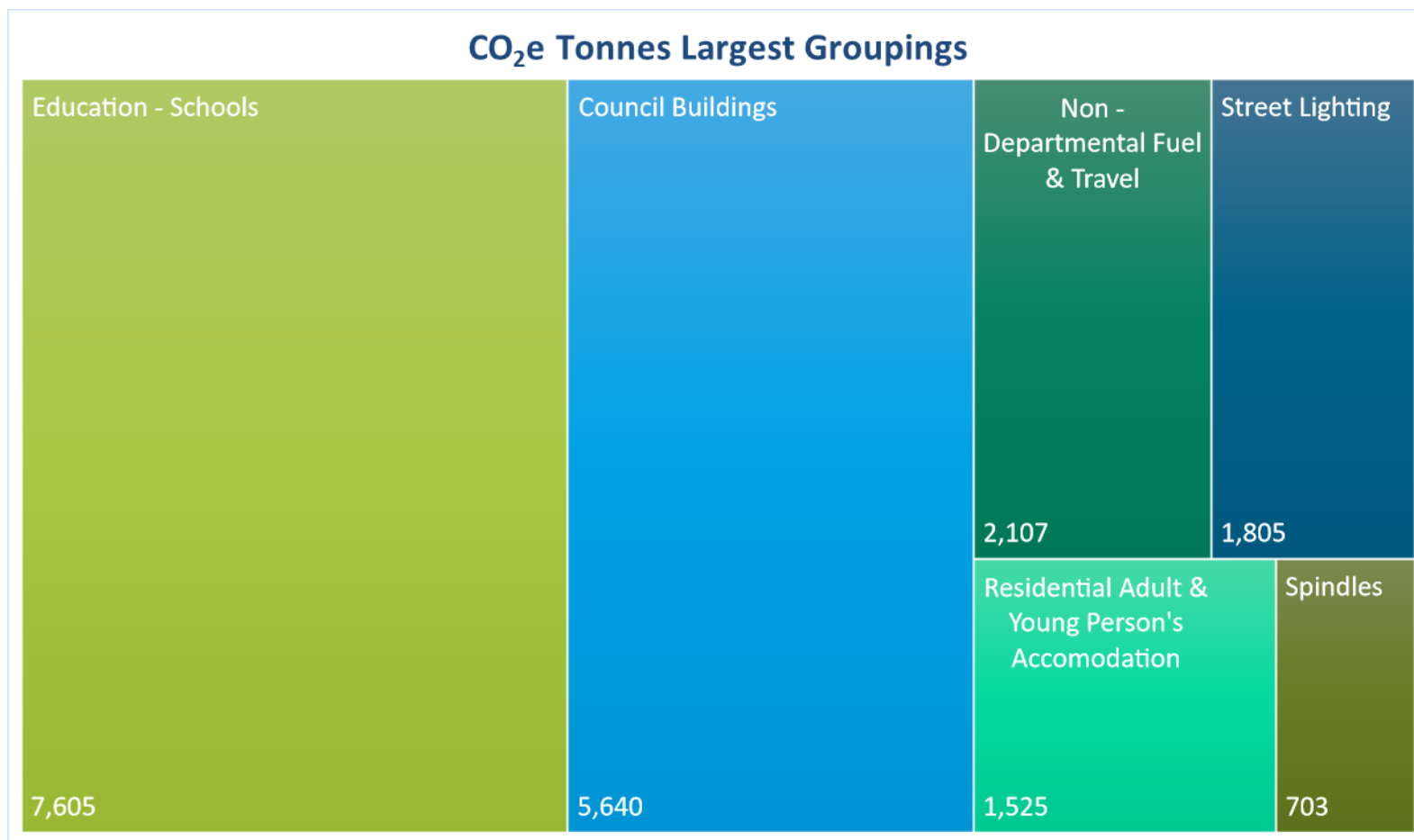
Greenhouse Gas Emissions Report – 2021/22

Scope	Emission Source	Consumption	Unit	Emission Factor	CO ₂ e Tonnes
1	Natural Gas	55,698,156	Kwh	0.18316	10,202
	Diesel (Fleet)	635,144	Litres	2.70553	1,718
	Petrol (Fleet)	39,384	Litres	2.31467	91
	Gas Oil (Fleet)	74,788	Litres	2.75776	206
	Total Scope 1				12,217
2	Electricity Buildings	24,722,714	Kwh	0.21233	5,249
	Electricity St Lighting	8,489,248	Kwh	0.21233	1,803
	Total Scope 2				7,052
3	Water	161,104	M ³	0.149	24
	Business Mileage	329,029	Miles	0.27584	91
	Total Scope 3				115
Total					19,384
Outside Scope	PV generation	481,284	Kwh	0.21233	102

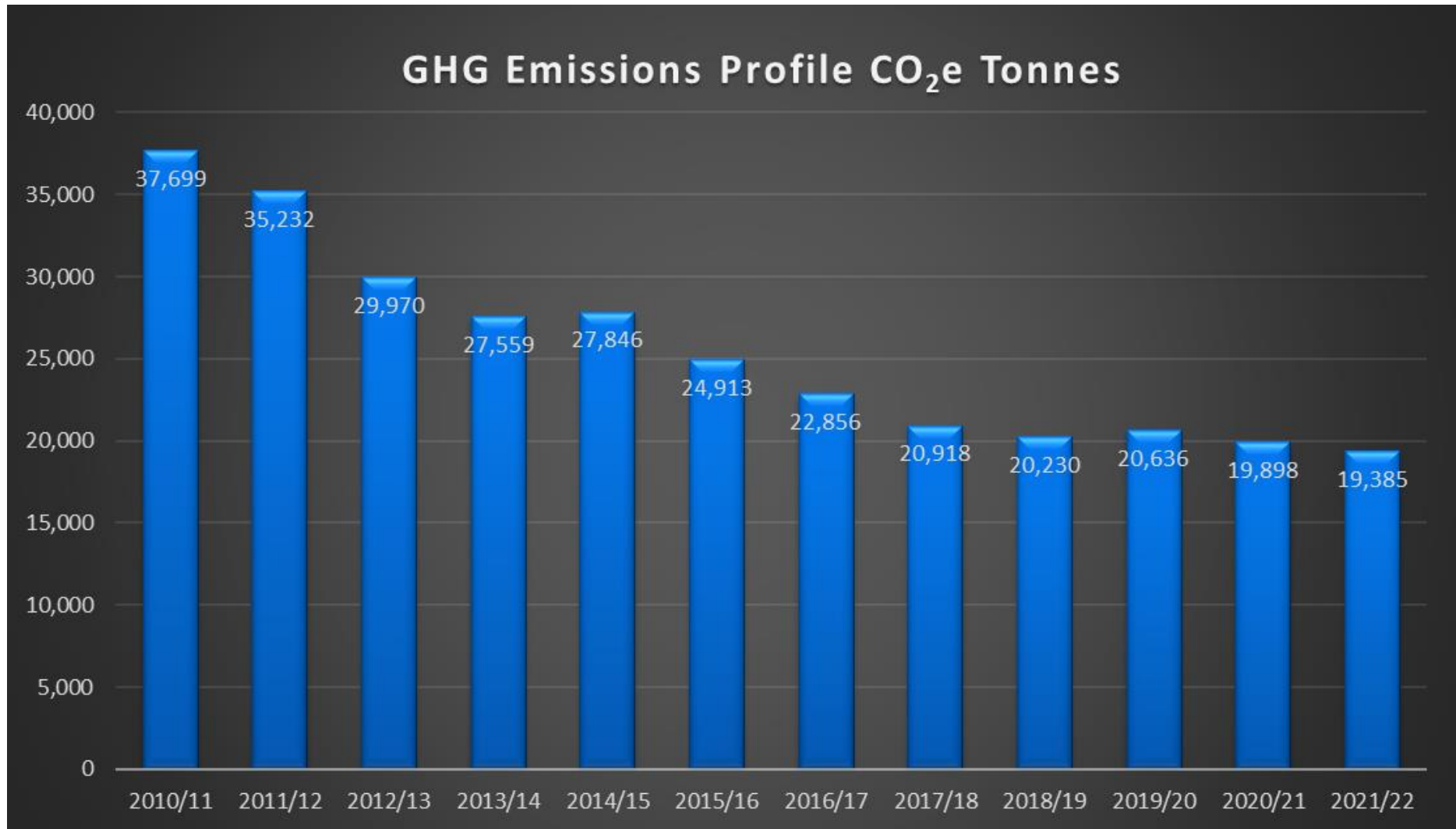
Description of Reporting Scopes

Scope	Description	Supplementary Notes
1	Direct emissions - Activities owned or controlled by Oldham Council that release emissions straight into the atmosphere.	Excludes Oldham Community Leisure
2	Energy indirect - Emissions released into the atmosphere occurring at sources not owned or controlled by Oldham Council	Excludes Oldham Community Leisure
3	Other indirect: Emissions that are not classed as scope 2 emissions.	
	PV Generation	CO ₂ equivalent saved
	Spindles Shopping Centre was taken over by Oldham Council in October 2020. The data for Spindles has been included in the report for the first time.	

Greenhouse Gas emissions have been grouped into 6 categories within Oldham Council



Analysis of Greenhouse emissions from the baseline year of 2010/11



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Investment Prospectus

Oldham Council

Oldham Green New Deal Delivery Partnership



Oldham
Council



Rev	Originator	Approved	Date
2	Francis Frimpong		18/07/2022
3	Andrew Hunt		20/07/2022
4	Andrew Hunt		1/9/2022

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Foreword



Foreword

Oldham Council
Oldham Green New Deal Delivery Partnership

Oldham Council has a long and proud history of taking action to safeguard and improve our environment for the next generation, with many award-winning schemes and initiatives under our belt over the last decade.

We believe there is a huge opportunity in tackling the climate emergency. It will help us to safeguard and create jobs and training opportunities for Oldham residents in the growing green economic sector and will support our businesses to 'go green' - cutting their operating costs and expanding their offer to access new low-carbon markets and customers.

With bold and exciting projects such as Northern Roots and the proposed Minewater District Heat Network for Oldham town centre, we can reinforce Oldham's reputation as a destination for green business and tourism and attract and keep the talent and investment we need, and that the borough deserves.

In March 2020 the council adopted the Oldham Green New Deal Strategy in which we set two challenging new targets for carbon neutrality – 2025 for the council, and 2030 for the borough – and put in place a framework to help us work together with our residents and partners to make Oldham an even greener, smarter, more enterprising place.

Through this prospectus, we are seeking long-term partners to work with us to achieve our shared goals and meet these challenging targets. This document outlines the scale of the opportunity in Oldham, covering low carbon energy generation, distribution and storage and energy demand reduction. It is a call to those organisations, investors and innovators with the vision, energy and ambition to join us as our Green New Deal Delivery Partners and become the architects of Oldham's sustainable future.

This is our opportunity, working with the private and third sector as well as our residents and businesses, to deliver something truly transformative, building a boroughwide energy system fit for the future that will protect the environment and improve the quality of life for the people of Oldham.

We look forward to working with our future partners to achieve our aspirations, and to hearing the new ideas that you can bring to the table.

Cllr Amanda Chadderton, Leader of Oldham Council



Introduction



Introduction

Oldham Council Oldham Green New Deal Delivery Partnership

Oldham Council is committed, through the Oldham Green New Deal Strategy, to achieving carbon neutrality by 2025 for council buildings and street lighting and by 2030 for the wider borough. The Oldham Green New Deal Strategy was the first local authority Green New Deal strategy to be adopted in the UK and sets out Oldham's unique approach to achieving our stretching net zero targets, which are even more ambitious than the 2038 carbon neutrality target set for Greater Manchester as a whole. Oldham is very much part of the Greater Manchester family though, and our ambition sits within the wider ambition and opportunity of the city region and its ten local authority areas, and is supported by the GM Combined Authority low carbon and environmental teams.

The council believes that, working together with the private and third sectors and our local residents and businesses, we can achieve these challenging carbon neutrality targets while building the local green economy and creating good jobs and training opportunities for our residents and businesses. We believe that the reward for ambition on climate change can be a thriving local economy and local environment, for the enjoyment of all, with many co-benefits such as improved public health outcomes and civic pride.

We recognise though that the council alone cannot provide the scale of investment and capacity required to transform the energy infrastructure of the borough to achieve the transition to net zero, stabilise energy costs for residents and businesses and deliver on the net zero carbon targets outlined in the Green New Deal Strategy.

We are therefore seeking to establish a strategic partnership for the borough, working together with an infrastructure investment and development partner plus other organisations to bring about the transformation and decarbonisation of Oldham's energy infrastructure. Working in a co-ordinated and accelerated way, this partnership will deliver both a solid return on investment to our Green New Deal Delivery Partners and value for money for Oldham Council, Oldham's anchor organisations, and Oldham's residents and businesses.

The main focus of the Green New Deal Delivery Partnership will be the decarbonisation of Oldham borough as a whole, working both with assets and land under the control of the council and other anchor institutions in the borough and also through engagement with private landowners and businesses – as well as the Distribution Network Operator Electricity North West - to develop, implement and operate low carbon infrastructure across the borough for the benefit of the council and other anchor institutions, residents and businesses.

We will shortly be seeking ambitious, innovative, well-resourced partners for this initiative which will deliver for Oldham through to 2030 and beyond. Our aim for this partnership is that it will be a 'best in class' example of how the public and private sectors can work together to bring about the large-scale transformational decarbonisation of a local authority area and secure multiple co-benefits for local residents and businesses in the process.

The partnership will be set up in such a way that it will have independent assurance built-in, and all commercial proposals will be scrutinised prior to approval by the Council to ensure that projects are not only financially viable for the investor but also provide value for money to all stakeholders. Securing social value through the partnership contract will also be a key aim for the Council, and the investment and development partner will be expected to work with Oldham's local supply chain and educational institutions to make sure that Oldham's businesses and young people can play as much of a part as possible in the delivery of the borough's low carbon infrastructure.

Oldham Council believes that our Green New Deal approach is at the cutting edge of ambition, innovation and commitment on climate action. We believe that the benefits of climate action are there for the taking, and are looking to work with visionary, well-resourced and forward-thinking partners to demonstrate how our unique approach can deliver the transformation in our energy system required to meet the twin challenges of climate change and the cost of living crisis.

Introduction

Oldham Council
Oldham Green New Deal Delivery Partnership

Table 1 Summary of Opportunities

Tech	Cost
PV	£1.7bn
Heat networks	£337m
Domestic heat and retrofit	£1.3bn
Non-domestic heat and retrofit	£1.6bn
EV	£21m
Enabling works	£640m
Total	£5.6bn

Opportunities



Opportunities

Oldham Council

Oldham Green New Deal Delivery Partnership

Current Position

In March 2020, Oldham Council adopted the UK's first local authority Green New Deal Strategy.

The strategy set stretching targets for carbon neutrality – for council buildings and street lighting by 2025 and for the borough as a whole by 2030. These targets sit within the context of the 2038 carbon neutrality target for the Greater Manchester City Region, as set out in the Greater Manchester Combined Authority (GMCA) 5-year Environment Plan, and the other GMCA supported projects and programmes developed to achieve the 2038 target.

The Oldham Green New Deal approach aims to achieve these stretching carbon neutrality targets through a programme of investment in low carbon and green infrastructure, building local supply chain capacity in the green technology and services sector and creating and supporting local jobs and training opportunities.

The council itself is investing in a programme of de-carbonisation of Council buildings and development of low carbon infrastructure such as a new Minewater Town Centre District Heat Network and a solar farm at Wrigley Head in Failsworth, as well as key green infrastructure projects such as the 160-acre Northern Roots eco-park at Snipe Clough.

The council also has a strong record of innovation in sustainability, from the early adoption of electric vehicles for council services, to Passivhaus standard dwellings on the St Mary's social housing estate, to ground-breaking projects such as COALESCCE¹ and RED WoLF², which support the implementation of Greater Manchester's community energy programme and the development of a new hybrid electric domestic heating system respectively.

The existing Tommyfield Market Hall had a 110kW solar PV system installed in 2016, and this system will be re-used as part of the much larger redevelopment of the Spindles complex in the town centre, which will also feature a state-of-the-art low carbon heating system and energy efficient retrofit.

Oldham Council strongly prioritises skills development and worked with regional and national stakeholders to create the UK's first Community Energy Specialist Level 4 Apprenticeship, which young people are now taking on a national scale. The council also plans to set up a new Oldham Green Business Network to ensure that our local green technology and services supply chain businesses can play an integral role in delivery of Oldham's Green New Deal. The council also has an ambition to establish a GTS sector cluster in the shape of a new green business centre in Oldham town centre – the "Green Shoots Business Centre" which will incubate start-up GTS sector businesses.

¹ COALESCCE | Interreg Europe

² RED WoLF - Rethink Electricity Distribution Without Load Following | Interreg NWE (nweurope.eu)

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership



The council's Creating a Better Place strategic regeneration programme, which aims to unlock £285m in investment in the town and borough, has Oldham's environmental ambitions at its heart, including ambitious plans for the redevelopment of Oldham town centre with key projects such as the renovation of the Spindles complex (as mentioned above) and the renewal of heritage assets, as well as the delivery of key green infrastructure such as the proposed town centre Jubilee Park.

A Local Area Energy Plan (LAEP) has been produced for Oldham by the Energy Systems Catapult, as part of the Greater Manchester Local Energy Market project. The LAEP considered many different issues including potential renewable energy generation, energy demand, heat density and areas of electrical network constraint. The information relating to the scale of investment opportunities contained in this prospectus have been taken from the LAEP.

Recent rises in energy prices bring an urgent need to address energy costs for Oldham households (levels of fuel poverty already reaching 15% before the current price rises) and businesses (which are suffering a fall in competitiveness).

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

However, these same energy price rises also bring a business opportunity for forward-looking investor developers to work in partnership with the council to upgrade Oldham's energy infrastructure in a win-win for both commercial partners and local residents and businesses.

Figure 1 shows the First Steps Priority Areas and Long-Term Deployment Areas identified within Oldham

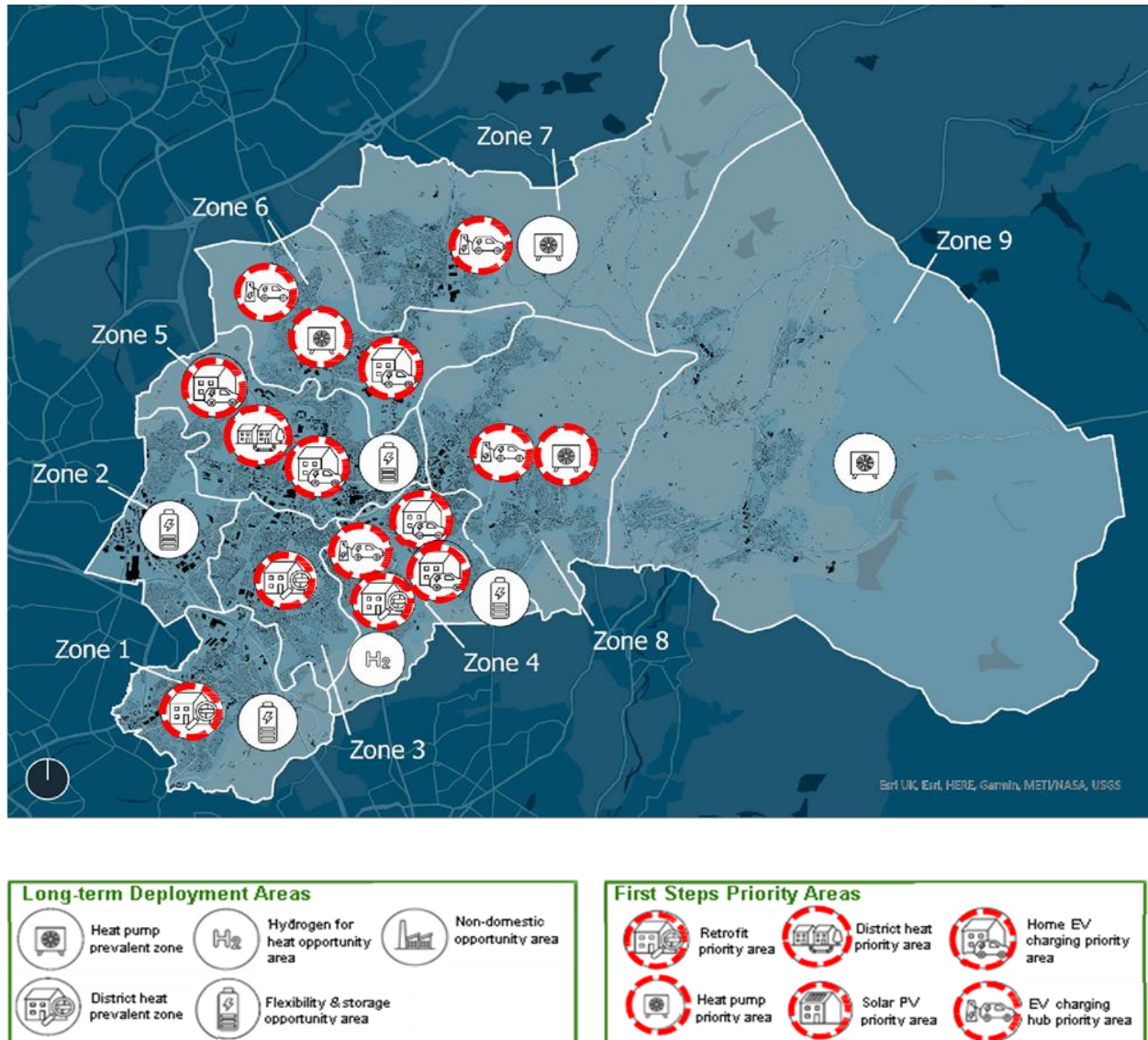


Figure 1 Priority and Long-Term Deployment Areas within Oldham

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

Opportunity



Set out on the following pages is the programme of work that Oldham Council currently envisages will be key investment priorities and focus through to 2030. This programme of work reflects the strategically coordinated range of projects that Oldham Council is currently pursuing to meet its 2030 carbon neutrality target.

Recognising that there is substantial innovation in the energy sector, particularly in relation to the future smart energy system, the Oldham Green New Deal Delivery Partnership (OGNDDP) could easily be expanded to include other activities, reflecting innovative business models or ideas put forward by potential partners, and the council would welcome proposals that extend beyond the programme of work as set out in this prospectus.

The intention underpinning the OGNDDP is to enable the borough to increase the pace and scale of delivery of these innovative and state-of-the-art projects to meet its carbon neutrality target as quickly and cost-effectively as possible and to build replicable, investable business cases across the full range of energy-related technologies at borough scale.

It is recognised that market and regulatory structures can sometimes obstruct innovative approaches to engaging citizens and the process for approving certain infrastructure investment decisions. Oldham Council intends to engage with regulators, such as Ofgem, to identify opportunities to use the OGNDDP to test new ways to save costs and deliver benefits to residents through the transformation of the local energy system.

We can support and facilitate investment also through our strategic position in the borough – the council can bring to the OGNDDP full integration with council programmes around regeneration, housing, highways, property and assets, community engagement and more. The use of the council logo as an official endorsement of the partnership will signal to residents and businesses that the commercial partners are to be trusted and engaged with.

Working with the Greater Manchester Combined Authority (GMCA), we are building an evidence base setting out the investment opportunity in the borough for low carbon developers, as well as the opportunity for Oldham's local supply chain to participate in the decarbonisation of the borough and wider city region. Oldham's LAEP and green technology and services sector study and action plan are both key documents showing the scale of the opportunity for Oldham.

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

Low carbon heat



Building characteristics and existing network characteristics inform the low carbon heating system best suited to each building, and this causes patterns to emerge between the zones across Oldham.

The decarbonisation of heat is primarily achieved through installation of electrical heating systems including heat pumps and other solutions such as RED WoLF² in existing and new homes. In Oldham this will mean almost 95,000 domestic electrical heating installations. Heat pumps and other electrical heating solutions are likely to be the predominant heating system type in all areas of Oldham except for one area of the borough where district heating has been identified as the most appropriate low carbon heating solution.

Table 2 Summary of Low Carbon heat Opportunities

Tech	Scope	Investment needed
Domestic heat pumps	95,000 homes	£1.3bn*
Non-domestic heat pumps	Commercial and industrial buildings (83% by floor area)	£1.6bn*
District heating	11,000 homes Non-domestic buildings (4% by floor area)	£337m
Output 2030:	No further new developments will be connected to the gas grid, and existing Oldham homes and businesses will be transitioned to zero carbon heating systems. *includes capital cost of retrofitting buildings	

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

District Heat Network

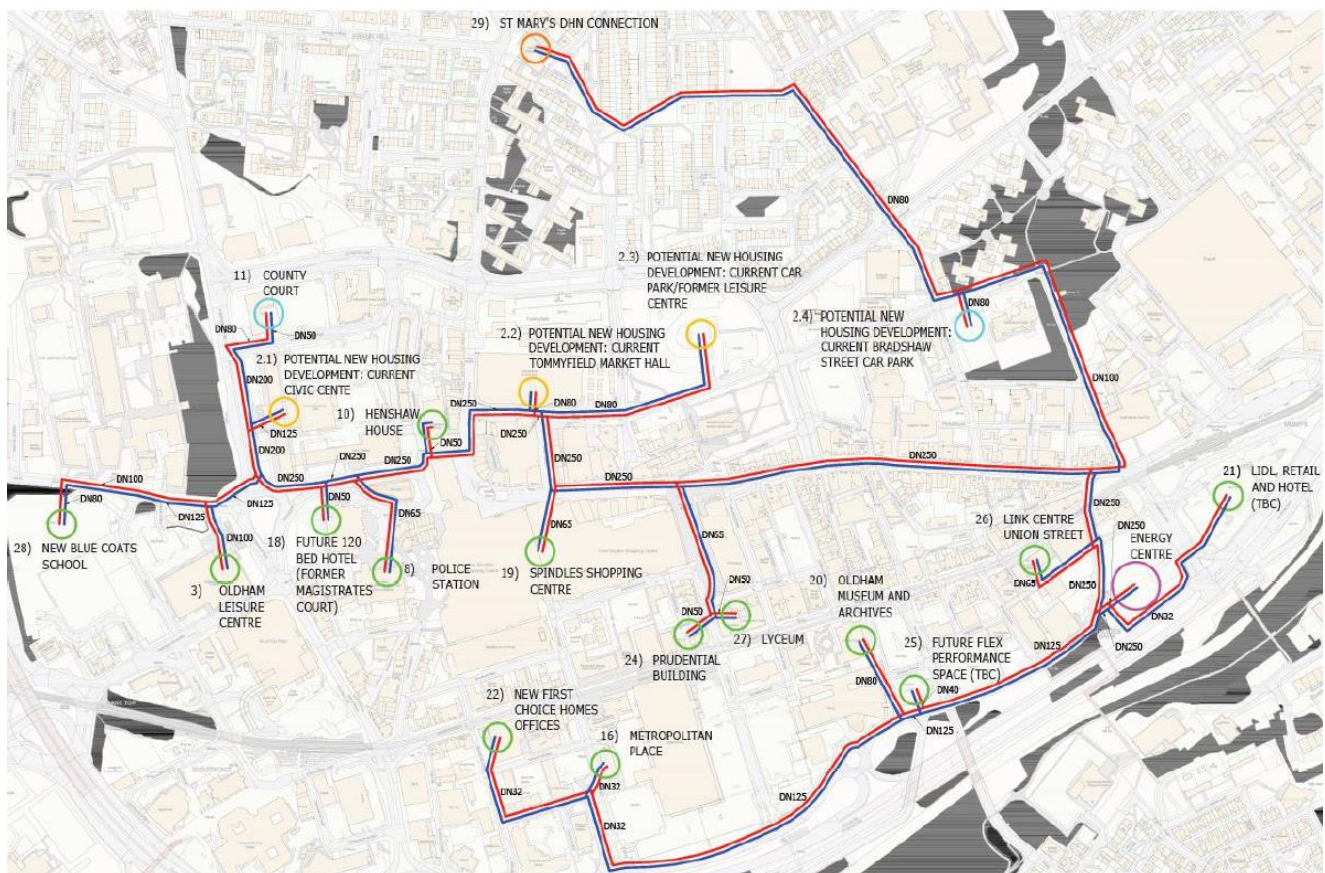
Heat supplied through underground pipes from a centralised energy centre tends to be most suitable for denser urban areas, particularly where there are large numbers of dwellings which are either too expensive or impractical (e.g. due to space limitations) to make suitable for heat pumps.

Heat networks can have the advantage of causing less disruption in dwellings during installation compared to some other options. One particular area of Oldham has been identified as an area for district heating. It covers the town centre, which consists largely of commercial buildings, flats and terraces built at high density. The majority of buildings in this area are identified as well-suited for connection to a district heat network.

The existing St Mary's heat network currently serves 1,400 connections. The LAEP identified the potential to increase this by a further 11,000 dwellings as well as connecting public and commercial buildings, for example the sixth form college, library, art gallery, police station, theatre and so on.

The council is currently working with First Choice Homes (the owner of the St Mary's District Heat Network) on a feasibility study which will deliver an Outline Business Case for creating an expanded heat network covering the whole of Oldham town centre, to be fed from a new low carbon minewater energy centre situated at Rhodes Bank in the south east of the town centre.

The minewater heat will be supplemented with heat from the existing energy centre at St Mary's, and the resulting wide-scale heat network will serve a wide range of domestic, civic and commercial customers. It is expected that due to the high heat generating capacity which exists between the St Mary's energy centre and the proposed new minewater energy centre, the new wide-scale heat network will have further potential for expansion beyond the boundary of Oldham town centre. There may also be other minewater heating opportunities outside Oldham town centre and some preliminary feasibility work has taken place to map out these potential opportunities. It is estimated that the new minewater heat network (excluding the existing St Mary's heat network) will cost around £20m to develop.



Domestic heat pumps

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

Heat pumps are a proven and mature renewable heating technology, capable of delivering deep emissions reduction today. They can be rolled out to individual households gradually, without the requirement for large scale area transitions and buy-in from multiple households that district heating require. Other electrical heating solutions such as RED WoLF² are also proven, using tried and trusted technologies such as modern storage heaters and solar PV optimized via a smart controller.

Council support

To support the delivery of low carbon heating across the borough, the council will commit to:

- Connect all council buildings to District Heat Networks where feasible and viable
- Oldham's draft Local Plan will require major development within areas identified as heat network opportunity clusters that would generate significant surplus or waste heat to connect to district heating networks where they exist or will be expected to maximise opportunities for the development of a future district heating network
- Oldham's draft Local Plan will support Policy JP-S 3 of Places for Everyone which requires that within Heat and Energy Network Opportunity Areas there will be a requirement that new residential development of 10+ dwellings or developments over 1,000m² floorspace should evaluate the viability of connecting to an existing or planned heat network and/or installing a site-wide or communal heat/energy network solution
- Develop positive planning policy which supports the implementation of local low carbon heating
- Develop planning policy to encourage all new builds outside of Zone 5 to install heat pumps or other low carbon / electrical heating technologies
- Facilitating energy centre / ground heating loops / heat network infrastructure on council-owned land and highways where feasible and viable
- Working to secure grant funding to support heat decarbonisation projects, e.g. from the new Green Heat Network Fund and Public Sector Decarbonisation Scheme
- Promote the RED WoLF hybrid domestic electrical heating system as developed by the council as a partner in the Interreg North West Europe project, and install it in council social homes where appropriate
- Convert council social homes to low carbon heating systems at the earliest opportunity, where feasible and viable
- Work with housing providers in Oldham borough to achieve the decarbonisation of heating in Oldham social housing – this will include works funded under grant schemes such as the Social Housing Decarbonisation Fund
- Installing low carbon heating solutions in council properties as part of the council's decarbonisation programme to achieve our 2025 carbon neutrality target – this will include works funded under grant schemes such as the Public Sector Decarbonisation Scheme
- The delivery partner will be the preferred contractor for these works (subject to independent assurance) and the council will seek to engage other Oldham anchor organisations in delivery programmes.

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

Renewable energy, storage and smart energy



The shift to electricity for heating and transport increases the importance of using low carbon electricity sources but also creates challenges. Although the electricity grid will need to reach almost zero carbon by 2050 for the UK to meet its net zero commitments, with very low or even negative levels of emissions anticipated as early as 2035, Oldham will need to shift to zero carbon electricity earlier than the nation as a whole in order to meet these challenging targets.

This shift to increased, intermittent renewable energy generation can create issues for energy networks in terms of their management. Commercial opportunities are also created through deployment of technologies that can store and release energy, supporting load shifting and providing flexibility to the network. Storage also enables greater amounts of locally produced, low cost renewable energy generation to be consumed within the borough and the creation of a true, local energy market.

Table 3 Summary of energy opportunities

Tech	Output	Investment needed
Ground mount PV	332MW	£144m
Domestic PV	522MW	£1,254m
Non-domestic PV		£285m
Output 2030	To install up to 522 MW of rooftop solar PV and up to a further 322 MW of ground mounted solar PV providing up to 841 GWh annually - 42% of Oldham's electricity demand. This locally generated renewable electricity to be available to Oldham homes and businesses on a local tariff via an Oldham Local Energy Market.	

Rooftop solar and batteries

Building rooftops are used to meet a portion of energy requirements. In other words, all buildings with suitable roofs are low regret opportunities to install solar PV, meaning there is plenty of flexibility around the approach for this. The LAEP identified domestic, public building and commercial roof spaces suitable for deployment of PV.

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

Alongside rooftop PV, there is an opportunity to install batteries to help flatten the load profile and reduce network reinforcement demands.

Large Scale Solar PV, Wind and Hydroelectric

In addition to roof top solar, over 332 MW of PV could be deployed as ground mounted installations including on car parks and green and brownfield sites.

Potential for a single 60 kW hydro site was also identified on the River Tame, running through Uppermill, which would yield 0.2 GWh per year.

The council has secured planning permission for a 891kW ground-mounted solar PV array at Wrigley Head in Failsworth. The £1.1m project will convert a former industrial landfill site into a renewable energy generating facility, whilst improving the local ecology with wildflower planting under and around the solar array.



Local Energy Market

We also envisage the creation of a Local Energy Market, using software platforms and energy storage, to enable residents and businesses to directly purchase renewable energy generated in the borough, breaking the link between consumer energy costs and the wholesale energy market, and instead fixing energy prices for Oldham consumers to the cost of developing local clean energy generating facilities.

Council support

To support the deployment of renewable energy generation and storage in the borough, the Council will commit to:

- Facilitate installation of PV on public buildings and land where viable and feasible and buy electricity through a direct wire Power Purchase Agreement for 25yrs where the delivery partner is funding the installation
- Supplying electricity into the Local Energy Market from council-owned renewable energy generating assets and purchasing from the Local Energy Market where Procurement regulations allow
- Facilitate installation of solar PV on all public car parks where feasible and viable
- Working within the national planning guidance and building regulations to encourage the use of PV in all new commercial and residential developments, and to encourage building occupiers to export to, and purchase from, the Local Energy Market.
- Where possible, transfer all void council social homes onto the Oldham Local Energy Market Tariff and encourage housing partners in the borough to do the same.

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

EV Charging



Transport is a significant contributor of emissions in Oldham, generating 233 ktCO₂e which is almost one third of our region's carbon budget to mitigate by 2030.

Electric vehicle (EV) ownership is expected to grow significantly to support local decarbonisation targets and in alignment with national policy, which will see the phasing out of internal combustion engine vehicle sales by 2030 and hybrids by 2035.

Table 4 Summary of EV Charging Investment

Tech	Scope	Sites	Investment needed
Domestic charge points	37,000 domestic chargers	5	£21m
Output 2030:	Every Oldham home and business wishing to transition to the use of electric vehicles will have access to convenient and affordable charging facilities.		

Fully electric and plug-in hybrid vehicles (PHVs) in Oldham are expected to grow from around 1,850 today to over 80,000 cars by 2038 – over 75% of the total fleet.

Charging infrastructure will need to be installed to encourage this transition and keep up with this demand, providing confidence that owners will be able to recharge when needed. A mixture of publicly accessible and private residential chargers will be required to provide this amenity.

There is potential in Oldham for around 37,000 domestic chargers to be installed (one for every home with potential for off-street parking) at a cost of around £21m, along with multiple public charging stations (or hubs). Areas where fewer car

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

owning households have potential for off-street parking will rely more on local public / community charging hubs and destination charging such as at offices and shopping centres.

Council support

In order to support the take-up of electric vehicles and other low carbon forms of transport in the borough, Oldham Council will commit to:

- Allowing community EV charging points on council-owned car parks where feasible
- Working with both manufacturers and infrastructure providers to transition the council current fleet (made up of approximately 175 current vehicles) plant and equipment requirements to zero carbon options, across all of our major operational hubs including Moorhey Street Depot, Alexandra Park Depot, Chadderton Town Hall and other sites. This work would include consideration of a strategic approach, working with other public sector organisations in the borough and across Greater Manchester
- Installing charge points at all public buildings
- The new Oldham Local Plan will set out standards for electric vehicle charging points, to be supported by new Building Regulations as they are implemented
- Securing external funding, including national government funding and funding secured via Transport for Greater Manchester and other Greater Manchester level programmes, to support the roll-out of EV charging infrastructure
- Co-ordinating the activities of the Highways Authority with the delivery partner to enable effective and efficient roll-out of EVCI.

Opportunities

Oldham Council
Oldham Green New Deal Delivery Partnership

Fabric Retrofit



Domestic dwellings account for around a third of our carbon emissions. Reducing energy demand through energy efficiency not only helps save carbon, but it also reduces energy bills whilst improving comfort levels and the health and wellbeing of residents.

Table 5 Summary of Fabric Retrofit

House type	Basic	Deep	Investment needed
Terraces	21,000*	14,000*	£1.3bn**
Semis	12,000*	19,000*	
Detached	6,000*	1,000*	
Output 2030	<p>Every Oldham household and small business will have a comfortable property with affordable energy bills, with energy efficiency and zero carbon heating system measures installed to reduce overall energy consumption and carbon emissions.</p> <p>*approx.</p> <p>**includes low carbon heating system</p>		

A significant portion of existing homes and buildings in Oldham will require retrofit, carrying out insulation in **at least 60% of dwellings** (around 73,000). Fabric retrofit could be combined with other measures such as heating system replacement, PV installation and EV chargers to minimise the number of visits required to homes, as in the “cost effective retrofit” option.

The existing GMCA initiative, ‘Your Home Better’ is focused on providing domestic retrofit services to the able-to-pay retrofit market (both domestic and SME commercial). We would look to ensure collaboration between the OGNDP and Your Home Better to leverage additional value for the OGNDP and residents of the borough.

Opportunities

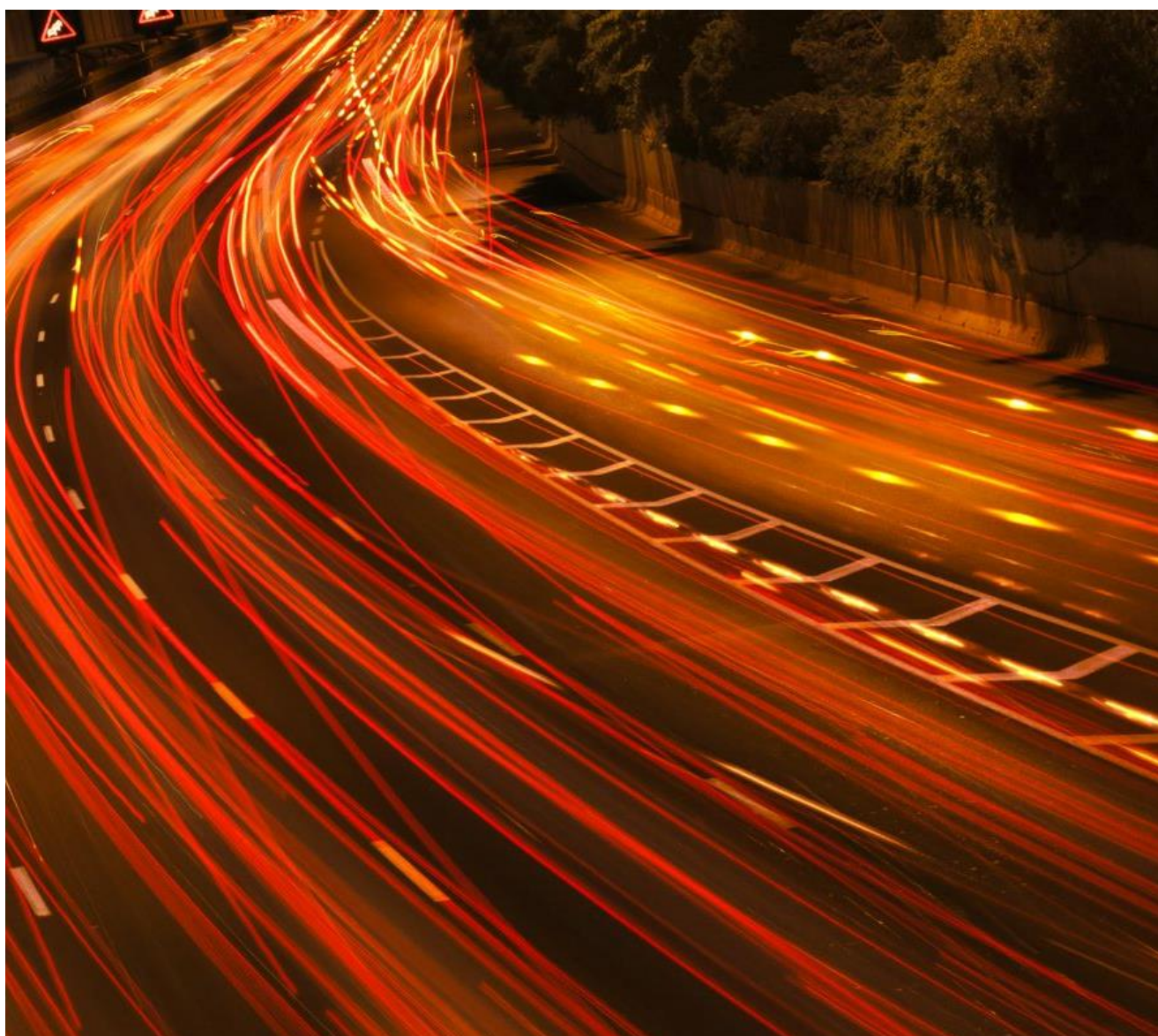
Oldham Council
Oldham Green New Deal Delivery Partnership

Council support

To support the retrofit of Oldham's housing stock, the Council will commit to:

- Signposting businesses to OGNDDP / Your Home Better retrofit service
- The Oldham Local Plan review will include policies which encourage retrofitting measures
- Exploring how to further incorporate energy efficiency measures into provision of emergency help loans and other property improvement loan products and grants
- Continuing to deliver the Warm Homes Oldham programme of energy efficiency improvements in low-income households
- Securing additional value for Oldham's retrofit programmes by working closely with Greater Manchester level initiatives such as "Your Home Better" and associated financing and delivery programmes

Summary and next steps



Summary and next steps

Oldham Council

Oldham Green New Deal Delivery Partnership

Cost and Investment

This prospectus sets out an approach for redirecting some of the business-as-usual expenditure, boosted with additional investment to a total of around £5.6bn, to the areas needed to achieve the carbon neutral target. The cost is attributed to investment in energy networks, in buildings (for components such as fabric retrofit, heating system change and roof mounted PV) and for energy consumed.

Table 6 Investment (exclusive of energy consumption)

Investment type	Total Investment (£m)
Domestic Heating Systems & Insulation	1,348
Domestic Solar	1,254
Domestic EV Chargers	21
Non-domestic Heating Systems & Insulation	1,594
Non-domestic Solar	285
Large Scale Ground-mounted	144
Solar	172
Electricity Network	337

What are we looking for?

This prospectus is designed to attract expressions of interest from potential investment and delivery partners that could join with the Council to form the Oldham Green New Deal Delivery Partnership. We want to know what you think about our plans and the role that you could play in helping realise them in advance of us running an appropriate procurement exercise to appoint our partner(s).

By setting out the scale of ambition and the support that we can provide through the OGNDPP, we want to underline to prospective commercial partners that Oldham council is serious and committed to facilitating the decarbonisation of the entire energy network across the borough for the benefit of all in the borough.

Summary and next steps

Oldham Council
Oldham Green New Deal Delivery Partnership

The scope of services and solutions required is wide ranging and dynamic and we do not have a rigid idea in mind as to the final form that the OGNDDP might take. It could involve multiple commercial partners providing elements of what is required, or single 'turnkey' solutions providers. The OGNDDP will aggregate and involve investment, innovation, IT and software, product manufacturers, facilities management, energy supply and installation services in any combination. For clarity though, we will not be procuring 'delivery only' contractors.

The main areas of interest for the OGNDDP are listed in this prospectus:

- Low carbon heat
 - Individual domestic
 - Heat networks
- Renewable energy generation, storage and smart systems
- EV charging infrastructure
- Retrofit

However, we are keen to work with partners with innovative energy-related business models and ideas that are not directly linked to the areas of potential activity listed. We would welcome your ideas on what these additional activities might look like in your response to this prospectus.

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Participation of Young People aged 16-18 in Education, Employment or Training (EET)

Portfolio Holder:

Cllr Mohon Ali

Officer Contact: Richard Lynch, Director of Education, Early Years and Skills

Report Author: Amanda Youlden, Post 16 Lead

January 2023

Purpose of the Report

This report will update the Committee on current Participation and NEET rates together with a summary on activity during the past 12 months and planned in the future to ensure that we are shaping and influencing opportunities where possible for our 16-18 year olds.

Recommendations

Committee to note the current landscape and experiences of 16-18 year olds which is impacting on their Participation in education, employment or training.

Jan 2023

Participation of Young People aged 16-18 in Education, Employment or Training (EET)

1 Background

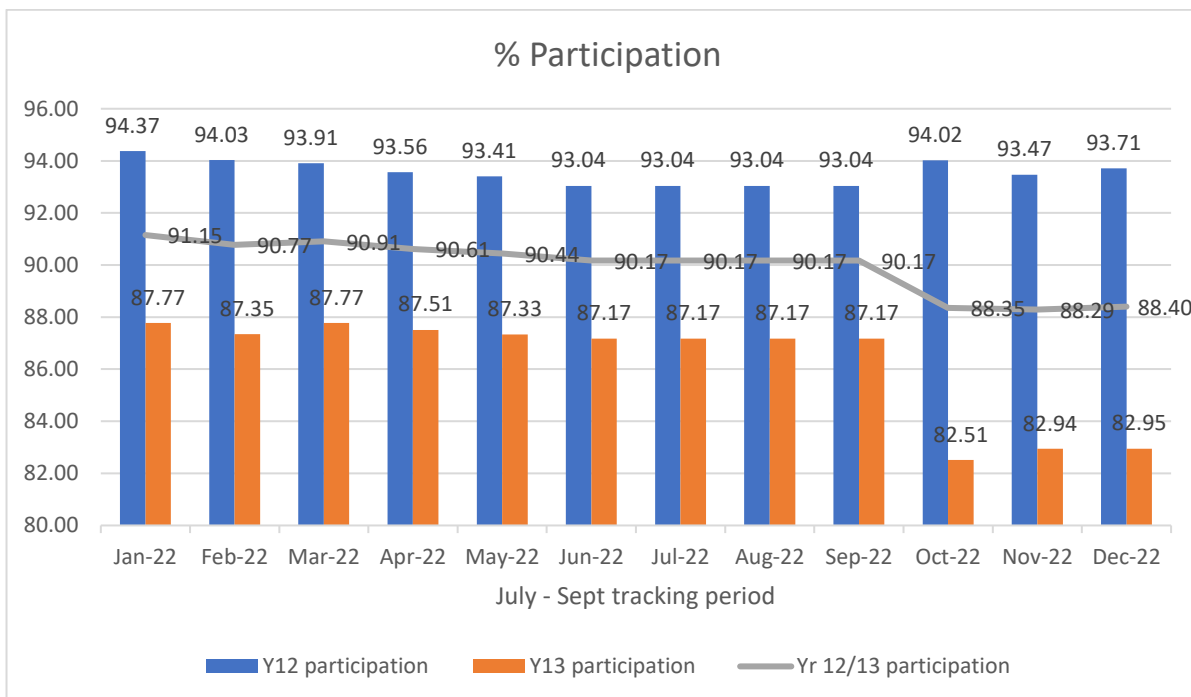
The LA continues to fulfil its duties around encouraging, enabling and assisting young people to participate in education or training and tracking those aged 16 and 17 through the commission of the targeted support offer delivered by Positive Steps, this includes some dedicated resource for our SEND (EHC plans) and Children Looked After (CLA) cohort. The aforementioned commission has been extended for a further year.

Our approach across partners in Oldham is to ensure that young people can access the advice and support they require; that we have opportunities available and to engage with our young people to hear their voices and respond as best we can.

This report will update the Committee on current Participation and NEET rates together with a summary on activity planned in the future to ensure that we are shaping and influencing where possible for our 16-18 year olds.

2 Current Position

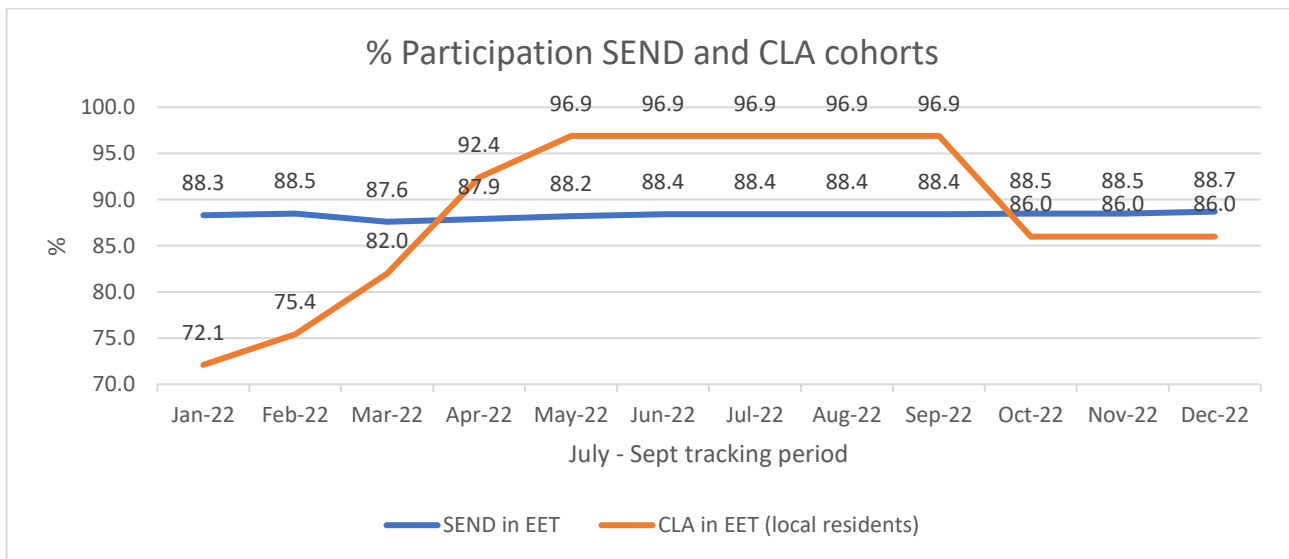
Latest reported data (December) reports that 93.71% year 12s are participating in some form of EET, this rate has seen a slight decrease over the past 12 months. However, our data highlights the significantly lower rate of participation for our Y13 cohort. It must be highlighted that the current Y13 cohort were the cohort most significantly affected by school closures during the pandemic, and it's continued effects on our young people is still being felt by these young people. Concerns about wellbeing, in particular loneliness, dissatisfaction with life, stress, anxiety, boredom and concerns about the future all continue to affect young people and their levels of engagement and motivation.



The actual cohort numbers fluctuate month by month across the year, but the average annual cohort number for Y12/13 combined is 6401. To provide context, if we take the % drop in participation for Y12/13 between September 22 (90.17%) and October 22 (88.35%), the numerical drop is 117 young people.

It is not unusual for us to see participation drop in the autumn term and this year is no different. The drop can be because of a new cohort of young people transitioning to a new environment, but the data shows a significant drop in participation for our Y13 cohort who continue to struggle to re-engage following the pandemic and re-adjust to a return to participation in person, some struggling with their mental health. We have noted a particular issue in the Autumn term where a significant number of Y13 students just did not return to the second year of their course. The careers advisors working with the NEET cohort work closely to re-engage them in EET or local engagement programmes and we expect some positive engagements during January which will be reflected in the February data.

The Connect to Your Future programme funded GMCA has provided an additional support offer for these young people. Teams are able to refer and sign up significant numbers to work with a careers coach or mentor with some excellent outcomes, providing us with evidence that if capacity is available to undertake the work and a young person is willing to engage and take on the practical and emotional support that a mentor can offer, they are able to re-engage in positive activity.



The actual cohort numbers fluctuate month by month across the year, but the average annual cohort number for Y12/13 SEND is 332, and the % participation has been steady all year.

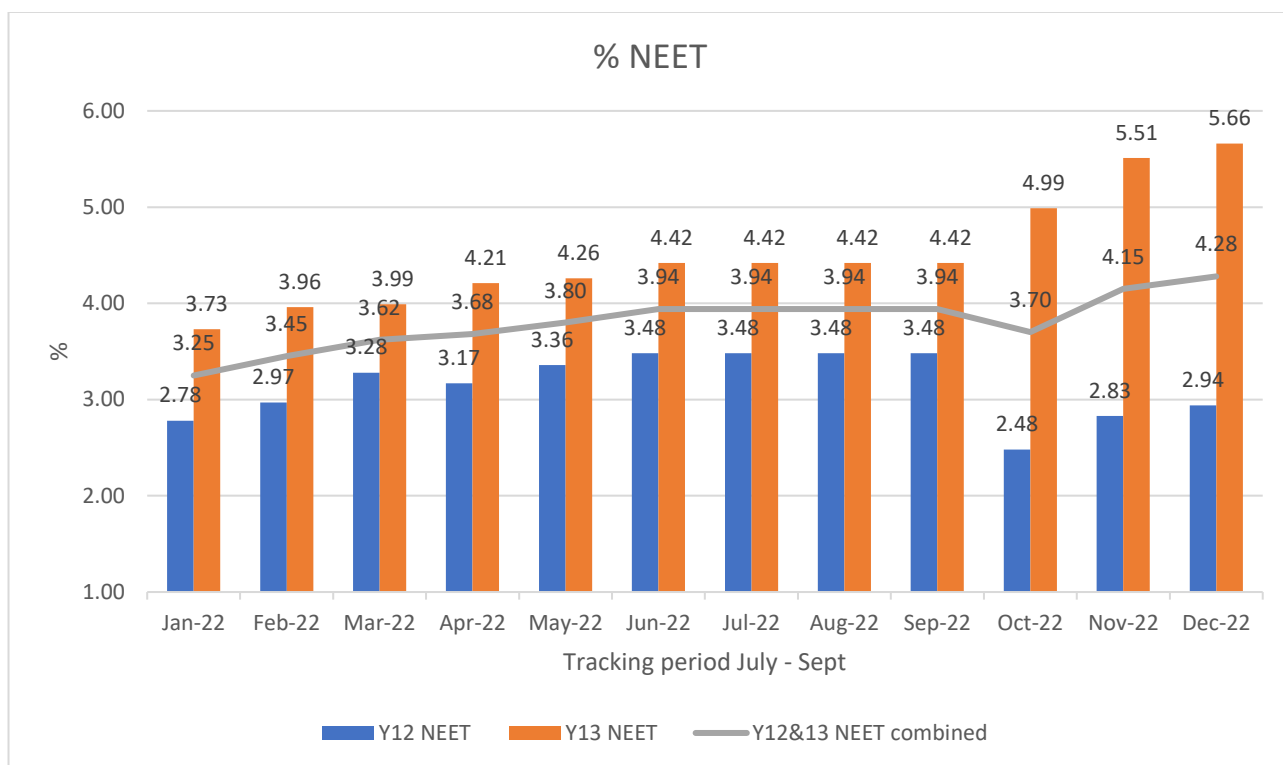
The average annual cohort number for CLA (16 – 18) is 57. To provide context, if we take the % drop in participation for this cohort between September 22 (96.9%) and October 22 (86%), the numerical drop is 6 young people.

The graph above shows the participation variations for the SEND and CLA cohort who have dedicated careers advisor resource available to them.

The smaller cohort impacts the data, therefore is not unusual to see a bigger drop in EET whilst our most vulnerable young people transition in the autumn term. The SEND data shows a consistent level of participation on 2021 data, but the CLA cohort has seen an increase in participation for 2022. Given the further barriers these young people face this requires a higher level of support and our dedicated Careers Advisor support working with PA's is essential to ensuring these young people are encouraged and supported to re-engage.

Our Virtual School (VS) coordinates extra support for the young people in our care to assist them to transition successfully into Post 16 provision. This is provided through a dedicated Post 16 Education Officer. The VS deliver a range of targeted activities and programmes to raise aspirations and participation, utilising information/data in Personal Education Plans (PEPs) on careers advice and guidance. Ongoing liaison with the VS and Positive Steps ensures that there is oversight of Oldham CLA and the careers advice and guidance they have received or require.

The SEND Team co-ordinates education provision for young people aged 16 – 25 with an EHC plan to ensure they are accessing an education provision that meets the outcomes in their EHC plan and supports them to achieve their aspirations.



The latest reported (December) combined NEET rate currently sits at 4.28% and has been increasing slightly month on month over the past year, with December 2022 position higher than January 2022. We receive monthly starter leaver information from providers to ensure that an advisor can contact young people early to re-engage, ultimately reducing the amount of time potentially spent NEET. There are currently 282 young people recorded as NEET with 240 actively seeking EET opportunities – some have been waiting for the opportunity they wish to pursue has become available (e.g. apprenticeships), some due to health and other reasons are a little further from EET. These young people are

offered engagement programmes such as Connect to Your Future or GMFRS TEAMS to support them to re-engage.

In line with the participation data, the NEET data highlights the difficulties our Y13 cohort is experiencing with successfully accessing EET, with Y13's levels 2.68% higher than our Y12 cohort.

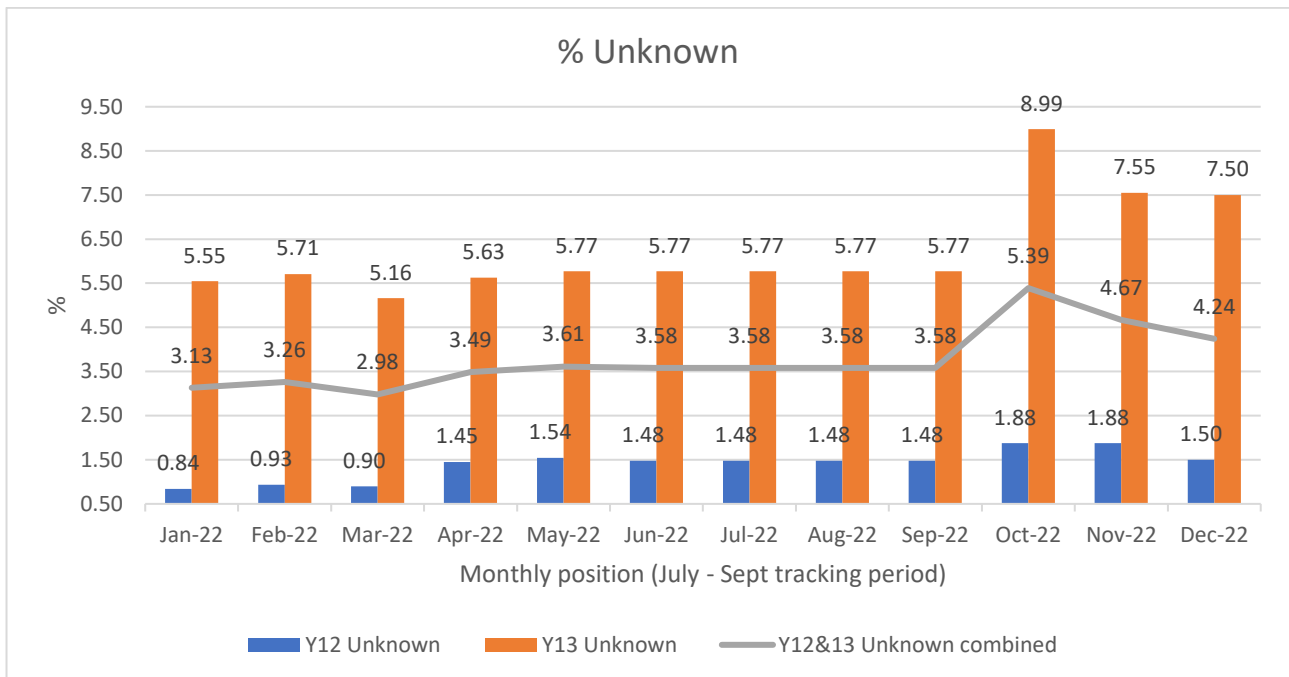
The offer available from post 16 settings is not dissimilar to last year, although the landscape is beginning to change to meet the requirements of the Skills and Post 16 Act. The continued roll out of T-Level courses is providing another option for young people to consider, but the offer is in its infancy and needs to embed. The recent announcement regarding the ceasing of traineeships will see providers being required to change their delivery models to adapt, which we hope will be a positive change for young people.

Positive Steps careers advisors and mentors are continuing to engage with young people and they report a number of reasons for withdrawal, including:

- Severe confidence and anxiety issues
- Illness
- Pregnancy (small numbers)
- New arrivals
- Refused college due to waiting to secure apprenticeship/employment

More detailed analysis of the withdrawal reasons has brought up some interesting trends for us to consider over the next twelve months.

- Securing a college place but just didn't feel ready when the time came
- Becoming NEET but were not identified as "at risk of" during Y11
- Not taking up a college place due to wanting an apprenticeship/job but are ineffective in their attempts to secure this, despite offers of support
- Disguised compliance
- Parents/carers complicit in the avoidance of participation



Again, to provide some context, taking the average annual cohort number for Y12/13 combined is 6401. The increase in % unknown in September (3.58%) and October (5.39%) equates to 116 young people.

The December unknown (combined) figure of 4.24% has also risen against January 2022 figures, and is significantly higher than the last year. Again, the graph demonstrates it is our Y13 cohort who are becoming unknown which is concerning as they are the furthest category away from EET. Positive Steps try several and varied attempts at contact but have had to make the young person unknown as we cannot ascertain a certain destination. Follow up of these young people continues, although they are categorised as unknown. It is difficult to ascertain the reasons for young people becoming unknown, and we will continue to use lived experience, research, peer to peer shared good practice to explore the reasons for this and work with partners to ensure young people access the support they need to participate.

3. Activity to Support Participation

Engagement programmes are essential for young people, never more so than now. We currently have a number of organisation's offering provision in Oldham or GM that Oldham young people can access that will support young people to engage and obtain skills for education, employment or training:

- The Growth Company - ESF Skills Support for Growth
- Positive Steps – ESF NEET programme (Connect to Your Future)
- Upturn – various offers of support (16+)
- Ingeous – ESF NEET (18+)
- Groundwork – Re-connect programme
- Groundwork – Princes Trust TEAMS Programme (18+)
- GMFRS – Princes Trust TEAMS Programme (16+)
- Princes Trust – variety of online courses, updated monthly
- Reconnect at Mahdlo

-
- Keyring – AdVenture programme (LD & Autism) 11 week programme
 - Step Into Care (GM Health and Social Care Careers Hub)
 - Roots to Opportunity (Green Steps and Skill Mill (YJ))
 - Oldham Youth Hub
 - Get Oldham Working

Due to the rise in the number of funded projects available for young people in Oldham, we felt it is becoming increasingly difficult to navigate what's available for young people. We have created a padlet [Opportunities for young people \(padlet.com\)](https://padlet.com) which provides a visual of what's currently available to young people to support them to become EET. The padlet is continually updated and is available for young people, parents and professionals to use.

Oldham's Post 16 Team, Get Oldham Working, Job Centre Plus and Positive Steps are working together to deliver a joint initiative known as Oldham Youth Hub. The initiative will be a collaboration of professionals who will pledge services and agree to work in a supportive, young person focused and positive outcome-based way that supports young people aged 16 – 25 years old to access the right support to enable them to participate in activity that will eventually lead to an employment opportunity. Oldham's Youth Hub will link closely with the GMCA Youth Hub working group to ensure our activity is best practice among our GM colleagues. The Youth Hub will officially launch in January with promotional activity encouraging other services to become part of the Youth Hub, making pledges of support to young people.

Activity with our Youth Council last year indicated that the careers education offer, or the communication of the careers education offer in Oldham schools and colleges could be improved. We are continuing to explore this with the Youth Council, Careers Enterprise Company and Positive Steps to establish how we can present the youth voice in the development of careers education curriculum's across our education providers.

Oldham Training Provider and Personal Development Network meet to discuss how we can support young people become EET in Oldham. Over the next 12 months, we plan to merge this group with the GOW Partnership meeting to support the transition from participation to employment, with a view to closing the gap between participation and youth unemployment.

We were experiencing a significant drop in young people accessing the physical spaces available to them to discuss re-engaging and returning to participation. Young people are returning to face to face, slowly, but we do need to create a better digital presence. Digital IAG is still a work in progress, but may be included within the specification as part of the future commission of the targeted independent advice and guidance contract which will be drafted over the next 12 months. As adults working with young people we acknowledge the need for us to adapt our communication channels so we are available to young people on the platforms they choose to engage with and allow us to be a part of. With this in mind, we are beginning scope out a potential digital IAG offer, and what this could look like in the future, to see if young people begin to engage with this as a first step to participation.

We will continue to build on our activity to support participation, in particular for our Y13's who are experiencing significant difficulties with their participation. A few key areas include:

-
- Youth Hub development
 - Youth Voice work on Careers Education
 - Work and Skills Partnership – addressing the NEET rate vs. Youth Unemployment rate
 - Merge of OTPPDN & Local Leads to support transition from 16 – 19 into 19+ employment or skills development
 - Supported Internship project
 - Chair of the PfA group – wider benefits on EET
 - Tri-borough data comparisons
 - Participation in education, training and employment age 16 to 18, Calendar Year 2021 – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk) – annual data is published in June, but here are the headlines from most recent national data
 - Mapping of local provision to identify any gaps.
 - Explore rise in unknowns, reasons for this and seek options to reduce barriers
 - Scoping of a potential digital IAG offer
 - Continue to explore how we can grow engagement provision locally and also influence existing providers to flex in order to meet the needs of our young people.
 - Careers Fair at Oldham QEH

4. Key Issues for PVFM to Discuss

Increasing youth unemployment is an area of concern nationally and locally. Oldham's youth unemployment rate is particularly unsatisfactory, and the gap between our NEET rate and youth unemployment requires some work to understand the disparity.

The societal impact of unemployment is well-documented, as is the negative impact on life chances for the long-term unemployed. Supporting young people to encourage participation in EET and to prevent an increase in 16 to 18 year olds becoming NEET, is therefore central to our strategies for addressing disadvantage in Oldham and to prevent longer term disengagement and unemployment. This will continue to be an area of significant focus in our plans and the emerging Work and Skills Partnership will strategically drive this work and Post 16 participation will be a key indicator and work stream

5. Key Questions for PVFM to Consider

The Committee is asked to note the range of interventions currently in place to support young people into EET and prevent the incidence of NEET increasing, and to comment and discuss accordingly.

6. Links to Corporate Outcomes – An Inclusive Economy

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

#yourbit: Making the most of the education and skills offer and aiming to better yourself

#result: An ambitious and socially mobile borough

7. Additional Supporting Information – n/a

8. Consultation – n/a

The voice of young people and engagement of a wide range of providers / stakeholders has been and will continue to be central to this agenda.

9. Appendices – n/a

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Report to POLICY OVERVIEW AND SCRUTINY COMMITTEE



Oldham
Council

Placed Based Integration

Portfolio Holder:

Councillor H Roberts – Cabinet Member for Neighbourhoods

Officer Contact: Sayyed Osman – Deputy Chief Executive

Report Author: Neil Consterdine – Assistant Director- Youth, Leisure and Communities

21st March 2023

Purpose of the Report

Placed Based working is a key area of transformation within the Corporate Plan aiming to deliver more and more locally, across our five districts. This report will update the Committee on current progress along with some future suggested areas of exploration to check on progress of implementation.

Recommendations

Committee to note the current progress and consider the next step recommendations to continue the work.

Placed Based Integration

1 Background

Place-based integration (PBI) is a person-centered, ‘bottom-up’ approach used to meet the unique needs of people in one given location. This is achieved by public and community services working together to use the best available resources whilst collaborating to share local knowledge and insight. By working in partnership with residents, it aims to build a picture of the system from a local perspective, taking an asset-based approach that highlights the strengths, capacity, and knowledge of all individuals and groups involved.

To date Oldham’s PBI approach has been iterative, based on testing and learning. In September 2021 a deep dive report was presented to Leadership on the role of district working and place-based integration. This provided the background and current position of district working/ PBI across Oldham and its evolution over the past 10 years. The discussion with Elected Members was positive, focusing on the need to progress the implementation of PBI, particularly operational arrangements and local governance.

2 Current Position

Place Based Working/Integration is a key area of work under the council’s public service reform transformation programme and Corporate Plan. In September 2022 Policy Overview and Scrutiny Committee agreed the terms of reference of a task group to investigate Council Policy and Implementation of Place Based Integration. Thematic key areas were agreed for the task group to discuss along with officer support. See table 1 below.

Table 1

Council Executive Team Sponsor – Sayyed Osman, Deputy Chief Executive.

Theme	Description	Senior Responsible Officer
PBI – Develop a consistent Place Governance framework	It is recognised that the Governance in each place to drive forward Placed Based working across the partnership needs to be further developed. How we bring together partners to discuss Place and People issues is critical to the success of PBI along with how members are involved.	Neil Consterdine /Simon Shuttleworth/Chantel Brown
Case Work - Develop a consistent approach to support case work and its management.	The group noted the challenge of inconsistency in the support offer available to residents living in different parts of the borough. The approach to case management and service	Neil Consterdine

	alignment as part of place-based working is part of the solution.	
Customer Service - designed with a 'Resident Focused' approach.	Further exploration of the resident "customer" offer within place, ensuring this is fit for purpose, responsive to local need and easily accessible. This will increase resident trust in the council and partners.	Dominic Whelan
Volunteering – create the infrastructure to support the growth and sustainability of volunteer lead solutions.	Further develop the community, voluntary sector offer as part of the programme in recognition of their contribution and to provide sustainable support and capacity. A focus on capacity building and volunteering are key strands of this.	Neil Consterdine
Voluntary Community Faith Social Enterprise / Charity Sector – To strengthen capacity and the resilience of the sector.	The council is seeing to promote asset-based community strength approach that makes best use of local facilities delivering more support and services through the VCFSE sector. To support this approach, it is recognised that we need to develop capacity and resilience within our communities.	Neil Consterdine
Residents First – Brand chosen by the Leader to work with all council and Partner initiatives e.g. Don't Trash Oldham.	To further develop the branding and communication of place-based working based on a resident focus. The aim being to ensure the place offer is well understood and meaningful to residents. Members would be keen to help with this.	Shelly Kipling
Family Hubs – The council has been invited to submit proposals for the Government funded programme.	The Family Hub approach is a national pilot programme that promotes a transformational approach to delivering services and support to families, parents and children in a Place Based setting. This would involve Children's centres, 0-19 services, Library and life-long learning services.	Richard Lynch / Katrina Stephens
Early Intervention and Prevention – recognise the way forward to reduce demand is to work much more upstream to help the resilience, capacity, and ability of our residents to remain independent.	To further explore and understand the all-age early intervention and prevention strategy, ensuring residents are supported at the right time.	Katrina Stephens

Discussions have been ongoing for each thematic area and the notes from these can be seen in **appendix 1**.

3. Key Issues/recommendations for Policy Overview and Scrutiny Committee to Discuss

Following the task groups thematic sessions with officers' members noted the good progress of PBI and association programmes. They also identified several key recommendations that may need further work, areas that were in progress that would be helpful to keep track on along with some general observations. These are identified in table 2 below..

Table 2

Theme	Recommendation/ Further work/ Observations
<p>What is meant by Local Leadership?</p> <p>Further thought should be given to the Elected Members' Development Programme and what could be included.</p>	<p>Recommended that the members development programme includes:</p> <ul style="list-style-type: none"> -The role of a Local Leader - Understanding PBI, Residents First and the role of Elected Members within each district/family hub – Explore the role of Elected Members in supporting volunteer led organisations.
<p>Branding of Buildings</p>	<p>Recommended that there needs to be a consistent approach to branding. This should be a welcoming offer, with clear guidance for the residents/customer journey within each of our buildings together with a resident focused layout. <i>This recommendation is already in progress.</i></p>
<p>PBI - PBI buildings, District Teams, ways of working and partners organisations</p>	<p>Recommended that future locations should be linked to transport and free car parking facilities, where possible in areas where shopping and other services are available. <i>The location of the resident facing and staff sites (which includes partners is already well developed)</i></p> <p>Recommendation to continue involving partners in PBI. <i>This is currently being addressed through PBI governance.</i></p>
<p>Alignment of Family Hubs and PBI</p>	<p>Recommended that Family hub sites need to be accessible, able to offer a range of services to families within the local community and they should also be aligned to the PBI sites. <i>This recommendation is already in progress.</i></p>
<p>Workforce development</p>	<p>It was recognised that the development of the workforce is an essential aspect of this programme and work was already established. It is recommended that there will be a need for a continuous programme of in-service training to take account of changing circumstances and emerging ideas.</p>
<p>Residents First – Alignment to PBI</p>	<p>It is recommended that Residents First Programme should be a work stream within the overarching PBI Programme along with ensuring other services such as Communications, Libraries, Parks, Youth Services, Lifelong Learning are part of this. <i>Early rollout of this</i></p>

	<i>across the organisation has commenced.</i>
Residents First - A directory of services should be developed	This is being developed via the Residents First programme and will feed into an enhanced version of the Councillor casework document. This is intended to be an internal directory, not public-facing, and not to bypass existing methods of reporting high-volume transaction service-requests, such as potholes and flytipping.
Prevention	<p>Alongside the prevention work mapping the current offer, including grant funding and commissioning to the VCFSE sector, it is necessary to consider how to ensure that this is aligned to key strategic priorities including PBI. Also, there is a need to consider how investment might be shifted into community led prevention.</p> <p>The Priority Programme Fund currently provides grants to several organisations. However, this is only part of the picture so it will be necessary to consider this funding within the whole VCFSE programme and prevention offer. It is recommended, therefore, that it would be helpful to review the current Council grants within this programme and bring forward some further suggestions for future spending. <i>This recommendation is programmes as part of the wider prevention framework.</i></p>
Voluntary Community Faith Social Enterprise / Charity Sector - Action Together	<p>It is recommended that the current Task and Finish Group members review the Action Together Service Level Agreement and impact, meet with Action Together and identify any areas for increased focus or further development.</p> <p>In addition, it is recommended that a review of the Quality in Action Award is undertaken to ensure that it is still appropriate for all groups to complete and whether there might be a simplified version for some of the smaller voluntary sector groups.</p> <p>It is recognised that volunteers can be difficult to attract, often lack expertise and subsequent management of them has become more of a challenge for voluntary sector organisations. Volunteering has also been adversely affected by the cost-of-living crisis and the time given to volunteering has, therefore, reduced. As part of the discussions with Action Together it is recommended: To review how volunteers are currently advertised for centrally. Actively seek people to volunteer and develop a campaign. Promote volunteering in place. Review the training offer which should also include succession planning</p>

Community Asset Transfers	It is recommended that this is reviewed to ensure the process for application is a supportive approach for mutual benefit including support around the legal and business planning aspects of this. The community use of assets is a continuing problem.
Procurement	It is recommended that a review of the role of social value procurement in delivering benefits to the VCFSE sector.

6. Links to Corporate Outcomes

The Corporate Plan sets out how we will help to uplift every resident. It's there to ensure every effort and every penny goes towards improving services to residents, and on the things that matter most to them.

Our priorities as set out in the plan are:


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

To help us achieve these priorities we will all continue to put residents at the heart of everything we do. This means supporting our local leaders, taking ownership of our work, focusing on high performance, and consistently demonstrating a commitment to making Oldham a better place. To enable this over the course of the next five years we will be focusing on four areas of transformation to make our services as good as possible. One of these is Placed Based Working - aiming to deliver more and more locally, across our five districts.

7. Consultation

The voice of residents and a wide range of providers / stakeholders has been and will continue to be central to this agenda.

7. Appendices

Appendix 1 - Notes from meetings	 <p>Notes Key Discussion Points ta</p>
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Notes Key Discussion Points task and finish Scrutiny – Placed Based Integration

Councillors involved in discussions - Councillor C McLaren, Cllr R Surjan, Cllr J Harrison, Cllr Pythian

Officers involved in discussions to date – Sayyed Osman, Neil Consterdine, Rachel Dyson, Katrina Stephens, Richard Lynch, Dominic Whelan




General PBI Discussion and contributing presentations /documents

- Progress against the road map has been good. Quarter 1 and Quarter 2 actions are mostly complete. Slight delay due to summer Holiday period and the Mourning period following the death of HM the Queen.
- 5 Planning for real and asset mapping sessions completed.
- Initial meetings with scrutiny have been beneficial and both terms of reference and a workplan has been identified.
- Real importance now to focus on going through the themes in a productive way. Possibly three sessions with 2 themes per session that have mutuality.
- Identifying the role of Members in PBI, training and agreement on a consistent approach to PBI.
- Clarifying what district working is, what is case work, what is BAU service requests from Council, single issue service requests vs complex issues. How professional leads will work to support and problem solve, how area or neighbourhood based problems will be resolved.
- Having a clear offer of what PBI is and importantly what it's not.
- What does good governance look like so that it isn't overbearing but able to support and strengthen the council's approach to PBI and Resident First. – See presentations below – Develop a consistent Place Governance framework
- Consult with representative residents focus group on approach.
- Make recommendation to Leadership

Thematic areas of Discussion along with recommendations to date:

Theme – General PBI

<p>PBI – Develop a consistent Place Governance framework C</p>	<p>It is recognised that the Governance in each place to drive forward Placed Based working across the partnership needs to be further developed. How we bring together partners to discuss Place and People issues is critical to the success of PBI along with how members are involved.</p>	<p>Neil Consterdine</p>
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Supporting Documents	
General PBI overview, PBI briefing and snapshot to support scrutiny	   PBI overview Jan 23 Members Briefing PBI PBI _ Update - Jan - NC.pptx Jan 23 v2.docx 2022 - snapshot NC V


Key Recommendations/Actions/Discussion

1	What is meant by Local Leadership? – See presentation above ‘ways of working’
2	District Teams and their future locations. Update all members
3	Future discussion - Question about what steps are being made to include other partners in the design, such as Police, Mental health etc and how would their budgets align.

Theme - Customer and Residents First Strand

Customer Service - designed with a ‘Resident Focused’ approach. A	Further exploration of the resident “customer” offer within place, ensuring this is fit for purpose, responsive to local need and easily accessible. This will increase resident trust in the council and partners.	Dominic Whelan
Residents First – Brand chosen by the Leader to work with all council and Partner initiatives e.g. Don’t Trash Oldham. A	To further develop the branding and communication of place-based working based on a resident focus. The aim being to ensure the place offer is well understood and meaningful to residents. Members would be keen to help with this.	Shelley Kipling – Dominic W covered this area. Further discussion with Shelley to be agreed

Supporting Documents

PBI and Resident Experience	 Scrutiny - Task & Finish Group Theme
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Key Recommendations/Actions/Discussion



1	Customer Experience / Resident First programme would be a workstream within the overarching PBI programme along with others such as comms, property, libraries etc and that our intent was to ensure that the Resident journey is carefully assessed and taken into account.
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2	Recommended that PBI/Customer Experience/Residents First programme should be included on the Member Development training plan after the elections to introduce all members to the approach ensuring the role of elected members within each Place is redefined?
3	Agreement with the intent of having a consistent approach to Branding. A welcoming offer, clarity and guidance for the customer journey within the Hubs and a resident focussed layout.

Theme – Family Hubs and Early Intervention and Prevention

<p>Family Hubs – The council has been invited to submit proposals for the Government funded programme. B</p>	<p>The Family Hub approach is a national pilot programme that promotes a transformational approach to delivering services and support to families, parents and children in a Place Based setting. This would involve Children’s centres, 0-19 services, Library and life-long learning services.</p>	<p>Richard Lynch / Katrina Stephens</p>
<p>Early Intervention and Prevention – recognise the way forward to reduce demand is to work much more upstream to help the resilience, capacity and ability of our residents to remain independent. B</p>	<p>To further explore and understand the all-age early intervention and prevention strategy, ensuring residents are supported at the right time.</p>	<p>Katrina Stephens</p>

Supporting Documents

<p>Oldham Prevention Framework</p>	 <p>Oldham Prevention Framework Jan 23 sc</p>
<p>Family Hubs and PBI</p>	 <p>Family Hubs PBI Update 30.01.23.pptx</p>

Key Recommendations/Actions/Discussion



1	Physical Family Hub sites discussion with recommendation the approach continues with alignment to PBI sites.
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2	Recommended that Family Hub sites are accessible to all and their purpose understood by the community, getting the comms and targeting right .
3	Workforce development is critical to this work – it needs to be more than e-learning to ensure we get the culture change we are looking for
4	Further thought needs to be given to elected member development including how we support Councillors to make sense of this and understand what the concept of 'local leadership' really means
5	Lots of support for the development of a service directory

Theme - Volunteering

Volunteering – create the infrastructure to support the growth and sustainability of volunteer lead solutions. D	Further develop the community, voluntary sector offer as part of the programme in recognition of their contribution and to provide sustainable support and capacity. A focus on capacity building and volunteering are key strands of this.	Neil Consterdine
Voluntary Community Faith Social Enterprise / Charity Sector – To strengthen capacity and the resilience of the sector. D	The council is seeing to promote asset-based community strength approach that makes best use of local facilities delivering more support and services through the VCFSE sector. To support this approach, it is recognised that we need to develop capacity and resilience within our communities.	Neil Consterdine

Supporting Documents

Scrutiny Volunteering Slides	 Scrutiny T&F D Slides Feb 23.pptx
Action Together Q3 Impact report	 ATCIO Q3 22-23 Oldham Impact Repor

Key Recommendations/Actions/Discussion

1	<p>Alongside the prevention work mapping current offer, including grant funding and commissioning to the VCFSE sector – to consider how ensure this is aligned to key strategic priorities including PBI, and how we shift investment into community led prevention</p>
2	<p>Priority Programme Fund currently grant funds a number of organisations, however this is only part of the picture so will need to be considered within the whole VCFSE and prevention offer</p> <ul style="list-style-type: none"> – Action Together (VCFSE Infrastructure) – Citizen’s Advice Oldham – Credit Union – Werneth and Freehold Community Development Project – Greenacres Community Centre <p>Review current council grants within this and bring forward recommendations for future spend</p>
3	<p>Task and Finish Scrutiny members to review the current Action Together SLA and Impact (Latest Impact report attached and summary of what they do attached in presentation). In addition, set up a meet with Laura WW for Scrutiny. Aim to identify any areas for increased focus or development.</p> <p>Quality in Action Award Review of this to ensure it was still appropriate for all groups to complete and could there be a simplified version for some of the smaller voluntary sector groups (to be included within discussion with Laura WW)</p> <p>Recognition that volunteers are difficult to attract, often lack expertise and subsequently the management of them is more of a challenge for voluntary sector organisations. Volunteering has also been further impacted by the cost of living and time people give to volunteering has reduced. As part of the Action Together discussions it is recommended: -</p> <ul style="list-style-type: none"> - review of how volunteers are currently advertised for centrally (Volunteer events, volunteer bank etc). - Actively seek people to volunteer and develop a campaign - Promote volunteering in place - Review Training Offer which should also include succession planning
4	<p>Community Use of Assets. A discussion on how complicated this process was for volunteer organisations and the often lacked the legal expertise</p> <ul style="list-style-type: none"> - Review the current process with the recognition that the process is about mutual benefit and offer support to voluntary organisations to complete the process. Access to legal support to be considered along with a toolkit of support. - Understanding of what we are trying to reach in partnership - Training and support to be delivered on legal frameworks

5	Task and Finish group to explore the role of elected members in supporting volunteer led organisations.
6	Revisit the role of Social Value procurement in delivering benefit to the VCFSE sector

Next Steps

- Chair of Scrutiny Councillor Colin McLaren (plus members from scrutiny) to meet with Sayyed Osman Deputy CEO and Neil Consterdine – AD – Youth, Leisure and Communities review process to date, review notes/recommendations, and agree next steps
- Review gaps in scrutiny discussions to date and pick up general conversations
- Prepare summary report for Cabinet member on all recommendations/observations

PBI Governance and District Case Work - Scrutiny Session yet to be organised

Case Work - Develop a consistent approach to support case work and its management.	The group noted the challenge of inconsistency in the support offer available to residents living in different parts of the borough. The approach to case management and service alignment as part of place-based working is part of the solution.	Neil Consterdine
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Report to POLICY OVERVIEW AND SCRUTINY COMMITTEE

GENERAL EXCEPTION AND SPECIAL URGENCY DECISIONS REPORT

Portfolio Holder: Various

Report Author: Constitutional Services
Ext. 5151

21st March 2023

Purpose of the Report

The Board is requested to note the decisions that have been taken under Rules 13 and 14 of the Council's Constitution since 22nd November 2022.

Executive Summary

A key decision may not be taken unless 28 days clear notice has been given of the intention to take those decisions. If 28 days clear notice of a matter has not been given, an agreement will be needed to be obtained with the relevant Overview and Scrutiny Chair and a notice made available as a 'General Exception Key Decision Notice' (Rule 13). After five days have elapsed, the decision can be made. General exceptions will be reported to the next relevant Overview and Scrutiny Committee. Where a date by which an executive decision that would be a key decision and compliance with the Key Decision and General Exception (Rule 13) procedures were impracticable, the decision shall only be made where the decision maker has obtained agreement with the relevant Overview and Scrutiny Committee Chair (Rule 14). Where this rule is applied, the decision is also exempt from call-in. These exemptions will be reported to the next relevant Overview and Scrutiny Committee.

Members are asked to note the decisions taken, which are detailed on the table attached to this report.

Recommendations

The Overview and Scrutiny Board is asked to note the exemptions to call-in detailed on the table at the appendix to this report.

Background

The Chair (or their nominee) is given powers in the Council's Constitution to give authorisation for key decisions to be made under the following rules:

Rule 13 – General Exception

Where the decision has not been placed on the Forward Plan, but it is possible to give 5 clear days-notice of the decision to be made, Rule 13 allows that the decision may be made where the relevant Executive Director has obtained agreement in writing from the Chair of the Overview and Scrutiny Board (or his/her nominee) of the matter about which the decision is to be made. Notice of this setting out the reasons why compliance with the 28-day notice period was impracticable will be made available at the offices of the local Authority and be published on the Council's website. Any decision made in this way is still subject to a potential call-in.

Rule 14 – Special Urgency:

In certain circumstances it may be impracticable both to:

1. Place the decision on the Forward Plan, and
2. Give 5 clear days-notice prior to the decision being made

Rule 14 allows that in these circumstances the decision may still be made where the decision maker has obtained agreement from the Chair of the Overview and Scrutiny Board (or his/her nominee) or if not available the Mayor or in their absence the Deputy Mayor. As soon as it is reasonably practicable after the decision maker has received agreement from the Chair of Overview and Scrutiny that the decision is urgent and cannot be reasonably deferred, a notice will be made available at the offices of the local Authority setting out the reasons why compliance with the 28 days was impracticable and this will be published on the Council's website. Where Rule 14 applies the decision is exempt from call-in.

Urgent Decisions taken since 22nd November 2022

<p>Cabinet 27th February 2023 Rule 14</p>	<p>Investing In a New Theatre for Oldham</p>	<p>The Chair agreed to accept an Item of Business, New Theatre as a matter of urgency in accordance with S.100 B (4) of the Local Government Act 1972; Urgent Cabinet approval was required to enable the Council to ensure the detail and approvals were considered as soon as possible and the decision could not reasonably wait until the next Cabinet meeting.</p>	<p>AGREED</p>
<p>Cabinet 23rd January 2023 Rule 14</p>	<p>Family Hubs and Start for Life Programme</p>	<p>The Chair agreed to accept an Item of Business, Family Hubs and Start for Life Programme as a matter of urgency in accordance with S.100 B (4) of the Local Government Act 1972; Urgent Cabinet approval was required to enable the Council to ensure the programme could start as soon as possible and the decision could not reasonably wait until the next Cabinet meeting.</p>	<p>AGREED</p>
<p>Cabinet 14th November 2022</p>	<p>Establishment of the Greater Manchester Integrated Care Partnership Board</p>	<p>The Chair agreed to accept an Item of Business, Establishment of the Greater Manchester Integrated Care Partnership Board as a matter of urgency in accordance with S.100 B (4) of the Local Government Act 1972; Urgent Cabinet approval was</p>	<p>AGREED</p>

Urgent Decisions taken since 22nd November 2022

		required to enable the Council to have representation on the Integrated Care Partnership Board.	
Cabinet 24 th January 2022 Rule 14	COVID-19 Additional Relief Fund	The Chair agreed to consider an Item of business – COVID-19 Additional Relief Fund as a matter of urgency in accordance with S.100 B (4) of the Local Government Act 1972; Urgent Cabinet approval was required as the approach detailed within the report would help provide an agreement to support the strict timescales being imposed by Central Government	AGREED



POLICY OVERVIEW AND SCRUTINY COMMITTEE

Policy Overview and Scrutiny Committee Work Programme 2022/23

Chair: Councillor Colin McLaren

Lead Officer: Elizabeth Drogan, Statutory Scrutiny Officer

Report Author: Constitutional Services

7th February 2023

Purpose of the Report

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

Recommendations

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

1. Background

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

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

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

2 Options/Alternatives

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

3 Preferred Option

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

4 Consultation

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

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

5 Financial Implications

5.1 N/A

6 Legal Services Comments

6.1 N/A

7. Co-operative Agenda

7.1 N/A

8. Human Resources Comments

8.1 N/A

9 Risk Assessments

9.1 N/A

10 IT Implications

10.1 N/A

11 Property Implications

11.1 N/A

12 Procurement Implications

12.1 N/A

13 Environmental and Health & Safety Implications

13.1 N/A

14 Equality, community cohesion and crime implications

14.1 N/A

15 Equality Impact Assessment Completed?

15.1 No

16 Key Decision

16.1 No

17 Key Decision Reference

17.1 N/A

18 Background Papers

18.1 None.

19 Appendices

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

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POLICY OVERVIEW AND SCRUTINY COMMITTEE

WORK PROGRAMME 2022/23

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

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

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

	Northern Care Alliance (NCA) NHS Group - employment support, local recruitment, and ongoing items.	Update on employment and training issues related to the Royal Oldham Hospital/NCA NHS Group, including T Levels, post-Covid/Covid compliant plan, and apprenticeships.	Donna McLaughlin, Director of Social Value, Northern Care Alliance.	Update report required by the Committee, 21 st September 2021. Scheduling to be determined.
Thurs 19 th January 2023	Selective Licensing of Private Rented Properties Scheme			<p>This item had previously been listed on the Committee work programme and a Scheme was agreed by the Cabinet in March 2022.</p> <p>Recommendation - The Committee is invited to indicate whether it wishes to receive details of the Scheme and an initial report on implementation.</p>
	Equalities Strategy - Update	Following consideration of a draft Strategy in June 2021, the Equality, Diversity and Inclusion (EDI) Strategy "Building a Fairer Oldham" was adopted by the Council in September 2021. The Committee had asked for a further report, including a programme, to be submitted.	Portfolio – Corporate Services Assistant Chief Executive. Jonathon Downs, Corporate Policy Lead.	

	Council Motion – Supporting Our Armed Forces Community	Consideration of a Motion debated at Council on 14 th December 2022	All Portfolios	
Thurs 26 th January 2023	Administration Budget Proposals and related Matters	To consider budget proposals presented by the Administration together with the Housing Revenue Account and Schemes, Strategies and Programmes related to the Council Budget.	Portfolio - Finance and Low Carbon and Deputy Leader Anne Ryans, Director of Finance	
	Participation of Young People aged 16 – 18 in Education, Employment or Training (EET)	A further report be submitted to the Committee in early 2023 providing updates on rates of participation and of those not in education, employment or training, the development of the proposed Partnership and Strategy, and further matters considered by the Committee, alongside individual Case Studies showing the pathways of individuals into education, employment or training.	Portfolio – Education and Skills. Managing Director – Children and Young People. Amanda Youlden, Education and Skills Officer.	The annual NEET report, to the Committee and can work towards a January 2023 date
Tues 7 th February	Opposition Budget Proposals	To consider budget proposals presented by the Lead Opposition Groups	Opposition Finance Spokesperson(s) Mark Stenson, Assistant Director of Corporate Governance and Strategic Financial Management	

Tues 21 st March	Green New Deal and related issues	Issues considered in 2021/22 included funding arrangements for the Oldham Green New Deal; Council, GMCA and government priorities and initiatives in green/low carbon issues; developing a strategic partnership for low carbon infrastructure; and development of a Strategic Low Carbon Investment and Delivery Partnership	Portfolio – Regeneration and Housing Andy Hunt Directorate for Place and Economic Growth	The Committee gave particular attention to these issues during 2021/22 as a ‘major issue’.
	Northern Roots	Presentation on progress/activities/initiatives	Portfolio – Regeneration and Housing	The Committee had previously requested an update on this matter

PENDING ISSUES

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

Policing in Oldham	Updates, including crime rates, actions taken against criminality, and policing in Oldham.	Greater Manchester Police	Linkage to the 'crime and disorder overview and scrutiny committee' function. Recommendation - The Committee is asked to consider on future scheduling of updates.
The Local Plan	To scrutinize proposals in respect of the Oldham Plan prior to their consideration by Council and/or Cabinet.	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth Elizabeth Dryden-Stuart, Team Leader – Strategic Planning	Policy Framework item - The draft for consultation programmed for approval in September 2022. Timing of scrutiny and its position within process being considered.
GM 2040 Strategy and Sub-Strategies	To receive updates in the Strategy and be briefed/scrutinise a number of draft GM 2040 sub-strategies GM2040 Sub Strategies are still in development. Timescales to be confirmed but likely: a. Freight and Servicing and Road Danger Reduction will likely come forward for January 2023 b. Local Bus Strategy and Streets for All Guidance is likely to be available in February 2023	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy	The scheduling of items to be determined in line with GMCA timescales.
Economic Recovery Plan	To be consulted/scrutinize the draft Economic Recovery Plan which will encapsulate the Work and Skills Strategy with the Business Growth and	Portfolio – Employment and Enterprise Executive Director – Place and Economic Growth	Part of the Employment, Work and Training – 'themed'/significant issue consideration.

	Investment Strategy into one document and which will provide a key focus on youth unemployment, with Care Leavers also featuring as part of the action plan.	Jon Bloor, Assistant Director Economic Growth.	

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Wrigley Head Solar Farm	Executive Director for Place & Economic Growth - Emma Barton		Cabinet
Description: Update report on the Wrigley Head Solar Farm project and options for taking the project forward. Document(s) to be considered in public or private:				
Page 15	Backlog Maintenance 2022/2025	Executive Director for Place & Economic Growth - Emma Barton	February 2023	Cabinet
Description: Backlog Maintenance Priorities for the Council Corporate Property Portfolio Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council.				
	LA Policy on Academy Conversion and Guidance for Schools		February 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Strategic Housing Land Availability Assessment	Executive Director for Place & Economic Growth - Emma Barton	February 2023	

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To seek approval for the publication of Oldham Council's Strategic Housing Land Availability Assessment (SHLAA) as of 1 April 2022. Document(s) to be considered in public or private:</p>				
	Grant Acceptance: City Region Sustainable Transport Settlement (CRSTS) – Manchester Street Viaduct Refurbishment	Director of Environment - Nasir Dad	February 2023	Cabinet
<p>Description: Oldham Council has secured additional funding for the refurbishment of Manchester Street Viaduct, via: City Region Sustainable Transport Settlement (CRSTS) Decision is required to confirm the value of the grant available to Oldham and notify Cabinet of the intention to bring this additional resource into the transport capital programme to design and undertake refurbishment works to Manchester Street Viaduct. The report will also outline the steps that Oldham Council will need to take to procure the necessary support to develop and deliver the scheme to budget and programme. Document(s) to be considered in public or private: Cabinet Report and referred to business case</p>				
	Approval of Temporary Accommodation Framework	Director of Economy – Paul Clifford	February 2023	Cabinet
<p>Description: To seek approval from Cabinet to award and to enter into with each of the successful bidders for the Temporary Accommodation Framework (following on from the recent Temporary Accommodation tender). Document(s) to be considered in public or private: Private The decision relates to financial and/or business affairs of the Council and a third party.</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Carriageway Investment Funding	Director of Environment - Nasir Dad	February 2023	Cabinet
Description: Additional funding for carriageway surfacing/treatments Document(s) to be considered in public or private:				
	Oldham Community Leisure (OCL) – Utility Benchmarking		February 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Oldham Community Leisure (OCL) – Contract Renewal		March 2023	Cabinet
Description: Document(s) to be considered in public or private:				
New!	Specialist Health & Social Care Provision at Oldham College	Executive Director for Place & Economic Growth - Emma Barton	March 2023	Cabinet
Description: Proposal for a new facility at Oldham College to accommodate specialise Health & Social Care Provision including the relocation of UCO onto the main campus. Document(s) to be considered in public or private: N/A				
New!	Local Taxation and Benefits Discretionary Policies 2023/24	Director of Finance – Anne Ryans	March 2023	Cabinet
Description: To confirm the Council's local taxation and benefits discretionary policies for 2023/24 Document(s) to be considered in public or private:				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3	Director of Finance – Anne Ryans	March 2023	Cabinet
<p>8 R e p o r t</p>	<p>Description: The report provides an update on the Council's 2022/23 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2022 (Quarter 3) Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3 Background Documents: Appendices – Various Report to be considered in Public</p>			
		Wrigley Head Solar Farm – delivery options	Director of Economy – Paul Clifford	March 2023
<p>Description: To provide a decision on the recommended delivery option for Wrigley Head Solar Farm Document(s) to be considered in public or private: Public</p>				
New!	Approval of Grant Funding Agreement with Greater Manchester Combined Authority	Executive Director for Place & Economic Growth - Emma Barton	March 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The report seeks approval to enter into a grant agreement with Greater Manchester Combined Authority. Under the proposed grant agreement, Oldham have been allocated grants funding that will enable the expansion and continued delivery of three services dedicated to supporting residents who are homeless or at risk of homelessness between 2022-25. Document(s) to be considered in public or private: NOT FOR PUBLICATION by virtue of Paragraph(s) <> of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because affairs of specific individuals or groups of individuals (including the Council)</p>				
<p>New!</p>	<p>Enhancement of Community Sports</p>	<p>Executive Director for Place & Economic Growth - Emma Barton</p>	<p>March 2023</p>	<p>Cabinet</p>
<p>Description: Proposal to consider investment in community sports Document(s) to be considered in public or private: N/A</p>				
<p>New!</p>	<p>Acceptance of Adult Education Budget funding</p>	<p>Director of Education, Skills & Early Years - Richard Lynch</p>	<p>March 2023</p>	<p>Cabinet</p>
<p>Description: The report details funding offer received from the Education & Skills Funding Agency (ESFA) and Greater Manchester Combined Authority (GMCA) funding allocations of the Adult Education Budget grant for the 2022-2023 academic year and highlights how this funding will be used to meet the ESFA's, GMCA's and Council's key priorities. Document(s) to be considered in public or private:</p>				
<p>New!</p>	<p>Grant acceptance - Levelling up</p>	<p>Director of Economy – Paul Clifford, Executive Director for Place & Economic Growth - Emma Barton</p>	<p>March 2023</p>	<p>Cabinet</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The Council submitted two bids to the second round of the Levelling Up Fund in August 2022. In January the HM Government announced that the Council had secured £20m to deliver the Green Technology and Innovation Network proposal. The report seeks acceptance of the grant. Document(s) to be considered in public or private: n/a</p>				
New!	Contract Novation – Green Square Accord to Allied Health Services Ltd (Care At Home)			Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				
New!	Establishment of the Greater Manchester Integrated Care Partnership Board			Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				
HSC-12-22	CPB approval to jointly procure two contracts with Tameside Metropolitan Borough Council and to seek approval for Delegated Authority for the Cabinet Member for Health and Social Care to approve the tender procedure	Director of Adult Social Care (DASS) – Jayne Ratcliffe	March 2023	Commissioning Partnership Board
<p>Description: Approval to jointly procure the following two Contracts with Tameside Metropolitan Borough Council: A. Life of Client Contract (LOC): for the provision of stairlifts, ceiling track hoists, vertical and step lifts and gantry hoists in domestic properties where residents have disabilities. B. Service and Maintenance Contract (City Lifts): for the provision of inspection, servicing, maintenance and repair of stairlifts, through floor lifts, step lifts and track hoists installed in domestic properties where residents have disabilities To seek approval for Delegated Authority for the Cabinet Member for Health and Social Care to approve the tender procedure Document(s) to be considered in public or private: Public</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Northern Roots VC and LC PCSA Award	Director of Economy – Paul Clifford	April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
Description: The purpose of the report would be to award a contract to the successful bidder in respect to the Construction of a Visitor Centre and External Works and a Learning Centre Document(s) to be considered in public or private:				

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Key:

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

Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Amanda Chadderton (Leader of the Council), Abdul Jabbar MBE (Statutory Deputy Leader), Elaine Taylor (Deputy Leader), Mohan Ali, Shaid Mushtaq, Eddie Moores, Shoab Akhtar, Barbara Brownridge and Hannah Roberts.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20TH FEBRUARY 2023

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

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