AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors: M C Connolly (Leader) (Chair), R Shori (Deputy Leader & Cabinet Member for Health and Well Being), J Lewis (Cabinet Member for Communities and Culture), S Walmsley (Cabinet Member for Resource and Regulation), T Isherwood (Cabinet Member for Environment) and G Campbell (Cabinet Member for Children and Young People)

Dear Member

Cabinet

You are invited to attend a meeting of the Cabinet which will be held as follows:-

Date:	Wednesday, 1 October 2014			
Place:	Bury Town Hall			
Time:	6.00 pm			
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.			
Notes:				

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members of Cabinet are asked to consider whether they have an interest in any of the matters of the Agenda, and if so, to formally declare that interest.

3 PUBLIC QUESTION TIME

Questions are invited from members of the public present at the meeting about the work of the Council and the Council's services.

Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MINUTES (Pages 1 - 6)

To approve as a correct record the minutes of the meeting held on 3 September 2014.

- 5 LEARNING DISABILITY DAY SERVICE MODERNISATION: REPLACEMENT OF WHEATFIELDS WITH ALTERNATIVE BASES (Pages 7 - 32)
- **6 FUTURE SERVICE OPTIONS FOR SOCIAL CARE PROVIDER SERVICES** (*Pages 33 - 68*)

7 BURY CORE STRATEGY - SUSPENSION OF EXAMINATION AND UPDATE ON CURRENT POSITION (Pages 69 - 76)

8 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY (Pages 77 - 86)

To consider the minutes of meetings of the AGMA Executive Board and Greater Manchester Combined Authority held on 29 August 2014.

9 URGENT BUSINESS

Any other business which by reason of special circumstances the Chair agrees may be considered as a matter of urgency.

Agenda Item 4

Minutes of:THE CABINETDate of Meeting:3 September 2014Present:Councillor M Connolly (in the Chair)
Councillors G Campbell, A Isherwood, J Lewis, R Shori
and S WalmsleyApologies:-Public attendance:40 members of the public were in attendance

CA.206 DECLARATIONS OF INTEREST

Councillor Connolly declared a personal interest in any matters relating to the fact that his partner is employed by Adult Care Services.

CA.207 PUBLIC QUESTION TIME

A period of fifty minutes was allocated for members of the public present at the meeting to ask questions about the work or performance of the Council or Council services. The Chair allowed the extension of the Public Question Time in view of the number of public present at the meeting wishing to ask questions relating to the agenda item Alternative Services – Under 5's.

Topic: Alternative Services Under 5's

Question: Why has Children's Services been chosen for budget cuts?

Response: The Council is being forced to make cuts across all the services it provides. There are £16 million of cuts to make on top of the substantial cuts that have already been made. The Council will have lost up to 50% of its budget by 2015/16. Under these financial pressures it is not possible to maintain the level of services as they currently stand. The way Council services are provided will have to change and some services will no longer be provided.

Topic: Alternative Services Under 5's

Question: There is concern that the loss of this provision will have an impact in the long term. Has the Council considered this?

Response: The Council has considered the long term need. Bury has high levels of deprivation (as detailed in the Index of Multiple Deprivation) and those areas would be targeted. Children's Centres provide an effective universal service but more could be done through targeted outreach work. The proposal would introduce more front line staff to achieve this. Just keeping the existing Children Centre buildings open but not providing effective services would not be the best way forward.

Topic: Alternative Services Under 5's

Question: Women will be affected through the loss of the universal service through closure of centres which has helped many new mothers avoid post natal depression and developed confidence for mothers to breast feed their baby. Do you accept the point that this will have an impact on other services down the line?

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Response: This is a good point. Consideration must also be given to the later cost of those children from families in most who are not accessing these important services. The Council will continue to work in partnership to ensure support for breastfeeding is still available.

Topic: Alternative Services Under 5's

Question: What audit data was used across the borough? There is evidence to show that nursery places are available so what are the Council doing to get places taken up rather than offer more?

Response: We have data to show areas of lower take up and this relates to the locality of the nursery provision. The proposal will target families to take up the 15 hours nursery provision.

Topic: Alternative Services Under 5's

Question: The Children's Centre has helped my wife to breastfeed our baby and she is willing to give something back as are other people. Is the consultation with all interested stake holders going to consider other ways of providing services rather than closing centre?

Response: Yes, the Council will be consulting across the board. This is a proposal and provides a starting point for the discussion to begin. This will include community groups, Township Forums and all stakeholders.

Topic: Alternative Services Under 5's

Question: The proposal appears to be based on financial savings being made on management costs, is this so? There is no financial information on the 2 year offer. You are changing the model.

Response: The proposal is based on targeting efficient service provision. We consider this to be the best way to promote the universal service and 2 year old offer. The whole policy is being consulted on and to make the process effective the report submitted is honest and open because we want people to be aware of what the challenges are. The Council cannot change the service without changing the model it would be irresponsible to not look at this as a whole.

Topic: Alternative Services Under 5's

Question: I am an immigrant to this country and have made many friends through the children's centre where I live. How will immigrants meet other people if they don't have this kind of facility?

Response: The new hubs will have the 'stay and play' as part of the universal service and this will provide a chance for parents to meet. The targeted service will also look to help and support isolated mothers.

Topic: Alternative Services Under 5's

Question: As part of the consultation could service users be targeted to record their experiences of the services in children's centres to recreate a similar service in the new proposal? This could help to improve the quality of life for users.

Response: Yes it is very beneficial to record the views and experiences and service users' advice to help enhance the new proposals.

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Topic: Alternative Services Under 5's

Question: All new mothers feel isolated and need social contact with other mothers, where will they have the opportunity to meet? I have made many friends through the children's centre and the breastfeeding group.

Response: individual meetings with mothers would not prevent breastfeeding groups from continuing to meet up or other services to be provided.

Topic: Alternative Services Under 5's

Question: Not all new mothers can absorb the information from a 1 to 1 meeting shortly after giving birth. It helps being in a group of other mothers to learn and gain confidence.

Response: These issues can be addressed by providing more clarity and information as part of the consultation process.

Topic: Alternative Services Under 5's

Question: Could the Council look at providing services in community centres in a more cost effective way to prevent the loss of universal services.

Response: The consultation process will allow you to put forward your ideas and we welcome this.

CA.208 MINUTES

Delegated decision:

That the minutes of the meeting held on 16 July 2014 be approved and signed by the Chair as a correct record.

CA.209 ALTERNATIVE SERVICES – UNDER 5'S

The Cabinet Member (Children and Young People) submitted a report proposing a re-design in the way in which Children's Centres in Bury are currently operating to support under 5's and their families.

The proposal involved five Children Centre Hubs and one 'spoke' to deliver targeted services to the most vulnerable families across the borough and would come under the control of the Local Authority. The focus of the Hubs and 'spoke' will be on the delivery of:

- Improved health for U5's
- Improved school readiness for U5's
- Effective early intervention in safeguarding
- Improvements in families' economic prospects

The Hubs will be resourced based upon recognised need as detailed in the Index of Multiple Deprivation Rankings. Staffing would involve a shift in the balance from co-ordination, management and administration posts to front-line outreach support with 24 additional outreach staff being deployed into the community.

The remaining eight current Children's Centres will be de-designated as centres and seven of the centres will be converted to provide for the delivery of the 2 year old childcare offer for the 40% most deprived families in the borough. Currently there is shortage of these places in Bury.

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The Local Authority will not run the 2 year old provision but will tender the service out to interested providers. There will be an initial subsidy of the rents for these centres to encourage schools or private providers to enter the market for two year old provision.

Delegated decision:

That approval be given to the proposals as detailed in the report submitted going forward to a full 12 week consultation.

Reasons for the decision:

The consultation will allow all interested stake holders to have an input into the proposals. The implementation of the proposals will help the service to meet the £820,000 savings target.

Other option considered and rejected:

To reject the recommendation.

CA.210 EMPTY PROPERTY ACTIVITY AND COMMUTED SUMS FUNDING

The Deputy Leader and Cabinet Member (Health and Well Being) submitted a report which set out the positive progress which has been made in relation to private sector empty property activity and the Radcliffe Empty Property Pilot.

The report also described the proposed approach going forward and sought approval to extend the use of previously agreed commuted sums funding for empty properties beyond the Radcliffe pilot in other parts of the Borough.

Delegated decisions:

1. That the progress made with the Radcliffe pilot be noted.

2. That approval be given to plans for extending work on empty properties to other parts of the Borough as outlined in Section 7.3 of the report submitted.

Reason for the decision:

Extending work to other parts of the Borough will enable external funding conditions to be met and optimise the use of Council resources already allocated to reduce the number of empty properties.

Other option considered and rejected:

To restrict the action on empty properties to the Radcliffe pilot scheme only.

CA.211 CORPORATE FINANCIAL MONITORING REPORT – APRIL 2014 TO JUNE 2014

The Leader of the Council submitted a report informing Members of the Council's financial position for the period April 2014 to June 2014 and provided a projection of the estimated outturn at the end of 2014/2015.

The report also provided Prudential Indicators in accordance with CIPFA's Prudential Code.

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Delegated decisions:

- 1. That the financial position of the Council as at 30 June 2014 be noted.
- 2. That approval be given to the s151 Officer's assessment of the minimum level of balances.

Reason for the decision:

The report has been prepared in accordance with the Council's Financial Regulations relating to budget monitoring.

Other option considered and rejected:

To reject the recommendations.

CA.212 ESTATE STRATEGY

The Cabinet Member (Resources and Regulation) submitted a report outlining a summary in respect to land and property held by Bury Council for nonoperational purposes (The Let Estate).

The Estate Strategy sets out an overview of the existing portfolio and outlines the purposes for which the Council should hold property in the future. The Strategy also provides a framework for assessing property assets identifying those which shall be retained and those which will be put forward for disposal.

Delegated decision:

That approval be given to the Estates Strategy as detailed in the report submitted.

Reason for the decision:

The strategy seeks to maximise the returns from Council investments at acceptable levels of risk.

Other option considered and rejected:

To reject the recommendation.

CA.213 INVESTMENT PROPERTY ACQUISITION STRATEGY (2014-2018)

The Cabinet Member (Resources and Regulation) submitted a report outlining the proposals contained within the Property Acquisitions for Investment Strategy designed for the acquisition of property assets for investment purposes. This would increase the financial performance of the commercial portfolio and increase revenue income to the Council.

Delegated decisions:

1. That approval be given to the Property Acquisition for Investment Strategy as detailed in the report submitted subject to amendments being made to acquisition criteria around property location and ethical considerations of building tenants.

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- 2. That approval be given to establish an initial fund utilising either prudential borrowing or existing cash investments, to fund properties to be acquired for investments which satisfy the pre-determined objective criteria and to use the net proceeds from on-going property disposals to create a rolling fund.
- 3. That approval be given to establish a Member/Officer Property Appraisal Group to evaluate acquisitions for investment proposals.
- 4. That approval be given to give delegated authority to the Executive Director of Resources and Regulation in consultation with the Cabinet Member (Resources and Regulation), to consider, and if appropriate, to approve acquisitions recommended by the Property Appraisal Group.
- 5. That the Executive Director of Resources and Regulation be requested to advise Cabinet on an annual basis, for information purposes, of any acquisitions made in the preceding year.

Reason for the decision:

The Strategy provides a mechanism whereby the Council can enhance the yield on its investments.

Other option considered and rejected:

To reject the recommendations.

CA.214 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

Consideration was given to the minutes of the AGMA Executive Board and Greater Manchester Combined Authority both held on 25 July 2014.

Decision:

That the minutes of the meetings of the AGMA Executive Board and Greater Manchester Combined Authority held on 25 July 2014 be noted.

COUNCILLOR M CONNOLLY Chair

(Note: The meeting started at 6.00 pm and ended at 7:10 pm)

REPORT FOR DECISION





DECISION OF:	CABINET
DATE:	1 October 2014
SUBJECT:	Learning Disability Day Service Modernisation: Replacement of Wheatfields with alternative bases
REPORT FROM:	Cllr Rishi Shori, Deputy Leader of the Council and Cabinet Member for Health and Wellbeing
CONTACT OFFICER:	Kat Sowden, Head of Workforce Modernisation 0161 253 5406 <u>k.e.sowden@bury.gov.uk</u>
TYPE OF DECISION:	KEY DECISION
FREEDOM OF INFORMATION/STATUS:	In the public domain
SUMMARY:	 The report seeks approval to: The holding of consultations over the relocation of services from Wheatfields in 2015 The required capital funding of the alternative facilities. The proposal forms the final stage of the learning disability day service modernisation. This process has taken place over the last 10 years and will see the replacement of all large day centres with fit for purpose community core bases and outreaches throughout the Borough.
OPTIONS & RECOMMENDED OPTION	1. Proceed to consult and agree capital funding Formal negotiations on identified sites can proceed and refurbishment work can commence. Customers and families can be consulted and matched to alternative venues. Plans can be made for disposal of the Wheatfields site. The Wheatfields building can begin to be decommissioned as soon as appropriate avoiding further maintenance costs.
	2. Do Nothing

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	whic mai requ Furt resp and ther rece relu fulfi	tomers will be supported in an environment ch is no longer fit for purpose. Backlog ntenance of a minimum of £300k would be uired simply to keep Wheatfields functional. cher costs would be need to be incurred in bect of improving the environment to be safe fit for purpose if customers were to remain re. Minimal work has been undertaken in ent years due to budget constraints and ctance to invest in a building which did not I the future vision of the service. ended Option Proceed to consult and agree capital
IMPLICATIONS:	-	
Corporate Aims/Policy Framework:		Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Of Financial Implications and Considerations:		These proposals outline the latest stage of the modernisation of the Learning Disability service.
		The proposals entail a capital cost of £519,146 (inclusive of fees & fit-out).
		It is proposed to fund these costs from the capital receipt arising from the disposal of the Wheatfields site.
		The Revenue Budget for Wheatfields stands at £205,546; this will remain pending the implementation of proposals, however £57,500 has been earmarked to cover costs during the disposal phase – e.g. utilities and security.
Health and Safety Implica	tions	Option 1 does not present any health and safety issues. Health and safety matters would continue to be managed in the same way as currently within the services concerned. Accessibility to buildings has been considered within design and development plans. Health and safety could become an issue at Wheatfields if the building remains and continues to deteriorate.
Statement by Executive D of Resources and Regulati (including Health and Saf Implications)	ion	The current Wheatfields site is no longer fit for purpose. These proposals outline the best way forward in terms of managing the Council's property portfolio, and the modernisation of the service.
Equality/Diversity implica	itions:	Yes (see paragraph below)

Considered by Monitoring Officer:	Yes
Wards Affected:	All
Scrutiny Interest:	

TRACKING/PROCESS

DIRECTOR:

Cabinet Member/Chair	Ward Members	Partners
Cabinet/Committee	Council	
	Member/Chair	Member/Chair

1.0 Background

- 1.1 Learning Disability day service has been undergoing modernisation for the past 10 years. This modernisation has been undertaken in accordance with a number of national strategic documents, 'Valuing People' white paper (2001), 'Valuing People Now' (2009), and 'Valuing Employment Now' white paper (2009).
- 1.2 The modernisation of the service was formalised in the Modernisation Plan which was agreed by the Learning Disability Partnership Board in 2005. The plan outlined a vision to provide services which are local to where people live, integrated within communities, and involve people in meaningful activities which promote their choice, independence and control.
- 1.3 In accordance with the modernisation plan the service has moved from being delivered via 3 large segregated day centres and 3 outreaches in 1997 to 3 core bases, 10 outreach bases in the community, and a volunteering project. We still retain 1 large day centre (Wheatfields). These services support 190 people across Bury. In addition, the Physical Disability service which was previously delivered at Seedfield has now become part of the wider day service and has been reconfigured in 2013 and relocated to Castle Leisure centre as 'Restart' early in 2014.
- 1.4 The intention of the modernisation of the day service is to move completely away from the large segregated day centres and have the service entirely delivered via core bases, community outreaches, and meaningful project groups. Therefore work is continually underway to identify new venues which are ideally community based in areas where people with a learning and/or physical disability live. Relocation of customers at Wheatfields is the final stage of this piece of work.
- 1.5 There have already been 74 people supported to move out of the day centres over the past couple of years through the development of Sunnybank, Haymarket and Elton core bases, Church Lane and the Roc outreach and people moving out to the existing outreach groups at the Mosses, Elton, Topping Fold, Midway and the Bridge. In addition, during autumn 2014 11 customers will move into the new outreach at The Green and in early 2015 Ramsbottom core base refurbishment will complete and 11 customers will return to the former

Whittle Pike/Hazelhurst site in to new premises creating capacity for a further 4 places.

- 1.6 The Green is an example of previous work in this area where a Council building which was under utilised, in disrepair and at risk of being lost as an asset has been retained. The project has cost in the region of £200k for extension and redevelopment to a community facility which will act as an outreach for the day service, a community venue and a café. In addition, the bowling team which was at risk of losing their facilities have been able to remain at the site with the potential to grow the resource in future years.
- 1.7 34 people who use Wheatfields need to be relocated to community bases which are fit for purpose in accordance with the modernisation agenda. Customers live in both the North and the South of the borough. Their collective usage is 127 days which equates to 25 places 5 days per week. People have differing needs and levels of complexity. As a result in order to fully accommodate customers in appropriate alternative bases and create additional capacity for new customers coming in to the service a combination of core bases (additional facilities for complex needs) and outreaches are required in Radcliffe, Whitefield and Prestwich. It is planned that the developments will have the capacity to provide 210 days which equates to 42 places, 5 days a week an increase of 17 places. In addition, a number of customers from Bury are currently transported across the borough to Wheatfields and a base more central to Bury would be closer to home for this group.
- 1.8 The Wheatfields site is situated in a residential estate. Land from the former Knowle Hill View site is adjacent and has already been redeveloped to supported housing.

2.0 THE PROPOSAL

- 2.1 A number of potential sites have been identified to replace Wheatfields. Initial scoping work has been undertaken to identify the feasibility and cost of refurbishment / development to make these fit for purpose. This work has been undertaken in conjunction with the Architects department and is based on detailed plans and estimates in relation to 3 sites and an estimate based on cost of previous extension / refurbishment in respect of a fourth site.
- 2.2 Work with stakeholders involved at the sites is at an early stage and will be progressed further once it is known whether funding for development/refurbishment can be confirmed.
- 2.3 Two of the sites build on the experience of The Green and propose to utilise bowling pavilions. This approach is designed to utilise an existing community facility where the bowling teams are not self managing and therefore are at risk of losing the facility. Discussions to date have been between Parks and Countryside service and Learning Disability Day Services.
- 2.4 Site 1 Bolton Road Park Bowling Green, Radcliffe It is proposed to develop the current bowling pavilion at Bolton Road Park into a core base. This would utilise the existing building with some refurbishment to alter the internal layout and improve heating and lighting. Estimates for this building work are £81,478 including architects fees. A further £4k for fit out would be required.

2.5 <u>Site 2 Hoyles Park Bowling Green, Bury</u>

It is proposed to develop the current bowling pavilion at Hoyles Park into a core base. This would utilise the existing building with some extension and refurbishment to alter the internal layout and improve heating and lighting. Estimates for this building work are £144,268 including architects fees. A further £4k for fit out would be required.

2.6 Site 3 Fairfax Rd, Prestwich

It is proposed to develop the Council owned building currently rented by Citizens Advice Bureau (CAB) into an outreach base. It has been indicated that this venue will become free in the near future. Plans would utilise the existing building with some refurbishment to alter the internal layout and improve heating and lighting. Estimates for this building work are £41,400 including architects fees. A further £4k for fit out and signage would be required.

2.7 <u>Site 4 Core base Whitefield/Prestwich</u>

The fourth site is yet to be confirmed. A number of options are currently being explored. Initial consideration was given to creation of a new modular build but initial cost estimates suggest this would be in excess of £700k to achieve. Therefore potential existing sites are currently being explored. For the purposes of allowing this business case to move forward so that work could commence on the other 3 sites it is suggested that a budget allocation of £240,000 be considered. This is on the basis of the costs from The Green which involved refurbishment, extension, re-roof, running gas to the building, and internal fitout. Whilst this figure is only an estimate, when applied by Architects department to sites currently under consideration it would be sufficient to ensure the buildings were fit for purpose. It has a sound basis in terms of work during 2014 on The Green and is considerably less than a new modular build.

3.0 FINANCIAL CONSIDERATIONS CAPITAL

- 3.1 Based on initial plans for the three known sites, Bolton Road Park Pavilion, Hoyles Park Pavilion, and Fairfax Road it is estimated that the modernisation would cost £279,146 including fees. A further estimate for a fourth core base site in the Whitefield/Prestwich area of £240,000 brings the total cost of alternative sites to vacate Wheatfields to £519,146. This estimated cost takes account of all building works including roof, heating, windows, and disabled facilities as well as redecoration. It is possible that an application could be made for some funding from the energy loan fund to support these redevelopments. The Green was successful in a £30,000 loan from this source which is repaid back over a period of years.
- 3.2 Architects figures include a consideration for contingency arising once work commences. This accounts for unplanned/unknown work. This approach was used with The Green and has been effective in ensuring that the planned budget was adhered to.
- 3.3 It is proposed that the first call on the capital receipt obtained from the sale of Wheatfields should be to fund the works required to the replacement facilities. Based on the market evaluation for the Wheatfields site, even if the full estimates including contingency amounts are required for the redevelopment/refurbishment work, disposal of the land at the estimated value would be sufficient to fund the proposed work.

REVENUE

3.4 The Wheatfields revenue budget currently stands at £205,546 per annum. Within the day service modernisation the approach has been to reconfigure the revenue budget of each day centre to cover the replacement core bases and outreaches developed to replace it. Once each base has been operational for 12 months this is reviewed and revenue budget has always reduced based on factors such as reduced transport for customers. This allowed the service to make savings each year. In respect of Wheatfields, initial profiling of the budget against four potential replacement bases indicates that this same approach could be taken so that revenue budget remains the same initially but could then be reviewed after 12 months with a view to making reductions where appropriate.

3.5 In re-profiling the Wheatfields budget in this way an allocation of £57,500 has been left against Wheatfields in Year 1 to account for ongoing utility and security costs until the site is disposed of. This figure is based on the evidence of the cost of retaining William Kemp Heaton in this way. If the site is disposed of sooner this figure could be reduced. Delays in disposal of the site beyond 12 months would increase this figure further and become an overspend as not accounted for beyond Year 1.

4.0 ASSET CONSIDERATIONS

- 4.1 The proposal focuses on utilisation of existing assets and investing in them to make them more accessible and sustainable as a community resource. By disposal of one building which is not fit for purpose for the future, this proposal seeks to retain and develop four existing assets for the future. 4.2 The Wheatfields building is not fit for purpose In accordance with the Day Service vision, large day centres which distance people from their home community and incur significant commutes should be replaced with community based assets.
- 4.3 Due to budget pressures and in the knowledge that Wheatfields was not likely to be retained minimal repair and maintenance has been undertaken in recent years. Work has been limited to that absolutely necessary for the safety of staff and customers. As a result there is £300k of backlog maintenance if the building remains open into 2015/16. This would simply to maintain the building in its current state. If the building is to be retained in the longer term estimates would need to be obtained to establish the cost of bringing the building up to date and fit for purpose. The significant expenditure required to bring Wheatfields into an acceptable condition cannot be supported by a business case. Without the release of the site there is no clear source for capital funding of either backlog or future refurbishment work.
- 4.4 Given the above, the proposals are supported by the Head of Property & Asset Management.

5.0 STAFFING IMPLICATIONS

- 5.1 If this proposal proceeds care staff working within Wheatfields will transfer to outreach and core bases to support the customers transferred there. This practice has been ongoing within the day service as customers undergo transition from day centres to outreach bases and staff are familiar with the requirement to be flexible in this way.
- 5.2 In addition there are 2 part time Admin assistants (WTE1.1) who will also relocate to the new venues to continue to support the service.
- 5.3 There are 2 part time Domestic Assistants (WTE1.2) working at Wheatfields who may not be required to continue in their current role if this proposal proceeds. In the wider Day Service new posts of Building Support Workers have been created which ensures the buildings continue to be cleaned but also introduces a new role of supporting activity outside of the core Day Service operating time when buildings are rented out to other community groups. A decision has not be taken at this time about the nature of the posts that will be required, however if it is decided that Building Support Workers are required then these employees would be at risk of redundancy. Steps proposed to minimise redundancies include:
 - Holding vacant posts elsewhere in the department which could be suitable as redeployment opportunities
 - Offering voluntary early retirement / voluntary severance to employees
 - Assessing the potential for bumped redundancies elsewhere within the service

- Seeking redeployment opportunities across the council
- Providing re-training where this would enable an employee to be matched to a suitable alternative post
- 5.4 The department's track record of workforce planning in short timescales is good and robust protocols have been developed for supporting employees with high levels of success and minimal compulsory redundancy.
- 5.5 If it was not possible to successfully redeploy the 2 Domestic staff then VER/VS for these staff would incur a one-off cost in year 1 of approx £10,000 which could be found from surplus budget at Wheatfields.

6.0 RISK MANAGEMENT

- 6.1 Proceeding with this proposal poses a risk around the unconfirmed site in Whitefield/Prestwich. Although a site is not yet confirmed there are potential sites available and estimates have been based on these sites and on the cost of work in 2014 at The Green. Based on this, the figure assumed will be sufficient to cover refurbishment plans for an alternative core base. Delaying until a fourth base is confirmed will delay plans progressing and delay the release of the Wheatfields site. Relocating customers to alternative sites is a complex process and is ideally conducted in a phased way. This can be best achieved if alternative sites become available in a staggered way over a period of time. Delaying progress until all sites are confirmed would cause a 'bottle neck' both within Architects and within the service as all sites would be ready to progress at the same time. In addition, the longer Wheatfield's is retained the more likely further maintenance costs will be incurred on the building.
- 6.2 It is also a risk that Wheatfields site will not be disposed of quickly. If this occurs ongoing costs for utilities and security will continue to be incurred. These are estimated at £57,500 per annum. It is therefore proposed that early marketing of the Wheatfields site takes place once alternative bases are confirmed, funding for refurbishment agreed and transition planning for customers is in place.
- 6.3 Risk in relation to the transition of service users from day centres to the proposed new bases would be managed through the robust and well established transition process in place within the service. Careful planning and preparation along with risk assessment and detailed communication will be in place to ensure that individuals and their support networks are fully involved and in control of this process.
- 6.4 Doing nothing will fail to maximise the opportunity to work in partnership between Parks and Countryside and Day Services to strengthen communities and improve life chances for vulnerable groups.
- 6.5 Doing nothing will also mean that the future of the bowling clubs at Bolton Road Park and Hoyles Park is uncertain and the facility may have to close, removing a community resource.

7.0 CONSULTATION AND IMPLEMENTATION

- 7.1 Extensive consultation with service users, families, and interest groups in relation to the day service Modernisation Plan has taken place over the past 8 years.
- 7.2 Discussions have already taken place between Learning Disability Day Service, Parks and Countryside, Asset Management and Architects to work in partnership on these proposals and they are deemed mutually beneficial to all parties.

- 7.3 If it is agreed for this proposal to proceed, consultation with key stakeholders including the current bowling teams at Bolton Road Park and Hoyles Park will be undertaken to seek their views. Bowlers, day service users, staff and the community will be invited to comment on the proposals and the design of the facilities.
- 7.4 Discussions around the fourth base will be able to be undertaken in knowledge of budget available which should allow them to progress more effectively than a more speculative discussion.
- 7.5 Implementation of these projects will be undertaken via the Authority's project management methodology. A Project Initiation Document will be developed with clear timescales and accountabilities. Work on the venues will as far as possible be planned and undertaken to minimise disruption to other users.

8.0 EQUALITY AND DIVERSITY

The Equality Analysis indicates that these proposals will have a positive outcome for people with a learning and/or physical disability by providing an improved environment which integrates them with their local community. This should enable greater life opportunities and independence. The buildings being refurbished will have their accessibility improved which will benefit the public generally, especially those with disabilities. Carers of people with disabilities will also benefit from the people they care for being supported in an improved environment closer to their own community.

9.0 TIMESCALES

It would be proposed that negotiations with stakeholders concerned with the alternative venues take place October – December 2014 to confirm the plans for each venue.

Final specification of plans and procurement of contractors would take place January – February 2015 with work commencing thereafter.

The proposal is to vacate Wheatfield's on a planned basis as the alternative venues become ready for occupation and no later than December 2015.

Consultation with customers, carers and staff would commence once all venues are confirmed. This would enable them to make an informed choice about the best alternative base to meet their needs.

8.0 CONCLUSION

The Wheatfield's building is no longer fit for purpose and should be disposed of at the earliest opportunity. In accordance with the Day Service Modernisation the facility should be replaced with core and outreach bases which are more modern, fit for purpose, accessible, integrated into the community of the people who use the service, and sustainable in the future to meet the needs of existing customers and future demand.

Investment in four alternative bases would deliver this outcome and still generate a further estimated \pounds 340k surplus on the capital receipt beyond the cost of building refurbishment of the four alternative venues.

In addition, disposal of the site would avoid further maintenance costs incurring as the building becomes more dilapidated.

9.0 **RECOMMENDATIONS**

- 9.1 To proceed to negotiate with identified alternative venues to develop and finalise plans.
- 9.2 To proceed to inform, involve and then consult stakeholders.
- 9.3 To confirm capital funding for the renovation/refurbishment work as detailed within the report based on release of future capital receipt upon disposal of the Wheatfield's site.

List of Background Papers:-Equality Analysis

Contact Details:-

Kat Sowden, Head of Workforce Modernisation Department for Communities and Wellbeing 0161 253 5406 <u>k.e.sowden@bury.gov.uk</u>

Document Pack Page 16 Wheatfields building:



The Pavilion at Clarence Park before work:



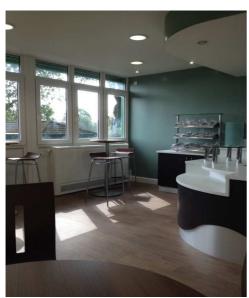
The Green at Clarence Park after work:



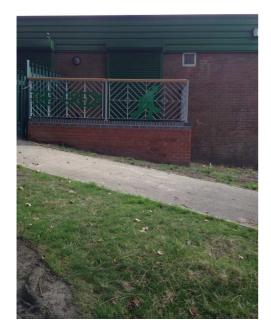
The Green at Clarence Park after work (internal):













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Equality Analysis Form



The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	Communities and W	/ellbeing	
Service	Workforce Modernis	sation	
Proposed policy	Future Service Opti	ons for Social Care Provider Services	
Date	1 October 2014		
Officer responsible	Name	Kat Sowden	
for the `policy' and	Post Title	Head of Workforce Modernisation	
for completing the	Contact Number	0161 253 5406	
equality analysis	Signature	abarden	
	Date	19/8/14	
Equality officer	Name	Mary Wood	
consulted	Post Title	Principal Officer - Equalities	
	Contact Number	0161 253 6795	
	Signature	Jess laros 23/2014	
	Date	23 September 2014	

2. AIMS

What is the purpose of the	The services concerned provide social care support to vulnerable adults within Bury. The purpose is to ensure
policy/service and what is it intended to achieve?	that they are supported to maximise their life opportunities and independence and to maintain health and wellbeing.
	There are 108 customers supported by Supported Accommodation and 192 customers are supported in Learning Disability and Physical Disability Day Services. There are 75 places per day at Grundy Day Centre, 40 places per day at Pinfold Lane Day Centre, and 66 short stay beds available per night in short stay. These are accessed by a large number of customers on a flexible basis at around 80% occupancy or more dependent on the service area and seasonal variations. Shared Lives provides support and respite care on a 1:1 basis in a home setting to 22 customers through 25 carers. These services are used in the main by people with physical and/or learning disabilities and older people.

	This analysis relates to the options appraisal of a number of options for future service delivery;
	 Closure of some services Externalisation of services Developing an alternative delivery model for services e.g. social enterprise
	The intention of the options appraisal is to identify a recommended option for the future delivery of the service.
	This equality analysis is required to inform the options appraisal and Cabinet decision making by demonstrating the equality characteristics of customers and staff and the impact the different options may have on equality in relation to this.
	In order to inform the equality analysis staff and customer profiles have been considered and engagement with staff and customers was undertaken during July / August 2014. This involved information packs and briefing sessions. Attendance at briefings was;
	Staff 188 Customers/Families 133
	Responses via feedback forms was; Staff 185 Customers/Families 224
	This equality analysis deals solely with the impact in respect of provider services, however it is recognised that all the options may have an impact on support services in the department and Council but it is not possible to identify this at this stage.
Who are the main stakeholders?	Customers of provider services Families Carers Staff Dept of Communities & Wellbeing Councillors Unison Support Services

OPTION 1 – CLOSURE OF SOME SERVICES

3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.

If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	Νο	
Disability	No	Yes	The majority of customers supported in these service areas have a learning and/or physical disability or sensory impairment. Closure of some services would directly impact these people. Although it is not suggested that they would stop receiving a service there would be some element of disruption and distress experienced whilst alternative provision was found to meet the person's needs and they transitioned to this. The majority of customers have expressed their satisfaction with the current service they receive, alternative provision is not perceived as being of as good a quality and therefore customers are likely to find this detrimental.
Gender	Νο	Yes	This impact relates to staff rather than customer. Within this area the majority of the workforce is female. Proportions range from 70% to 88% females within all teams. This is similar to the Council as a whole. Closure of some services would result in displacement of staff and potential redundancy. This would affect more females than males due to the demographic makeup of the workforce.
			All services except Older People's short stay are largely equally split in terms of the gender of customers and therefore one group will not be more affected than the other. The majority of customers in Older People's short stay are female and consequently will experience a greater differential impact in this service. All customers will be affected in the same way as described under disability
Gender reassignment	No	No	

Age	No	Yes	Within the Older People's short stay, residential and day care the majority of customers are elderly. Closure of some services would directly impact these people. Although it is not suggested that they would stop receiving a service there would be some element of disruption and distress experienced whilst alternative provision was found to meet the person's needs and they transitioned to this. The majority of customers have expressed their satisfaction with the current service they receive, alternative provision is not perceived as being of as good a quality, and therefore customers are likely to find this detrimental.
Sexual orientation	No	No	
Religion or belief	No	No	
Caring responsibilities	No	Yes	Although the customer group concerned do not generally have caring responsibilities, many of them are supported by family and carers. Therefore people with caring responsibilities could be impacted as the purpose of many of these services is to provide respite and carer break which enables the carer to continue to provide support and to live their own life e.g. working etc. Closure of some services would directly impact these people. Although it is not suggested that they would stop receiving a service there would be some element of disruption and distress experienced whilst alternative provision was found to meet the person's needs and they transitioned to this. The majority of customers and their carers have expressed their satisfaction with the current service they receive, alternative provision is not perceived as being of as good a quality and therefore customers are likely to find this detrimental.
Pregnancy or maternity	No	No	
Marriage or civil partnership	No	No	

OPTION 2 – EXTERNALISATION OF SERVICES

3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.

If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	Νο	Νο	
Disability	Yes	Yes	The majority of customers supported in these service areas have a learning and/or physical disability or sensory impairment. Externalisation may be concerning to these people as the majority report fears about the quality of provision offered by non in-house providers. Although this may not be a fair assessment it is their perception. The majority of customers and their carers have expressed their satisfaction with the current service they receive and are therefore likely to find this detrimental. Under this option it is likely that current staff will be transferred to the new provider under TUPE and customers will benefit from the familiarity of staff they know and trust. However if they have to move to an alternative provider they will experience disruption and distress as they move to the new provider.
Gender	Yes	Yes	This impact relates to staff rather than customer. Within this area the majority of the workforce is female. Proportions range from 70% to 88% females within all team. This is similar to the Council as a whole. This option can be perceived as maintaining employment for this group. Externalisation of some services is perceived by staff and trade unions as detrimental, despite the fact that TUPE would technically protect their terms and conditions of employment. This would affect more females than males due to the demographic makeup of the workforce.
Gender reassignment	No	No	

Age	Yes	Yes	 Within the Older People's short stay, residential and day care the majority of customers are elderly. Externalisation may be concerning to these people as the majority report fears about the quality of provision offered by non in-house providers. Although this may not be a fair assessment it is their perception. The majority of customers and their carers have expressed their satisfaction with the current service they receive and are therefore likely to find this detrimental. Under this option it is likely that current staff will be transferred to the new provider under TUPE and customers will benefit from the familiarity of staff they know and trust. However if they have to move to an alternative provider they will experience disruption and distress as they move to the new provider.
Sexual orientation	No	No	
Religion or belief	No	No	
Caring responsibilities	Yes	Yes	 Although the customer group concerned do not generally have caring responsibilities, many of them are supported by family and carers. Therefore people with caring responsibilities could be impacted as the purpose of many of these services is to provide respite and carer break which enables the carer to continue to provide support and to live their own life e.g. working etc. Externalisation may be concerning to families as the majority report fears about the quality of provision offered by non in-house providers. Although this may not be a fair assessment it is their perception. The majority of customers and their carers have expressed their satisfaction with the current service they receive and are therefore likely to find this detrimental. Under this option it is likely that current staff will be transferred to the new provider under TUPE and customers will benefit from the familiarity of staff they know and trust. However if they have to move to an alternative provider they will experience disruption and distress as they move to the new provider.
Pregnancy or maternity	No	No	
Marriage or civil partnership	No	No	

OPTION 3 – DEVELOPMENT OF AN ALTERNATIVE DELIVERY MODEL

3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.

If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	No	
Disability	Yes	Yes	The majority of customers supported in these service areas have a learning and/or physical disability or sensory impairment. Depending on the model chosen for alternative delivery it could be perceived as positive as some models can provide the opportunity for more involvement in the operation of the organisation by customers. Also the new service may be able to offer new and more flexible services to customers and would be working towards being delivered at a more affordable price. In addition, the services would be more sustainable offering better security to customers in the future. Under this option customers would benefit from the familiarity and continuity of staff they know and trust Setting up an alternative delivery model may be concerning to some people as it is something which they are not familiar with and therefore seems uncertain and risky. The majority of customers and their carers have expressed their satisfaction with the current service they receive and are therefore likely to find this detrimental.
Gender	Yes	Yes	This impact relates to staff rather than customer. Within this area the majority of the workforce is female. Proportions range from 70% to 88% females within all teams. This is similar to the Council as a whole. This option would maintain employment for staff as they would transfer to the new model and is anticipated to be more sustainable in the future. Depending on the model chosen for delivery there may be opportunities for staff to be involved in the operation of the organisation and development of new and flexible services. However development of an alternative delivery model is perceived by some staff

			and trade unions as detrimental, despite the fact that TUPE would technically protect their terms and conditions of employment. This would affect more females than males due to the demographic makeup of the workforce. In addition, there could be an increased equal pay risk as the new organisation would be perceived as an 'associated employer'.
Gender reassignment	No	No	
Age	Yes	yes	 Within the Older People's short stay, residential and day care the majority of customers are elderly. Depending on the model chosen for alternative delivery it could be perceived as positive as some models can provide the opportunity for more involvement in the operation of the organisation by customers. Also the new service may be able to offer new and more flexible services to customers and would be working towards being delivered at a more affordable price. In addition, the services would be more sustainable offering better security to customers in the future. Under this option customers would benefit from the familiarity and continuity of staff they know and trust. Setting up an alternative delivery model may be concerning to some people as it is something which they are not familiar with and therefore seems uncertain and risky. The majority of customers and their carers have expressed their satisfaction with the current service they receive and are therefore likely to find this detrimental.
Sexual orientation	No	No	
Religion or belief	No	No	
Caring responsibilities	Yes	Yes	Although the customer group concerned do not generally have caring responsibilities, many of them are supported by family and carers. Therefore people with caring responsibilities could be impacted as the purpose of many of these services is to provide respite and carer break which enables the carer to continue to provide support and to live their own life e.g. working etc. Depending on the model chosen for alternative delivery it could be perceived as positive as some models can provide the opportunity for more involvement in the operation of the organisation by customers. Also the new service may be able to offer new and

			more flexible services to customers and would be working towards being delivered at a more affordable price. In addition, the services would be more sustainable offering better security to customers in the future.
			Setting up an alternative delivery model may be concerning to some people as it is something which they are not familiar with and therefore seems uncertain and risky. The majority of customers and their carers have expressed their satisfaction with the current service they receive and are therefore likely to find this detrimental.
Pregnancy or maternity	No	No	
Marriage or civil partnership	No	No	

3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty.

If you answer yes to any question, please explain why.

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	No	
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	Yes	People with protected characteristics are supported to maximise their life opportunities and independence and maintain their health and wellbeing
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	No	

If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and <u>do not</u> answer questions 4-6

3c. If you have answered `No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a <u>service plan</u>, please list what equality information you currently have available, **OR** for a <u>new/changed policy or practice</u> please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
Customer demographics		2013
Feedback from staff and customers – briefing packs and sessions conducted during July/August 2014		August 2014
Staff demographics		August 2014
Options Appraisal		
Case Studies of Alternative Delivery Models		

4b. Are there any information gaps, and if so how do you plan to tackle them?

Staff and customers reported lack of knowledge around alternative delivery models. A Frequently Asked Questions document was produced and this included case study examples.

Further work will be undertaken once a preferred option is chosen, to work through the detail of the option and involve customers, families and staff in the development of the option.

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	 Positive – people with protected characteristics who use the services have been involved and engaged on proposals about the services they receive and will be able to influence decision making. The outcome of the Future Service Options could have both positive and negative outcomes for customers dependent upon the option selected but the equality analysis makes this clear so that this can be taken account of in decision making. The preferred option based on the Options Appraisal and Stakeholder feedback is Option 3, Development of an
	alternative delivery model. This would have a positive effect as it would give customers a more secure future in terms of the service they receive continuing. Depending on how this is set up it could also give people who use services the opportunity to be more engaged in how the organisation operates and develops services.
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	Mitigation of negative effects will be considered as part of the detailed work for the preferred option.
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	

implementation of your policy/service plan?Detailed work on a preferred option for final approval later in 2014/15 Implementation aimed for 1 April 2015 or as near as possible.

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO THE EQUALITY INBOX (equality@bury.gov.uk) FOR PUBLICATION.

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REPORT FOR DECISION





DECISION OF:	CABINET
DATE:	1 October 2014
SUBJECT:	Future Service Options for Social Care Provider Services
REPORT FROM:	Cllr Rishi Shori, Deputy Leader of the Council and Cabinet Member for Health and Wellbeing
CONTACT OFFICER:	Kat Sowden, Head of Workforce Modernisation 0161 253 5406 <u>k.e.sowden@bury.gov.uk</u>
TYPE OF DECISION:	KEY DECISION
FREEDOM OF INFORMATION/STATUS:	Main report in the public domain Options Appraisal supplementary document is exempt pursuant to Paragraph 3 Schedule 12A Local Government Act 1972 (as amended), namely, information relating to the financial or business affairs of the Council
SUMMARY:	The report concerns the findings from an options appraisal and stakeholder consultation in respect of a group of adult social care related services. The options appraisal considered three options from a range of perspectives; financial, Political/organisational, procurement, workforce, customer, and assets. The stakeholder engagement has involved briefings and feedback from staff, trade unions, customers, families and groups/individuals with an interest in this area. Regardless of which option is progressed the Council will continue to fulfil its duties to safeguard those who are most vulnerable whilst targeting the resources the Council will have available from 2015/16 onwards.
	an alternative delivery model for these services. This recommendation is based on the results of the options appraisal and stakeholder feedback. The report also

	outlines the next steps required to develop more detailed proposals in respect of this option.
OPTIONS & RECOMMENDED OPTION	 Closure of some services Customers would need to be found alternative provision if the service they use was chosen for closure. Staff would be at risk of redundancy.
	2. Externalisation The service including staff and customers would transfer to a different provider following a competitive tender exercise.
	3. Alternative Delivery Model e.g. social enterprise or local authority traded company The services would be developed into a new organisation separate to the Council and customers and staff would transfer into this new organisation.
	4. Do Nothing Savings would not be achieved and would have to be met elsewhere within the Council.
	Recommended Option
	1. Option 3 Alternative Delivery Model e.g. social enterprise or local authority traded company

IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The services in question have already experienced significant cuts, and more will be required in 2015/16 and beyond.
	Benchmarking has highlighted that the costs of the service are high compared to other providers.
	Maintaining the current service design is not financially sustainable going forward, and the service will be unlikely to adapt to meet the increasing demands of customers.
	A range of different delivery options have been considered, balancing financial return with staff and customer impact. Another important factor is the extent to which the Council can continue to influence and control provision / standard of services going

	forward.
	Following Cabinet approval to undertake an optional appraisal, work has taken place to get the views of staff and stakeholders, and evaluate options in a number of key areas, e.g. Finance, Property, Procurement.
	This work is now complete and it is recommended that option 3 is taken forward with the development of a full business plan for further Cabinet approval.
Health and Safety Implications	Option 3 does not present any health and safety issues in respect of physical demands. Health and safety matters would continue to be managed in the same way as currently within the services concerned.
Statement by Executive Director of Resources and Regulation (including Health and Safety Implications)	Wider resource implications e.g. Procurement, IT, Staffing and Property considerations will be addressed in the development of the Business Plan for the preferred option.
Equality/Diversity implications:	Yes (see paragraph below)
Considered by Monitoring Officer:	Yes JH If option 3 is approved, the Council will need to consider compliance with public procurement rules. The way any assets are dealt with will also need to be assessed, to ascertain if that structure involves any form of financial support from the Council. If it does, state aid rules will need to be carefully considered. At this stage there is not enough detail to fully assess the impact of the legal implications on the project. For example, state aid considerations and procurement risk scores are largely "neutral" in the options appraisal, as it is not possible to determine whether or not there is an issue until a preferred structure has been chosen and developed. Whilst it is important to note these issues at this early stage, it is necessary to design the structure in a way that serves the Council's aims and objectives.
Wards Affected:	All
Scrutiny Interest:	

TRACKING/PROCESS

DIRECTOR:

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Scrutiny Committee	Cabinet/Committee	Council	

1.0 Background

The Services

- 1.1 This report is concerned with a group of adult social care provider services currently delivered in-house. The services concerned are Short Stay (Elmhurst and Spurr House), Shared Lives, Supported Accommodation (Community based), Day Services for Older People (Grundy, Pinfold), Day Services for Physical Disability (ReStart at Castle Leisure), and Day Services for Learning Disabilities (various community bases).
- 1.2 The budget for the services concerned was £12.3 million gross in 2013/14.
- 1.3 The majority of this budget funds the 286 FTE staff (approx 400 people) who work in these services.
- 1.4 108 customers are supported by Supported Accommodation 22 customers are supported by Shared Lives, and 192 customers are supported in Learning Disability and Physical Disability Day Services. There are 75 places per day at Grundy Day Centre, 40 customers per day at Pinfold Lane Day Centre, and 66 short stay beds available per night in short stay. These are accessed by a large number of customers on a flexible basis at around 80% occupancy or more dependent on the service area and seasonal variations.

Why things can't stay the same

- 1.5 Savings achieved by these services in the past 3 years equate to more than £1.4 million. A further £450k reduction is targeted to be achieved in 2014/15.
- 1.6 The Council is required to reduce cost by £16 million in 2015/16 with potential for similar levels of cuts thereafter.
- 1.7 The services concerned within this report represent approximately 15% of the Communities and Wellbeing budget. If future savings were targeted on a proportionate basis this would result in an allocation of 15% for this group of services which equates to £1.2m in 2015/16.
- 1.8 The level of saving that would be required in 2015/16 could not be achieved without making a significant change to the service. As the majority of the budget is allocated to staffing this would mean a reduction in staff. However, customers still need to receive a service and there is no capacity to deliver the service with reduced staffing. Therefore if the saving was to be achieved in this way it would mean that to achieve £1.2m of savings there would have to be an

assumption of £720k costs of the care being provided by a different provider (60% assumption for external provision). Therefore the full saving required would be approximately £1.92m which on an average salary of £15k equates to 128 job losses (32% of the workforce in this area). The savings achieved would need to be further offset by one off costs of redundancy or alternatively if staff were transferred under TUPE to a new care provider for example, this may impact the contract price increasing costs further.

- 1.9 Despite the reductions achieved over recent years the in-house services are still provided at significantly greater cost than external providers. Work undertaken around establishing unit costs for the services in 2013/14 has indicated that external providers are on average 60% of the cost of equivalent in-house services.
- 1.10 Demand for social care is rising due to demographic and lifestyle pressures and this means that budget allocated for social care services not only needs to reduce to enable Council budget pressures to be met, it also needs to be able to accommodate increased demand.

Report to Cabinet 16 July 2014

- 1.11 A report was considered by Cabinet in July 2014 which outlined three options for the future of these service; Closure of some services; Externalisation of services; Developing an Alternative Delivery Model.
- 1.12 The report made a series of recommendations:
 - i. Proceed to seek staff and employee representatives' views on all of the possible options
 - ii. Proceed to consult with customers, carers and families on all of the possible options
 - iii. Identify any potential external funding that could be relevant
 - iv. Undertake further work including identifying issues in relation to legal form, governance and procurement
 - v. Establish a project board to oversee the work undertaken
 - vi. Endorse the proposed approach and project milestones

2.0 Work Completed

- 2.1 A project team comprising Council experts in a range of disciplines has been established. This group is chaired by the Assistant Director of Resources & Regulation (Finance) and comprises experts from Legal and Democratic Services, Asset Management, Human Resources, Procurement, Finance and Equalities.
- 2.2 A project structure including a project governance structure, project initiation document, equality analysis and communication plan have been developed.
- 2.3 The project team developed an options appraisal in order to score and RAG rate the three options against a range of questions covering procurement, finance, workforce, customer, Political/organisational and asset considerations. All questions were scored on a scale of 1 5 with 1 Strongly Negative through to 5 Strongly Positive. Oversight of the completed options appraisal was undertaken with the Assistant Director Legal and Democratic Services. Councillors involved in project assurance undertook scoring in respect of Political/organisational questions.

- 2.4 Further work has been undertaken to research technical considerations and appropriate legal advice sought. Research of other organisations has also been undertaken.
- 2.5 Further work has been undertaken to better understand the potential forms available within Option 3 Alternative Delivery Models.
- 2.6 Contact has been made with the Cabinet Office Mutual Support Program to identify the process to bid for support in the event that Option 3 was the chosen approach. Research into funding/support in respect of Option 1 and 2 has not identified any sources of support.
- 2.7 Extensive and detailed engagement and consultation activity has been undertaken with staff, trade unions, customers and families, and groups/individuals with an interest in these services. Despite the limited timescales this has generated significant feedback. Engagement involved production of information packs with the opportunity to then attend briefings with officers and politicians in over 19 separate sessions in venues across the Borough at different times of the day. Following these sessions all stakeholders were provided with feedback forms and answers to the questions which had been raised at the briefing sessions.

3.0 Options Appraisal

- 3.1 The finding from the options appraisal was that Option 3 Development of an Alternative Delivery Model e.g. social enterprise or local authority traded company was the preferred option.
- 3.2 The full detail of the options appraisal is exempt pursuant to Paragraph 3 Schedule 12A Local Government Act 1972 (as amended), namely, information relating to the financial or business affairs of the Council. However, the summary results were as follows:

Option 1 Closure	Option 2 Externalisation	Option 3a Alternative Delivery with Tender process	Option 3b Alternative Delivery without tender process	Option 3c Alternative Delivery with a partner	Option 3d Alternative Delivery via a LATCO
13.71	16.83	20.75	21.25	20.88	21.38
6 th	5 th	4 th	2 nd	3 rd	1 st

- 3.3 Option 3 appears in four variations due to different scores in relation to the Procurement questions dependent on the model used.
 - Option 3a is alternative delivery model where a competitive tender process is required to award the work to the new organisation
 - Option 3b is alternative delivery model where a direct award of contract can be made to the organisation, removing the need for competitive tender to award work
 - Option 3c is alternative delivery with a partner organisation involved e.g. a joint venture
 - Option 3d is a Local Authority Traded Company model
- 3.4 The distinction was made in respect of Option 3 as the outcomes in respect of procurement would be different depending on the approach.

- 3.5 The options appraisal indicates that Option 3 is the preferred option based on scoring against a range of areas. Within this it suggests that LATCO is the better option from a procurement perspective followed by alternative delivery without a tender process and then alternative delivery with a partner.
- 3.6 The options appraisal was benchmarked against the scoring in the process of Warrington who undertook a similar process in 2013 and the results were broadly similar with the top three options being forms of alternative delivery both at Bury and Warrington.

4.0 Stakeholder Engagement

- 4.1 Information packs were distributed to 421 staff and 920 customers/carers/people with an interest.
- 4.2 The 19 briefing sessions were attended by 181 staff and 133 customers/carers/family.
- 4.3 Feedback form responses were received from 184 staff, 131 customers and 96 carers.
- 4.4 Stakeholder feedback in respect of staff indicated that the majority supported Option 3 (86%) with a further 10% indicating that they specifically favoured the LATCO variation of Option 3. The total support for option 3 was 96% of staff who responded. A breakdown per team is available in the feedback report.
- 4.5 The trade union response has been to provide information in respect of Unison's views in general to Local Authority Traded Companies and Social Enterprises (Option 3). This indicates a number of areas that they would expect to see satisfied if either of these options were to be implemented. In addition, verbal feedback has been that Unison would prefer an option which retained services in-house.
- 4.6 Stakeholder feedback in respect of customers indicated that 52% declined to give any preferred option and 44% supported Option 3. A breakdown per service area is available in the feedback report.
- 4.7 Stakeholder feedback in respect of family/carers indicated that 71% declined to give a preferred option with the remaining 29% opting for Option 3. A breakdown per service area is available in the feedback report.
- 4.8 In addition to indicating a preferred option stakeholders were asked to give qualitative feedback in respect of the options. Much of the feedback centred on the same themes:
 - Wanting things to stay as they are and not change. People on the whole felt that the services they receive are good and should not be changed.
 - Concern that savings are being targeted at vulnerable people and views that these services should be protected and savings found elsewhere.
 - Concerns that services may be withdrawn and the impact this would have on customers and their carers.
 - A perception that care which is provided by private, profit making organisations is not such good quality as in-house services.
 - Concerns about how quality would be maintained in the future.

- Comments about the quality, commitment and care of existing staff teams and acknowledgement of the value this has in terms of quality and continuity of care. Fear that changes may disrupt this.
- Acknowledgement of the cost of staff but fear that changes to terms and conditions could impact quality of service as staff would not be as committed.
- Concern about the decision making process and change in general.
- 4.9 In addition, some suggestions were received about other approaches which could be taken. These included:
 - Charging for services where we do not currently.
 - Allocating savings elsewhere.
 - Creating a local authority traded company initially which then becomes a social enterprise later in time.
 - Increasing council tax.
- 4.8 Overall if staying as we are is not a possibility based on stakeholder feedback Option 3 appears to be the preferred option.

5.0 Research

- 5.1 As both stakeholder engagement results and options appraisal outcomes indicate that Option 3 is the preferred option, initial research into the variations available within Option 3 Alternative Delivery Models has been undertaken.
- 5.2 The options of Local Authority Traded Company and Social Enterprise are two ends of the spectrum in respect of control and risk. However, research indicates that there are options within the spectrum as shown below;
 - a) Local Authority Traded Company
 - b) Local Authority Traded Company with consultancy support from a commercial organisation or an organisation who has taken this route
 - c) Local Authority Traded Company with partnership with another organisation who has taken and proved successful in this way (joint venture)
 - d) Local Authority Traded Company initially with review after a period of time with the potential to then create a social enterprise if appropriate
 - e) Social Enterprise with partnership with another organisation who has taken and proved successful in this way (joint venture)
 - f) Social Enterprise with consultancy support from a commercial organisation or an organisation who has taken this route
 - g) Social Enterprise

6.0 Equality and Diversity

6.1 The equality analysis identifies that in respect of customers, people with disabilities, older people and carers are groups which would be affected by changes within these services. In addition, for older people's short stay female

customers are significantly higher than males. Overall Option 3 may involve some short term disruption but in the longer term should be positive for customers as a result of creating a more sustainable solution for service delivery which is specifically aimed at supporting people in these groups.

6.2 The equality analysis in respect of staff identified that the workforce in this areas has a significantly higher number of females than males. Figures are similar to that of the Council as a whole. Overall Option 3 may be unsettling for staff but it avoids large scale redundancy (as with option 1) and should be a more sustainable option in terms of retention of employment. It may pose a greater risk in respect of Equal Pay as the new organisation would be deemed an 'associated employer'.

7.0 Risk

- 7.1 Details of the risk of each option have been considered as part of the options appraisal. None of the options is without risk but it is clear that staying as we are is potentially one of the highest risk options in the light of savings requirements.
- 7.2 There are risks associated with Option 3. If this is confirmed as the preferred option the next phase of work will focus on identifying how to minimise the risks as far as possible. This approach will help to inform which variant of alternative delivery is right for Bury and manages the risk most effectively.
- 7.3 There are risks in terms of timescales for further work. Budget pressures mean that a solution needs to be implemented as close to 1 April 2015 as possible. However, this needs to be balanced with the need to meaningfully engage and communicate with stakeholders and to develop a robust business and transition plan.

8.0 Project Plan and Milestones

8.1 The overall project milestone is as follows:

Phase 2: October 2014 – December 2014

- Risk analysis and identification of a preferred alternative delivery approach which is right for Bury
- Agreement of the approach
- Development of the business plan
- Agreement of the business plan

Phase 3: January – June 2015

- Project management and transitional arrangements for implementation
- Regular communication with stakeholders and progress reports

9.0 Conclusion

The Options Appraisal and Stakeholder feedback both indicate that Option 3 Development of an Alternative Delivery Model is the preferred option. Research indicates that alternative delivery can take a number of different forms and further work would need to be undertaken to establish which form would be most appropriate to these services and to Bury.

10.0 Recommendations

- 10.1 To confirm the Option 3 Development of an Alternative Delivery Model as the preferred option.
- 10.2 To agree to the next phase of work to establish the business plan for the potential new organisation and the form to be taken to deliver this.
- 10.3 To continue to involve, engage and consult with stakeholders in respect of development of the model.
- 10.4 To continue to engage with the Cabinet Office Mutual Support Program in respect of support available to proceed with Option 3.

List of Background Papers:-

- 1. Customer Information Pack
- 2. Staff Information Pack
- 3. Stakeholder Feedback Report
- 4. Options Appraisal (Exempt pursuant to Paragraph 3 Schedule 12A Local Government Act 1972 (as amended), namely, information relating to the financial or business affairs of the Council)

Contact Details:-

Kat Sowden, Head of Workforce Modernisation Department for Communities and Wellbeing 0161 253 5406 <u>k.e.sowden@bury.gov.uk</u>

Future Service Options – Feedback Report

Table 1 (below) illustrates the preferred future service options for staff, customers and carers. Of the 185 feedback forms completed by staff, 86% chose option 3 (Alternative delivery model), with a further 10% specifying a LATCO as the preferred option. Amalgamating the two scores shows that 96% of staff (who responded) would like option 3 to be selected.

Customers were more divided, with 44% of respondents choosing option3 and 52% not stating a preferred option (This ties in with the later themes and comments).

Feedback highlights that 29% of carers prefer option 3 with 71% not stating an option (again this is better understood when looking at the themes taken from the comments section.

Overall Pre	eferred C	ptions				
	Option 1	Option 2	Option 3	Option 3 (Sp. Latco)	Not Stated	Total No. Of Responses
01 - ff	2 (10()	2 (10()	159	19	2 (10/)	105
Staff	3 (1%)	2 (1%)	(86%)	(10%)	2 (1%)	185
Customer	1 (1%)	4 (3%)	57 (44%)	1 (1%)	68 (52%)	131
			28			
Carer	0	0	(29%)	0	68 (71%)	96
Total	3	6	244	20	138	411

Table 1

Tables 2, 3 & 4 provide a breakdown of feedback by service area, for staff, customers and carers.

Preferred Op	otion by	Service A	Area <mark>(Staf</mark> f)		
	Option 1	Option 2	Option 3	Option 3 (Sp. Latco)	Not Stated	Total No. Of Responses
Elmhurst	1 (9%)	2 (18%)	8 (73%)	0	0	11
Grundy	0	0	6 (60%)	4 (40%)	0	10
LDDC & PDDC	0	0	47 (89%)	6 (11%)	0	53
LDST	0	0	50 (93%)	4 (7%)	0	54
Pinfold	0	0	11 (92%)	1 (8%)	0	12
Positive Lives	1	0	13 (100%)	0	0	14

Future Service Options – Feedback Report

Spurr	0	0	21 (95%)	1 (5%)	0	22
Woodbury	0	0	2 (33%)	4 (67%)	0	6
Not Stated	1 (33%)	0	1 (33%)	1 (33%)	0	3
Total	2	2	159	21	0	185

Table 2

Preferred Opt	ion by Se	ervice Ar	ea (Custo	omer)		
	Option 1	Option 2	Option 3	Option 3 (Sp. Latco)	Not Stated	Total No. Of Responses
Elmhurst	0	1 (33%)	1 (33%)	0	1 (33%)	3
Floating Support	0	0	1 (25%)	0	3 (75%)	4
Grundy	0	0	5 (42%)	0	7 (58%)	12
LDDC &PDDC	0	0	3 (20%)	0	12 (80%)	15
LDST	0	0	23 (88%)	1 (4%)	2 (8%)	26
OPDC *	1 (2%)	3 (6%)	20 (38%)	0	28 (54%)	52
Pinfold	0	0	0	0	1 (100%)	1
Positive Lives	0	0	0	0	1 (100%)	1
Shared Lives	0	0	4(33%)	0	8 (67%)	12
Not Stated	0	1 (13%)	2 (25%)	0	5 (63%)	8
Total	1	5	59	1	68	134

Table 3

* One Customer gave two options (1 & 3) and two customers gave two options (2 & 3)

Preferred Opt	ion by Se	ervice Ar	ea (Carer	s)		
	Option 1	Option 2	Option 3	Option 3 (Sp. Latco)	Not Stated	Total No. Of Responses
			2		16	
Grundy	0	0	(11%)	0	(89%)	18
					16	
LDDC	0	0	0	0	(100%)	16
			5			
LDST	0	0	(83%)	0	1 (17%)	6

			2		14	
OPDC	0	0	(13%)	0	(88%)	16
			2			
Pinfold	0	0	(29%)	0	5 (71%)	7
Positive			3			
Lives	0	0	(75%)	0	1 (25%)	4
			2			
Shared Lives	0	0	(20%)	0	8 (80%)	10
			3			
Spurr	0	0	(43%)	0	4 (57%)	7
			1			
Woodbury	0	0	(100%)	0	0	1
Floating						
Support	0	0	1(100%	0	0	1
			4			
Not Stated	0	0	(67%)	0	2 (33%)	6
Total	0	0	25	0	67	92
Table 1						

Future Service Options – Feedback Report

Table 4

The main themes arising from the feedback are as follows:-

Staff

No strong theme emerged from comments made by staff; the main theme related to embracing the change (12 staff). Some staff (4) took the opportunity to comment against the political situation underpinning the change while 3 expressed concerns about potential damage to the quality of service, 2 were concerned about the impact of any change and 3 did not want any change to the current services.

Customers

The main theme here was that customers did not want change (64 customers). 20 customers were concerned about the impact of any change and 6 expressed concerns about quality (mainly around privatization)

Carers

Again, the main theme here was that carers do not want change (27 carers). 7 were worried about the quality if the service were to be privatized and 6 were concerned about the impact any change would have on the person for whom they cared.

Options

Of the many options offered (most of which were about staying as we are), there were several from staff suggesting that we form a LATC initially and then consider moving to a Social Enterprise once the new service was established. 2 members of staff wanted severance to be included as an option. Several customers and carers suggested that we charge for our services and/or increase the current prices and several suggested increasing Council tax and looking for savings elsewhere.

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Document Pack Page 47 Pat Jones-Greenhalgh CSS, MSc in Management Executive Director of Communities & Wellbeing

Our RefPJG/KS/mhYour Ref29 July 2014Date29 July 2014Please ask forKat SowdenDirect Line0161 253 5406Direct Fax0161 253 6961E-mailK.E.Sowden@bury.gov.uk

Department for Communities & Wellbeing

Kat Sowden Head of Workforce Modernisation

Dear Sir/Madam

Getting your views on service delivery

I am writing to you as a customer, or someone who cares for a customer who uses the Council's in-house adult social care services. This includes the following services:

- Day Care
- Shared Lives
- Short Stay
- Residential Care
- Supported Living
- Floating Support

In the coming weeks we will be looking at how we could deliver services differently in the future and we want to get your views.

The Council has a significant savings target in 2015/16 of £16 million. The services listed above will be required to contribute over £1 million to this which is more than a 10% reduction on the current budget. In our current format it is unlikely we could make such a large saving without impacting staff numbers and this could compromise the quality of the service.

In order to find a way forward we are currently considering a number of alternative options. The purpose of this is to try to identify what we can do to continue to provide good quality services within our new budget. I am confident that there are ways to do this whilst maintaining safe, high quality services and good quality jobs in Bury.

I appreciate that the thought of change can be unsettling but I want to reassure you that at this point no decisions about the future have been taken. I want to involve you at this early stage to get your views so that you can influence the decisions that will need to be made later in the year about how we deliver services in the future.

I also want to reassure you that the options that we are looking at are about how the service you use could be delivered differently in the future. This piece of work is not about removing the service you use as you have been assessed as requiring this to support you.

I enclose some information to explain more about the options that we are considering and what they could mean. If you would like to discuss this further then you can contact the manager or senior of the service you receive to arrange a one to one appointment. I will also be organising some briefing sessions to explain more, listen to your views and answer any questions you may have. These will take place as follows:



Electronic service of legal documents accepted only at: E-mail: legal.services@bury.gov.uk Fax: 0161 253 5119 Town Hall Knowsley Street Bury BL9 OSW www.bury.gov.uk

- 7 August 2014 12.45pm at Elton Core Base, Elton, Alston St / David St, Bury, BL8 1SA
- 14 August 2014
 9.30am at Sunnybank Community Centre, 248 Sunnybank Road, Bury, BL9 8LJ
- 14 August 2014 7.00pm Pinfold Lane, Whitefield

If you would like a more detailed version of this information pack this can be obtained from the manager or senior of your service.

Service	Managers	Contact Detail
Grundy, Pinfold Lane,	Debra Guider	0161 253 6812
Spurr House, Elmhurst	Joyce Hughes	0161 796 3949
Woodbury, Positive	Peter Miller	01204 887424
Lives, LDST, Shared	Lesley Fleming	0161 253 6547
Lives	Ann Thompson	0161 253 7334
Learning Disability Day Services, ReStart	Melanie Carter Rob Laing Ann Stansfield	0161 253 7543 07789508396 07717864844

Yours sincerely

Pat Jones Greenhalsh

PAT JONES-GREENHALGH EXECUTIVE DIRECTOR OF COMMUNITIES & WELLBEING

Customer Information Pack

Which services are involved?

The services which support people with a learning disability and/or physical disability and older people. They deliver supported living, residential care, floating support, day care and short stay. The teams are:

- Grundy, Pinfold Lane, Spurr House, Elmhurst
- Woodbury, Positive Lives, LDST, Shared Lives
- Learning Disability Day Services, ReStart

How have savings have been achieved in the past?

In the past 3 years £1.4million has been saved from this group of services and work is planned in 2014/15 to make further savings. We have reduced management posts, changed structures, reduced the amount we spend in a range of areas, introduced systems that improve efficiency and changed the type of jobs we have in the service. This has all been achieved whilst maintaining or improving the quality of the service you receive. In addition, we've been successful in developing the buildings that services are delivered from which has again improved the quality of the service we offer.

Why do we need to change?

Remaining in-house and continuing to change services could not achieve the ± 1.2 million savings required from this area in 2015/16 and possibly further savings thereafter without seriously threatening the quality of the service. Therefore we need to consider different ways forward. Staying as we are is not an option.

What are the options that are being considered?

We are looking at a range if options including:

- 1. Reducing the number of services we provide by stopping some
- 2. Asking an external provider to take over the services
- 3. Creating a new organisation from the in-house services which sits separately to the Council

What do each of these mean for customers?

Option 1 *Reducing the number of services we provide by stopping some* This would mean stopping some services. If this happened to the service that you receive you would be fully involved before this happened. If you still require a service then a different provider would provide your support.

Option 2 Asking an external provider to take over the services

If this happened to the service that you receive you would be fully involved before this happened. A different provider would provide your support but your support would continue and may well involve the same staff team.

Option 3 *Creating a new organisation from the in-house services which sits separately to the Council*

If this happened your support would continue to be provided by the team that provide it now. They would be working for a different organisation separate to the Council but your support would continue.

Some of the questions you may have....

1. Will I still receive my support?

This is not about removing support to existing customers. The purpose of looking at how we deliver services is to determine how we can continue to support people in the future on a reduced budget.

2. Will I still receive my support directly from the Council?

Some of the options mean that in the future you may receive your support from a different provider. However, no decision has been made and you would be informed and involved in any changes to your support package prior to them being implemented.

3. Will I still have the same staff team to support me?

With some of the options even if your support transfers to a different provider it could be that staff team who provide your support transfer with the service and can continue to support you. You would be informed and involved in any changes to your support package prior to them being implemented.

4. If my support is delivered by a different provider how do I know it will be a good quality service?

All providers of regulated services are subject to inspection by the Care Quality Commission in order to ensure they maintain appropriate standards. This is the same for in-house and external care providers. In addition, the Council employ a Quality Assurance team who make rigorous checks of the quality of care on a regular basis across providers. Furthermore the Council would remain responsible for co-ordinating responses to any complaints or safeguarding matters, regardless of who the provider was.

Please use this form to let us know your feedback and to ask any questions that you would like answering. Please return by 31 August 2014 to: Kat Sowden, Head of Workforce Modernisation, Bury Council, Department for Communities & Wellbeing, Room 7 (via Room 4), 1st Floor, Town Hall, Knowsley Street, Bury, BL9 0SW. Or email k.e.sowden@bury.gov.uk	Your Response				
Please use this form to let us know return by 31 August 2014 to: <i>k</i> <i>Communities & Wellbeing, Room</i> 7	Question	What do you value about the service you currently receive?	Who should the Council arrange to deliver your services in the future?	Do you have any concerns in relation to any of these options?	Do you have any alternative suggestions or ideas you would like us to consider?

you would like answering		
Please indicate whether you are a customer or care for		
someone (Please tick)	I am a carer	
Please indicate which services you currently use (Tick as	Learning Disability Day Care Physical Disability Day Care	Older People Short Stay Learning Disability Short Stay
many as apply)	Older People Day Care	Supported Living
	Shared Lives	Floating Support
	Older People Residential	

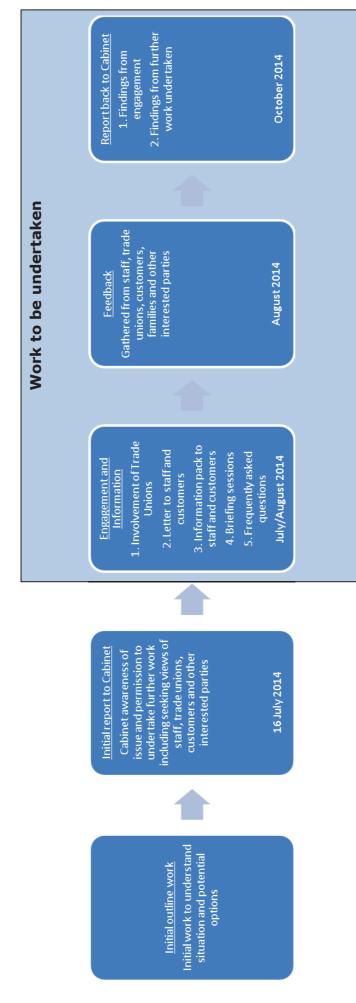
Thanks for taking the time to give your feedback. This will be considered as part of the decision making process in respect of future service provision

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Future Service Options

July/August 2014

Timeline and Process



2

Which services are we looking at?

The services which support people with a learning disability and/or physical disability and older people. They deliver supported living, floating support, day care and short stay. The teams are:

- Grundy, Pinfold Lane, Spurr House, Elmhurst
- Woodbury, Positive Lives, LDST, Shared Lives
- LD Day Services, ReStart

Current status: Changing in-house services

The current approach which has been in place for some years is to change in-house services in order to provide good quality further redesign work is planned in 2014/15. We have reduced management posts, changed structures, reduced the amount support at reduced cost wherever possible. In the past 3 years £1.4million has been saved from this group of services and we spend in a range of areas, introduced systems that improve efficiency and changed the type of jobs we have in the service

In addition, we've been successful in developing the buildings that services are delivered from which has again improved the quality of the customer experience.

2015/16 and possibly further savings thereafter without seriously threatening the quality of the service. Therefore we need Remaining in-house and continuing to change services could not achieve the £1.2million savings required from this area in to consider different ways forward. Staying as we are is not an option.

1. Closure of some services

Question: What does TUPE mean? If services remain in-house and are delivered on less budget some services would have to stop. Money would then be spent on a smaller number of 'priority' services. As customers may still require services which have stopped in-house they would need to be found alternative external provision. Staff within the services which are identified to stop would either be redundant, or possibly be eligible to transfer under TUPE to a new provider.

Question: Why might closure be an option?

affect quality, the budget reduction could be achieved by stopping certain services It would mean the reduced budget could be spent on fewer services. This means that rather than spread the budget reduction across all services and potentially completely, leaving the remaining services with less negative impact.

when employees transfer from one business to Regulations is to protect employment rights

another

Regulations 1981. The purpose of the

TUPE stands for the **Transfer of**

Question: What might the issues be with this?

redundancy for staff in services identified for closure; one-off costs of redundancy; Issues with affordability of remaining services – they are on average 40% more expensive than alternative providers and this impacts their attractiveness to service with the Council (in-house) was ceasing due to closure may need to be funded to be supported elsewhere; people buying them. If further savings are required beyond 2015/16 this may mean further need for closure. Deciding which services to keep and which to close; Finding alternative options for the customers supported by the services identified to close; Customers whose

Outsource – Private Sector / Voluntary Sector

providers in the market; in fact the majority of the social care which is provided in Bury is provided by organisations in the private or voluntary sector. These companies can bring additional resources in to set-up and can subsequently introduce improved process, systems and capabilities to parts of services. Such companies are also increasingly able to utilise new This involves the move of elements of Council business to one or more external providers. There are a number of care technology and ` business process re-engineering' to improve the effectiveness and efficiency of their service.

Question: Why might externalisation be an option?

tender process that they are reputable and sustainable as a business so they would be a known quantity with a track record. be eligible to transfer under TUPE to the new provider avoiding the need for redundancy and maintaining employment. This would help to preserve continuity of care for the people they support. The external providers would be proving through the house services. This suggests that it could be possible to deliver these services in this way on a reduced budget. Staff may It is not known whether a provider or providers could be found who would deliver these services for less money. However, the majority of social care support is delivered by external providers and they are on average 40% less expensive than in-There could be options to reduce cost as the external organisation would have its own back office support in place.

Question: What might the issues be with this?

customers would receive their support from a different organisation; price would be agreed via the contract with the Council as opposed to annual budgets and savings available; staff would transfer to be employed by a new employer (TUPE transfer); There would need to be a full tender process to identify the successful provider(s). targets; impact on back office services within the Council – possible redundancy. There may not be providers willing to deliver these services at the budget

Question: What is meant by a 'full tender process'?

This refers to the procurement process that has to be followed to find a suitable provider and award a contract to them. The process is governed by procurement legislation from the UK and European Union and is in place to ensure that business is awarded following a fair and transparent competition process.

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There are many different models that can be used. Below are just two possible examples but this is not exhaustive.

Question: Are there only two alternative delivery models? No there are many different models. The two

mentioned are just examples of some of the more commonly used approaches.

EXAMPLE 1: Develop services into a Local Authority owned company

Local Authority Trading Company (LATC)

allows the Council to trade via what is in effect a separate organisation. The Council would contract with this organisation for its services (service delivery model) but the organisation would also be able to trade with other public sector businesses and A local authority is able to establish a Local Authority Trading Company as a separate body to the Council, but wholly owned by it. It can set one of these up in order to enter into contracts and generate income from other organisations. The LATC organisation generated a surplus this could either be reinvested into the business or provided to the Council as the main example of a LATC, although it was established for very different reasons specific to housing. With a LATC model if the undertake wider commercial trading or with varying levels of control retained by the Council. Six Town Housing is an individuals beyond the Council. There are various models that can be adopted, for example the Council may wish to shareholder.

EXAMPLE 2: Set up a business separate from the Local Authority

Staff Mutuals (Co-ops) and Social Enterprise

services. More recently The Public Services (Social Value) Act came into effect and provides opportunities for social enterprises to be created from local authority For some time the NHS has been creating staff mutuals to deliver groups of

Question: What is a staff mutual? This term is used to refer to organisations which are led by their employees. Often these are owned/controlled by their employees giving staff a direct influence in how they operate.

services. The Act seeks to ensure that additional social, environmental and economic benefits that social enterprises create in delivering public services can be taken into account when public service contracts are designed.

- Sandwell Community Caring Trust in the West Midlands now delivers most of that council's in-house social care.
 - Essex Cares is the former domiciliary care service within Essex County Council. •
- Care and Share Associates (which grew out of Sunderland Home Care Associates) has set up employee-owned social franchise operations in Manchester, Newcastle and North Tyneside to take on former in-house domiciliary care services

Question: Why might an alternative delivery model be an option?

this approach means that the organisation can look for investment and new contracts to generate income that makes it more them being taken over by an external provider. Evidence of other public sector organisations taking this approach indicates sustainable in the longer term. Staff would be eligible to transfer to the new organisation avoiding the need for redundancy that efficiencies and savings can be achieved so that services can be delivered in a more affordable way. At the same time It is a way of retaining more of a public service ethos by creating an organisation from the in-house services rather than and maintaining employment. This would help to preserve continuity of care for the people they support. There could be options to reduce cost as the new organisation could create its own back office.

Question: What might the issues be with this?

business; the LATC model could avoid the tender process but may have some limits on trading potential. Staff would transfer models are based around staff having a significant stake in the organisation in terms of influence – this can only work if staff It is not a known quantity and would be setting up as a new organisation so there is some element of risk around this. Most price would be agreed via the contract with the Council as opposed to annual budgets and savings targets; impact on back to be employed by a new employer (TUPE transfer); customers would receive their support from a different organisation; want to take some control. Some social enterprise models would require a tender process to be undertaken to win the office services within the Council – possible redundancy.

Question	Current Position In-house to the Council	Option 1 Closure	Option 2 Someone else delivering the services	Option 3: Alternative Delivery Model	ve Delivery Model
	(This is not an option. Position shown for comparison purposes only)			Example 1 Set up a Local Authority Traded Company	Example 2 Set up a social enterprise
 How will this affect my salary? 	Remain under the Council's pay and Grading structure	Not applicable to those services no longer in existence	Pay, terms and conditions transfer under TUPE. There is potential for these to change but this would involve	Pay, terms and conditions transfer under TUPE. There is potential for these to change but this would involve consultation with	Pay, terms and conditions transfer under TUPE. There is potential for these to change but this would involve consultation with
2. How will this affect my terms and conditions?	Terms and conditions remain Council wide. Proposals to change these requires agreement from elected members and consultation with trade unions and staff.		consultation with staff and trade unions	staff and trade unions	staff and trade unions

Some of the questions you may have....

Question	Current Position In-house to the Council	Option 1 Closure	Option 2 Someone else delivering the services	Option 3: Alternative Delivery Model	ive Delivery Model
	comparison purposes only)			Example 1 Set up a Local Authority Traded Company	Example 2 Set up a social enterprise
3. How will this affect my pension?	No change		TUPE Regulations require employees who are transferred to be provided with a 'broadly comparable' pension scheme. The details of this can be specified in the contract with the Council. One option to achieve this is gaining admitted body status to the local authority pension scheme. Some organisations already have this status.	TUPE Regulations require employees who are transferred to be provided with a 'broadly comparable' pension scheme. The details of this can be specified in the contract with the Council. One option to achieve this is gaining admitted body status to the local authority pension scheme.	TUPE Regulations require employees who are transferred to be provided with a 'broadly comparable' pension scheme. The details of this can be specified in the contract with the Council. One option to achieve this is gaining admitted body status to the local authority pension scheme.

Question	Current Position In-house to the Council	Option 1 Closure	Option 2 Someone else delivering the services	Option 3: Alternative Delivery Model	ve Delivery Model
	comparison purposes only)			Example 1 Set up a Local Authority Traded Company	Example 2 Set up a social enterprise
4. How will this affect my training?	Mandatory training will continue to be provided to ensure staff have the skills to undertake their role and meet CQC requirements. Additional training may be limited due to budget constraints	Not applicable	Mandatory training will continue to be provided to ensure staff have the skills to undertake their role and meet CQC requirements. Additional training may be limited due to budget constraints	Mandatory training will continue to be provided to ensure staff have the skills to undertake their role and meet CQC requirements. Additional training may be limited due to budget constraints	Mandatory training will continue to be provided to ensure staff have the skills to undertake their role and meet CQC requirements. Additional training may be limited due to budget constraints

Question	Current Position In-house to the Council (This is not an option.	Option 1 Closure	Option 2 Someone else delivering the services	Option 3: Alternative Delivery Model	ve Delivery Model
	Position shown for comparison purposes only)			Example 1 Set up a Local Authority Traded Company	Example 2 Set up a social enterprise
5. Would this involve the service competing to win the contract?	Q	Not applicable	Yes a full tender process	No there could be a direct award of the contract depending on the specific model	Yes likely to require a full tender process
 Would this mean the service could develop and generate new income making it more sustainable? 	Very little opportunity	Not applicable	Yes	Yes within legally defined parameters. Any surplus could be reinvested into the services.	Yes. There are many potential forms that could be taken but these are usually 'not-for-profit' so any surplus is likely to be reinvested to the services
			11		

Question	Current Position In-house to the Council	Option 1 Closure	Option 2 Someone else delivering the services	Option 3: Alternative Delivery Model	ve Delivery Model
	comparison purposes only)			Example 1 Set up a Local Authority Traded Company	Example 2 Set up a social enterprise
7. How would quality be monitored?	Internal Quality Assurance within teams. Quality Assurance by the Council team. External inspection by CQC for regulated services.	Not applicable	Contract compliance checks. Quality Assurance by the Council team. External inspection by CQC for regulated services.	Contract compliance checks. Quality Assurance by the Council team. External inspection by CQC for regulated services.	Contract compliance checks. Quality Assurance by the Council team. External inspection by CQC for regulated services.
8. How would this affect customers and their families?	The quality of care could be affected by the reduction in budget available to fund these services. Any reduction in staff could impact on the quality and safety of services	Customers would have to transfer to alternatives providers or cease to receive a service	The service would be provided by the new organisation but as staff transfer under TUPE customers should not initially feel any difference. Contracts with the Council would specify what was required of the provider. Things may change over time but customers would be engaged with this via the new provider	The service would be provided by the new organisation but as staff transfer under TUPE customers should not initially feel any difference. Contracts with the Council would specify what was required of the provider. Things may change over time but customers would be engaged with this via the new provider	The service would be provided by the new organisation but as staff transfer under TUPE customers should not initially feel any difference. Contracts with the Council would specify what was required of the provider. Things may change over time but customers would be engaged with this via the new provider

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Opportunities to find out more

Briefing sessions will be held to talk through the options and gather your questions as follows: Employees are welcome to attend whichever session is most convenient to them regardless of whether it is held in their usual team location. Please liaise with your manager to agree which session you will be attending.

Thursday 31 July 2014	9.00am	Grundy Day Centre, Bury
	10.30am	Elmhurst, Whitefield
	12.30pm	Pinfold Lane, Whitefield
	2.00pm	Woodbury, Tottington
	3.30pm	Spurr House, Unsworth
Monday 4 August 2014	3.00pm	Wheatfields, Whitefield
	4.30pm	Seedfield Day Centre
Tuesday 5 August 2014	9.00am	Elton Core Base, Bury
	10.15am	Woodbury, Tottington
	11.45am	Humphrey House, Bury
	4.00pm	Sunnybank, Unsworth

Asking a question

Outside of the planned sessions you can ask a question at www.facebook.com/ProviderFutures, or on Twitter using @ProviderFutures. You can also email on k.e.sowden@bury.co.uk. All questions will be answered using a Frequently Asked Questions update during August. You will then be asked for any feedback at the end of August 2014.

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Agenda Item 7

REPORT FOR DECISION



DECISION MAKER:	CABINET
DATE:	1 OCTOBER 2014
SUBJECT:	BURY CORE STRATEGY – SUSPENSION OF EXAMINATION AND UPDATE ON CURRENT POSITION
REPORT FROM:	CABINET MEMBER – RESOURCES AND REGULATION
CONTACT OFFICER:	DAVID WIGGINS
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
	Bury's Core Strategy sets out the framework for the future growth and development in the Borough up to 2029.
SUMMARY:	Following the submission of the Bury Core Strategy in December 2013, an independent Inspector was appointed to undertake an Examination into whether the Plan has been prepared in accordance with the Duty to Cooperate, legal and procedural requirements and whether it was sound.
	After considering the document and background evidence and having heard verbal evidence during an initial Exploratory Meeting and at subsequent Hearing sessions, the Inspector has decided to suspend the Examination.
	This report sets out the options available to the Council following the suspension.
RECOMMENDED OPTION	That Members agree to consider the implications of the Government's updated household projections for the Core Strategy as well as the outcomes of consultation on the methodology behind the Greater Manchester Spatial Framework before reporting back to Cabinet setting out appropriate options going forward.
	Reasons To ensure that the Council is able to take account of the updated household projections from the Government's Department for Communities and Local Government (CLG) and to determine whether Bury's housing needs

	, 	
	Strategy's would be a	ccommodated by the submitted Core current approach. Consequently, the Council able to make a more informed decision on an e way forward for the Core Strategy.
IMPLICATIONS:		
		Do the proposals accord with the Policy Framework? Yes
Corporate Aims/Policy Framework:		The existing Bury UDP forms part of the Council's Policy Framework (being one of the statutory plans listed under Article 4 of the Council's Constitution) and will be replaced eventually by Local Plan document(s) to be produced under the arrangements of the Planning and Compulsory Purchase Act 2004 and statutory instruments and guidance resulting there from.
Statement by the S151 O Financial Implications an Considerations:		The cost of preparing the Core Strategy and associated plans is met from staffing resources in the Council's annual revenue budget. There is also an earmarked reserve to meet one-off costs associated with the preparation and examination of the plan. The suspension of the examination has resulted in the need to undertake additional work, the cost of which will need to be met from these sources. The proposal to await the release of the updated CLG household projections before the Council considers whether to request the Inspector to lift the suspension and resume the Examination of the submitted Core Strategy is expected to limit the extra costs. There remains a risk that there will be further costs and delays in completing the Plan if the new evidence emerging from the CLG household projections indicates the need for a major change in approach (see paragraph 2.13).
Statement by Executive D of Resources and Regulat		The continuing work involved in progressing the Core Strategy or an alternative Plan towards its adoption will continue to require significant commitment of staff resources, particularly from the Planning Policy and Projects Section. The Examination in Public will also require significant financial resources.
Equality/Diversity implica	ations:	No An initial screening has been undertaken (see attached assessment) and as there were no negative impacts identified for affected

	groups, there is no requirement to proceed to a Full Impact Assessment.
Considered by Monitoring Officer:	Yes National Planning Practice Guidance requires that household projections published by the Department for Communities and Local Government should provide the starting point estimate of overall housing need and therefore it is considered appropriate, at this stage, to await the publication of these updated projections in November as this data will inform the decision on whether the Council should continue with the examination of the Core Strategy (Option 3)
Wards Affected:	All
Scrutiny Interest:	

TRACKING/PROCESS

DIRECTOR: MIKE OWEN

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
	Briefing 26/08/14		
Scrutiny Committee	Cabinet/Committee	Council	
	1/10/14	The Publication Core Strategy was presented to Council on 3 July 2013	

1.0 BACKGROUND

- 1.1 Members will be aware that the Core Strategy is a key part of Bury's Local Plan and has been developed in order to form the basis for guiding growth and development within the Borough to 2029.
- 1.2 Members will also be aware that the Publication Core Strategy was approved for consultation and subsequent submission to the Secretary of State at Full Council on 3 July 2013.
- 1.3 Following the submission of the Core Strategy in December 2013, an independent Inspector, Mr. Malcolm Rivett BA (Hons) MSc MRTPI, was appointed to undertake an Examination into whether the Plan has been prepared in accordance with the Duty to Cooperate, legal and procedural requirements and whether it was sound.
- 1.4 On the morning of the fourth day of the Hearings, the Inspector made a statement to the effect that after considering the document and background evidence and having heard verbal evidence during Hearing sessions, he had decided to suspend the Examination.

2.0 ISSUES

- 2.1 Development plans remain at the heart of the planning system and under Section 38(6) of the Planning and Compulsory Purchase Act 2004, local planning authorities are legally required to make planning decisions in accordance with the development plan unless material considerations indicate otherwise.
- 2.2 In addition, the Government is proposing a number of reforms to the planning system and the 2013 National Infrastructure Plan includes proposals for it to be a statutory requirement for local authorities to have a local plan in place.
- 2.3 The current adopted plan for Bury is the Unitary Development Plan. However, this was adopted in 1997 and there is considered to be a pressing need to get a replacement plan in place as soon as possible.
- 2.4 The Inspector has indicated that, in taking matters forward, the Council could either undertake additional work to support the submitted Core Strategy or else withdraw the document and commence work on a single Local Plan.

Additional Work

- 2.5 The Inspector has suggested that, in support of the submitted Core Strategy, the Council could undertake additional work in terms of:
 - (i) producing an appropriate and objectively assessed housing needs figure;
 - (ii) applying that figure (if it is higher than the Core Strategy's current 400 dwellings per annum figure) in undertaking a detailed Sustainability Appraisal of the effects of some of the identified need for housing being met outside the Borough; and
 - (iii) determining, supported by evidence, whether or not exceptional circumstances exist to justify a revision of the Green Belt boundary to provide for the identified employment needs.

Risks Associated with this Approach

2.6 Despite the Inspector identifying the above areas of additional work that the Council would need to undertake, he has highlighted that the length of time it would be likely to take doing this work would give rise risks in terms of the potential impact of emerging evidence and whether the Council would be able to continue to justify a multi-document approach as opposed to a single Local Plan.

Household Projections

- 2.7 Since the Core Strategy was submitted in December 2013, the Government has released National Planning Practice Guidance (NPPG) in March 2014. This new guidance specifies that '*Household projections published by the Department for Communities and Local Government should provide the starting point estimate of overall housing need.'* Clearly, this guidance was not available during the preparation of the Core Strategy and the Council had used an alternative methodology in determining Bury's housing needs.
- 2.8 Updated CLG household projections are now expected to be released in November 2014 and these will be publicly available and produced at the district level. In light of the NPPG, these updated projections will clearly need to be taken into account in determining a housing need figure for Bury.

2.9 The Inspector has identified that there is a risk that new evidence emerging from the CLG household projections may indicate the need for a major change in approach.

Greater Manchester Spatial Framework

- 2.10 Similarly, AGMA's emerging Greater Manchester Spatial Framework (GMSF) will include the identification of needs for new housing and employment floorspace across the sub-region to 2033.
- 2.11 Public consultation on the GMSF's evidence base and methodology for determining these needs commenced in September 2014 and is due to conclude in early November. However, in line with NPPG, the proposed methodology that is subject to consultation specifies that the eventual figures that will be included in the GMSF will largely be based on the updated CLG household projections.
- 2.12 Once the CLG figures are released, the next stage for the GMSF will be to consider whether it is possible to redistribute district housing needs across the conurbation to reflect strategic priorities and local constraints.
- 2.13 Again, the emergence of evidence within the GMSF may fundamentally affect the approach to meeting future development needs in Bury.

Separate Documents or Single Local Plan

- 2.14 The Core Strategy has emerged under the system of Local Development Frameworks – a system that allowed for the preparation of a 'portfolio' of separate development plans. The intention was for the Core Strategy to be followed by a Site Allocations plan and potentially other plans. However, the NPPF now requires the preparation of a single Local Plan which incorporate policies and site allocations and states that separate development plans should only be prepared where there is clear justification to support that approach.
- 2.15 Whilst the Inspector has specified that our current approach would not be a good reason to find the plan unsound at the present time, he has indicated that it would be likely to become increasingly difficult to justify this approach as time progresses.

Current Options

- 2.16 In seeking to establish the most appropriate course of action at this stage, there are considered to be three options available to the Council i.e:
 - S To immediately commence with the additional work highlighted by the Inspector to support the submitted Core Strategy;
 - S To immediately withdraw the Core Strategy and commence with a single Local Plan;
 - S To await the outputs of the updated CLG household projections in November 2014 at which point the Council will have a clearer indication as to what Bury's housing needs will be and whether these needs could be accommodated by the submitted Core Strategy's current approach.

Commencing the additional work identified by the Inspector

- 2.17 Under this option, the Council would need to undertake the additional work on identifying housing needs, the Sustainability Appraisal and assessing whether exceptional circumstances exist to justify the release of the Gin Hall site from the Green Belt.
- 2.18 The work associated with the identification of housing needs would need to take account of the updated CLG household projections (November 2014). As a result, this work could not realistically be started in earnest until the release of this evidence in any case.
- 2.19 Similarly, the Sustainability Appraisal would not be able to properly examine the impact of not fully meeting housing needs within the Borough without understanding the level of need in the first place.

To withdraw the Core Strategy

- 2.20 Under this option, the Council would immediately take steps to withdraw the submitted Core Strategy and commence work on a new single Local Plan.
- 2.21 It is possible that the updated CLG household projections may identify a level of housing need for Bury that could be accommodated within the existing planning framework of the submitted Core Strategy.
- 2.22 With this possibility in mind, it is considered that to withdraw the Core Strategy in advance of the release of these household projections would be premature.

To await the outputs of the updated CLG household projections in November 2014

- 2.23 Whilst there is an urgency to get a replacement plan in place, it is also important to consider the Government's NPPG and its requirement that CLG household projections should act as the starting point for determining housing needs.
- 2.24 Given that the level of housing need will be central to Bury's future planning strategy, it is considered prudent to await the outputs from the updated CLG projections (expected in November 2014) before determining the most appropriate way forward for Bury's Local Plan.
- 2.25 Once Bury's updated household projections are released, the Council will be in a much more informed position in terms of whether it is worthwhile carrying out the additional work required to enable the Council to request that the Inspector lifts the suspension and resumes the Examination of the submitted Core Strategy or, alternatively, whether the better option would be to withdraw the Core Strategy and commence work on a single Local Plan.

3.0 CONCLUSION

- 3.1 This report has drawn Members' attention to the current position of the Core Strategy and, in particular, the Inspector's decision to suspend the Examination of the document.
- 3.2 Members are requested to agree to await the release of the updated CLG household projections (expected in November 2014) at which point the Council

will be in a much more informed position in terms of deciding on an appropriate way forward.

List of Background Papers:

Bury Publication Core Strategy (July 2013) National Planning Policy Framework (March 2012) National Planning Practice Guidance (March 2014)

Contact Details:-

David Wiggins Principal Officer: Development Planning 3 Knowsley Place Duke Street Bury BL9 0EJ

Tel: 0161 253 5282 Email: <u>d.i.wiggins@bury.gov.uk</u>

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Agenda Item 8

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MINUTES OF THE JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND THE AGMA EXECUTIVE BOARD HELD ON 29 AUGUST 2014 AT OLDHAM CIVIC CENTRE

BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith (in the Chair)

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

TfGMC	Councillor Andrew Fender
GMFRSA	Councillor David Acton
Deputy Police and Crime Commissioner	Jim Battle

OFFICERS IN ATTENDANCE

There's Grant Tanord Goundin	Donna Hall Howard Bernstein Sean Harriss Mike Kelly Carolyn Wilkins Linda Fisher Ben Dolan Chris Findley Eamonn Boylan Steven Pleasant Theresa Grant	GMCA Secretary GMCA Head of Paid Service Bolton Council Bury Council Oldham Council Rochdale MBC Salford CC Salford CC Stockport MBC Tameside MBC
	Theresa Grant	Trafford Council

Jon Lamonte	TfGM
Mike Emmerich)
Simon Nokes	New Economy
James Farr)
Julie Connor))
Sylvia Welsh)	Greater Manchester
Kerry Bond	Integrated Support Team

60/14 APOLOGIES

Jim Taylor, Richard Paver and Tony Lloyd.

61/14 DECLARATIONS OF INTEREST

None received.

62/14 MINUTES OF THE JOINT GMCA AND AGMA EXECUTVE BOARD MEETING – 25 JULY 2014

RESOLVED/-

To approve the minutes of the joint GMCA and AGMA meeting held on 25 July 2014 as a correct record.

63/14 FORWARD PLAN OF STRATEGIC DECISIONS

RESOLVED/-

To note the forward plan.

64/14 GREATER MANCHESTER ALCOHOL STRATEGY 2014-17

Members received a report from Donna Hall, Chief Executive, Wigan Council, presenting the finalised Greater Manchester Alcohol Strategy.

RESOLVED/-

- 1. To publicly endorse the Greater Manchester Alcohol Strategy.
- 2. To participate in the media opportunity being organised during proceedings on 29th August.
- 3. To agree that a progress report be submitted to a future meeting.

65/14 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED/-

That under section 100 (A)(4) of the Local Government Act 1972 the press and Public should be excluded from the meeting for the following item of business on the grounds

that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A, Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

66/14 GREATER MANCHESTER SPATIAL FRAMEWORK

Members received a report from Eamonn Boylan, Chief Executive, Stockport MBC, updating members on progress of the production of the evidence base to underpin the Greater Manchester Spatial Framework and highlight options for the next stage of the work.

RESOLVED/-

- 1. To approve the Consultation and Technical reports for public consultation to be undertaken over a six week period.
- 2. To approve the approach to the Sustainability Appraisal Scoping report.
- 3. To delegate responsibility to make minor amendments to the consultation documents to Eamonn Boylan, Lead Chief Executive for Planning & Housing in consultation with the Chair of the GMCA and Executive Board.
- 4. To agree the recommendation to prepare a statutory Development Plan Document (DPD) and to request officers to submit a report on the process going forward at an appropriate time.

Chair.

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GREATER MANCHESTER COMBINED AUTHORITY

MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY MEETING HELD ON FRIDAY 29 AUGUST 2014 AT OLDHAM CIVIC CENTRE

BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith (in the Chair)

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

TfGMC	Councillor Andrew Fender
GMFRSA	Councillor David Acton
Deputy Police and Crime Commissioner	Jim Battle

OFFICERS IN ATTENDANCE

Donna Hall Howard Bernstein Sean Harriss Mike Kelly Carolyn Wilkins Linda Fisher	GMCA Secretary GMCA Head of Paid Service Bolton Council Bury Council Oldham Council Rochdale MBC
Ben Dolan	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Theresa Grant	Trafford Council
Jon Lamonte	TfGM
Mike Emmerich	
Simon Nokes	New Economy
James Farr	
Julie Connor)
Sylvia Welsh) Greater Manchester
Kerry Bond) Integrated Support Team

121/14 APOLOGIES

Jim Taylor, Richard Paver and Tony Lloyd.

122/15 DECLARATIONS OF INTEREST

None received.

123/14 MINUTES OF THE GMCA MEETING HELD ON 25 JULY 2014

RESOLVED/-

To approve the minutes of the GMCA meeting held on 25th July 2014 as a correct record.

124/14 AIRPORT CITY SKILLS AND EMPLOYMENT STRATEGY

The Combined Authority received a report from Theresa Grant, Chief Executive, Trafford Council, presenting the Skills and Employment Strategy for Airport City.

Members highlighted the importance of appropriate transport links and infrastructure from across Greater Manchester to Manchester Airport to support access to high quality employment opportunities.

RESOLVED/-

- 1. To endorse the Airport City Skills and Employment Strategy.
- 2. To delegate authority to the Greater Manchester Skills and Employment Partnership to oversee the implementation of the strategy, working with the Enterprise Zone Strategic Board.
- 3. To agree that Jon Lamonte, Chief Executive TfGM, be requested to submit a report to Leaders detailing the development of transport links and infrastructure which will support access to high quality employment opportunities at Airport City for residents across Greater Manchester.

125/14 GREATER MANCHESTER GROWTH DEAL: TRANSPORT UPDATE

The Combined Authority received a report presented by Jon Lamonte, Chief Executive, TfGM, providing an update on the latest position in relation to the transport elements of the Growth Deal.

RESOLVED/-

- 1. To note the current position in relation to the Growth Deal generally and the progress that is being made in moving this initiative forward.
- 2. To note the current position and proposed way forward in relation to the Metrolink Service Improvement package.

- 3. To note the intention for individual scheme promoters to cash flow, and subsequently be reimbursed by grant, the development costs for the projects for which funding was confirmed by the recent Growth Deal announcement, up to a further maximum sum of £4.76 million, in line with the principle previously agreed for the initial seven Major Schemes.
- 4. To note the intention to submit further reports to future meetings of the Greater Manchester Combined Authority providing a proposed 2015/16 Growth Deal Minor Works Programme and a proposed timetable for the production of Major Scheme Business Cases.

126/14 METROLINK SERVICE IMPROVEMENT PACKAGE

The Combined Authority received a report presented by Jon Lamonte, Chief Executive, TfGM, seeking approval for the procurement of up to a further 16 Light Rail Vehicles (LRVs) and associated infrastructure works, following the announcement of the Growth and Reform Plan (GRP) submission on 7 July 2014, which allocated funding to the 'Metrolink Improvement Package', subject to the GMCA approval of the business case.

RESOLVED/-

- 1. To note the contents of the report.
- 2. To approve the release of funding to procure the Light Rail Vehicles (LRVs) and the associated infrastructure and to include those items in the approved capital programme.
- 3. To note that following GMCA approval, it is proposed that TfGM, in consultation with the GMCA Treasurer, will finalise the contractual arrangements with the LRV supplier (Bombardier and Vossloh Kiepe) to purchase up to a further 16 trams.
- 4. To note that following GMCA approval, it is proposed TfGM will begin design works, and procurement of the associated infrastructure works, including, two substations, a turnback at Sale, a wheel lathe and associated project management costs. These arrangements will also be finalised in consultation with the GMCA Treasurer.

127/14 RAIL FRANCHISING AND RAIL NORTH PROGRESS REPORT

The Combined Authority received a report from Jon Lamonte, Chief Executive, TfGM, providing an overview of Rail North and the TransPennine Express Rail / Northern Rail Franchise consultation which Rail North jointly published with the Department for Transport in June 2014. The response was submitted on 18 August and included at Appendix 1 of the report.

RESOLVED/-

To note the report and the consultation response.

128/14 DELIVERING RESIDENTIAL GROWTH IN GREATER MANCHESTER

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC, providing a summary of the current housing market context, the shortfall in housing provision, options open to Greater Manchester in terms of opportunities for investment and intervention, and a suggested way forward.

RESOLVED/-

- 1. To agree the establishment of a Greater Manchester vehicle for housing delivery, in principle, based upon the analysis and conclusions set out in the report.
- 2. To agree to the commissioning of work to develop a detailed proposition for the governance, resourcing and priorities for the delivery vehicle, to the timescales set out in paragraph 4.9 of the report.

129/14 EXCLUSION OF PRESS AND PUBLIC

RESOLVED/-

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

130/14 GREATER MANCHESTER INVESTMENT FRAMEWORK AND CONDITIONAL PROJECT APPROVAL

The Combined Authority received a report from Eamonn Boylan, Chief Executive, Stockport MBC, seeking conditional approval to projects.

RESOLVED/-

- 1. To agree that the project funding applications detailed in the report be given conditional approval and progress to due diligence.
- 2. To delegate authority to Richard Paver, the Combined Authority Treasurer, and Liz Treacy, Combined Authority Monitoring Officer, to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans/grants.

131/14 HIGHWAYS REVIEW – PROGRESS UPDATE

The Combined Authority received a verbal update from Jon Lamonte, Chief Executive, TfGM in relation to progress the highways review work.

RESOLVED/-

To agree work will continue on the highways review, further details to be reported back to Leaders.

Chair

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