

AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors : M C Connolly (Leader and Cabinet Member for Business Engagement and Regeneration) (Chair), R Shori (Deputy Leader and Cabinet Member for Finance and Housing), P Heneghan (Cabinet Member for Children, Families and Culture), T Isherwood (Cabinet Member for Environment), J Lewis (Cabinet Member for Communities), A Simpson (Cabinet Member for Health and Wellbeing) and S Walmsley (Cabinet Member for Resource and Regulation)

Dear Member

Cabinet

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

Date:	Wednesday, 13 April 2016
Place:	Meeting Rooms A & B - 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 - 12)*

To approve as a correct record the minutes of the meetings held on 24 February and 2 March 2016.

5 VISION, PURPOSE AND VALUES PERFORMANCE MANAGEMENT *(Pages 13 - 30)*

6 BURY TOWN CENTRE AND NIGHT TIME ECONOMY STRATEGY AND ACTION *(Pages 31 - 62)*

7 ANTI-SOCIAL BEHAVIOUR PROGRESS UPDATE AND REVISED STATEMENT OF POLICY AND PROCEDURE *(Pages 63 - 108)*

8 TALENT MANAGEMENT STRATEGY 2016-2020 *(Pages 109 - 134)*

9 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 135 - 144)*

To consider the minutes of meetings of the AGMA Executive Board and Greater Manchester Combined Authority held on 26 February 2016.

10 URGENT BUSINESS

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

11 EXCLUSION OF PRESS AND PUBLIC

To consider passing the appropriate resolution under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, that the press and public be excluded from the meeting for the reason that the following business involves the disclosure of exempt information as detailed against

the item.

12 DEMOLITION OF FORMER RADCLIFFE POOL AND FITNESS CENTRE
(Pages 145 - 158)

13 PROPOSED SALE OF FREEHOLD INTEREST IN LAND AT ETON HILL ROAD *(Pages 159 - 166)*

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Minutes of:	CABINET
Date of Meeting:	24 February 2016
Present:	Councillor M Connolly (in the Chair); Councillors P Heneghan, A Isherwood, A Simpson, R Shori and S Walmsley
Apologies:	Councillor J Lewis
Public attendance:	1 member of the public was in attendance.

CA.718 DECLARATIONS OF INTEREST

Councillor Connolly declared a personal interest in any matters relating to the fact that his partner is employed by Persona Care and Support Ltd (Local Authority Trading Company).

CA.719 PUBLIC QUESTION TIME

No questions were asked under the item.

CA.720 CORPORATE FINANCIAL MONITORING REPORT – APRIL 2015 TO DECEMBER 2015

The Deputy Leader and Cabinet Member for Finance and Housing submitted a report which informed Cabinet of the financial position of the Council for the period April 2015 to December 2015. The report also provided projections, based on current trends and information, of the likely outturn at the end of 2015/2016. Prudential Indicators in accordance with CIPFA's Prudential Code were also included.

Delegated decisions:

1. That the financial position of the Council as at 31 December 2015 be noted.
2. That the Section 151 Officer's assessment of the minimum level of balances be approved.

Reasons for the decision:

Budget Monitoring falls within the appropriate statutory duties and powers and is a requirement of the Council's Financial Regulations.

Other option considered and rejected:

To reject the recommendations.

CA.721 BUDGET 2016/2017

The Deputy Leader and Cabinet Member for Finance and Housing submitted a report that provided Cabinet with details of the Capital Programme for 2016/17 to 2018/19 (Section A) and the Revenue Budget for 2016/17 (Section B) and outlined the Council's strategy for tackling the financial challenges ahead.

Section A of the report set out the draft Capital Programme and a forecast of the available resources. In view of what continues to be a very difficult revenue budget situation it was recommended that the Programme be limited to those schemes that are fully funded from external sources.

Section B of the report addressed the revenue budget and outlined;

- The final Local Government Finance Settlement for 2016/17
- Forecast outturn for 2015/16
- The budget strategy for 2016/17 and the approach to balancing the budget.

The report examined the robustness of the assumptions behind the budget forecast and contained an assessment of the adequacy of the Council's balances.

Members' attention was drawn particularly to the fact that despite the extremely challenging Local Government Finance Settlement and the resultant savings target, the proposed budget places no long term reliance on one-off savings options.

Thanks were given to the Bury residents who had responded during the budget consultation process.

Delegated decisions:

1. That the report be noted.
2. That the Council be requested to consider and determine all matters relating to the Budget, the Capital Programme and the level of the Council Tax for 2016/2017 at its meeting on 24th February 2016.

Recommendations to Council:

Section A – Capital Programme

1. That approval be given to the Capital Programme for 2016/17 and future years, as detailed in Appendix 1 of the report.
2. That approval be given to the proposed financing of the Capital Programme.

Section B – Revenue Budget

3. That the details of the Settlement Funding Allocation (SFA) for 2016/17 be noted.
4. That the recently approved level of repayment of principal on General Fund debt at the minimum of 2% in line with the current Minimum Revenue Provision policy be noted;
5. That it be noted that under delegated powers the Interim Executive Director of Resources & Regulation has calculated the amount of 51,900 as the Council Tax base for the year 2016/17 in accordance with the Local Government Act 2003 and with regulations made under Section 33(5) of

the Local Government Finance Act 1992 and the Local Authority (Calculation of Council Tax Base) (England) Regulations 2012.

6. That the forecast outturn position for 2015/16 be noted.
7. That approval be given to the actual minimum level of balances for 2016/17 being reduced to £4,250,000 in view of the Council's risk profile.
8. That approval be given to amend or reject the draft Revenue Budget for 2016/17 as detailed in the report.
9. That approval be given to the programme of cuts set out in Appendix 5 of the report.
10. That the recommendations of the Schools' Forum around education funding issues be noted.
11. That the statements by the Interim Executive Director of Resources & Regulation on the robustness of budget assumptions and on the minimum level of balances be endorsed.
12. That Council determine the level of the Council Tax for 2016/17.
13. That Council accept the 4 year indicative Settlement figures released by the Government; which requires the preparation of an Annual Efficiency Plan.

CA.722 HOUSING REVENUE ACCOUNT 2016-2017

A report was submitted by the Deputy Leader and Cabinet Member for Finance and Housing which detailed the proposed Housing Revenue Account for 2016/2017. The report also provided proposals for Dwelling and Garage rents, Sheltered Support, Management, Amenities and Heating charges, Furnished Tenancy charges and Fernhill Caravan site tenancy charges.

The report was prepared on the basis of the Government's requirement for a decrease in dwelling rents of 1% for 2016/17 for General Needs properties. Any decrease more than this level would result in a reduction in rental income which will impact on future years and could jeopardise the financial viability of the HRA and the sustainability of the business plan.

Delegated decisions:

1. That the report be noted.
2. That Council be requested to consider all matters relating to the Housing Revenue Account 2016/17, the increase in Council House and garage rents and changes to other charges.

Recommendations to Council:

1. That approval be given to the Housing Revenue Account estimates as set out in Appendix 1 of the report submitted, subject to potential amendment to reflect the agreed Management Fee payable to Six Town Housing.
2. That approval be given to decrease the Rents for dwellings other than Sheltered and Extra Care by 1% from the first rent week in April.
3. That approval be given to increase the Rents for Sheltered and Extra Care dwellings by 0.9% from the first rent week in April.
4. That approval be given to adopt the policy of reletting dwellings at Target rents with effect from the first rent week in April.
5. That approval be given to increase Garage rents by 0.9% from the first rent week in April.
6. That approval be given to increase Sheltered Management and Amenity Charges by 0.9% from the first rent week in April.
7. That approval be given to reduce Sheltered heating charges by 10% from the first rent week in April.
8. That approval be given that Sheltered support and Furnished Tenancy charges remain unchanged from the first rent week in April.
9. That approval be given to increase tenancy charges at the Fernhill Caravan Site by 0.9% from the first rent week in April.

CA.723 TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2016/2017

The Deputy Leader and Cabinet Member for Finance and Housing submitted a report setting out the suggested Strategy for 2016/17 in respect of the following aspects of the Treasury Management function. This is based upon the Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor.

The Strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Council;
- prudential and treasury indicators;
- the current treasury position;
- prospects for interest rates;
- the borrowing strategy;
- the borrowing requirement;
- debt rescheduling;
- the investment strategy;
- the minimum revenue provision policy;

The primary objective of the Council's treasury management function will continue to be the minimisation of financing costs whilst ensuring the stability of the Authority's long term financial position by borrowing at the lowest rates

of interest and by investing surplus cash to earn maximum interest, all at an acceptable level of risk.

The overall strategy for 2016/17 will be to finance capital expenditure by running down cash/investment balances and using short term temporary borrowing rather than more expensive longer term loans. The taking out of longer term loans (1 to 10 years) to finance capital spending will only then be considered if required by the Council's underlying cash flow needs. Some long term loans (over 10 years) may be undertaken to replace debt which matures in the year. With the reduction of cash balances the level of short term investments will fall. Given that investment returns are likely to remain low, (0.50% for the financial year 2016/17) then savings will be made from running down investments rather than taking out more expensive long term loans.

All prospects for rescheduling debt will be considered, in order to generate savings by switching from high costing long term debt to lower costing shorter term debt.

Delegated decision:

That approval be given to the submission of the following to Council for consideration:-

- Prudential Indicators Forecast for 3 years.
- Treasury Management Strategy 2016/2017.
- Minimum Revenue Provision Policy for 2016/2017.
- Scheme of Delegation and Responsibility as set out in Appendices 2 and 6 of the report submitted.

Recommendation to Council:

That approval be given to the recommendations made in the report.

Reasons for the decision:

It is a requirement of the CIPFA Code that the Council receives an annual treasury management strategy report.

Other options considered and rejected:

To reject the recommendations.

COUNCILLOR M CONNOLLY
Chair

(Note: The meeting started at 5.30pm and ended at 5.35pm)

Minutes of:	THE CABINET
Date of Meeting:	2 March 2016
Present:	Councillor M Connolly (in the Chair) Councillors P Heneghan, A Isherwood, J Lewis, R Shori A Simpson and S Walmsley
Apologies:	-
Public attendance:	6 members of the public were in attendance.

CA.741 DECLARATIONS OF INTEREST

Councillor Connolly declared a personal interest in any matters relating to the fact that his partner is employed by Persona Care and Support Ltd (Local Authority Trading Company).

CA.742 PUBLIC QUESTION TIME

A period of thirty minutes was allocated for any members of the public present at the meeting to ask questions about the work or performance of the Council or Council services.

Topic: Prestwich High Street Regeneration - Consultation with Cycling Groups

Question: Which cycling organisations were consulted on the Council's proposals? There are concerns with the proposals, in particular, that a 'door zone' has not been included to reduce the risk of cyclists colliding with the open doors of parked vehicles. A scheme has been proposed for Wilmslow Road in Manchester which uses a segregation system to protect cyclists.

Response: The Council undertook a major consultation and received nearly 600 questionnaires and over 500 comments in response. The Council has also worked in close partnership with Transport for Greater Manchester (Cycling Team), which in turn consulted with cycling organisations, such as the Greater Manchester Cycling Campaign. It should be noted that there are differences between Bury New Road (A56) and Wilmslow Road (A6010) (Manchester) and the Council has produced a proposal that reflects the comments and concerns submitted by cyclists, pedestrians and motorists. The budget to fund the scheme is limited and if other sources of funding can be identified to improve the scheme further, the Council is willing to consider them.

CA.743 MINUTES

Delegated decision:

That the minutes of the meeting held on 13 January 2016 be approved and signed by the Chair as a correct record.

CA.744 WORKFORCE WELLBEING STRATEGY

The Cabinet Member (Resources and Regulation) submitted a report presenting details of the Council's proposed Workforce Wellbeing Strategy 2016-2020. The updated Strategy will replace the current Health and

Cabinet 2 March 2016

Wellbeing Strategy and sets out the framework for the provision of help and support for employees to develop better physical and emotional health.

Delegated decisions:

1. That approval be given to adopt the Workforce Wellbeing Strategy.
2. That approval be given to ensure that employee wellbeing continues to be prioritised, and that take be action to address any practices or procedures that are not aligned to this.

Reason for the decision:

The new Strategy will consolidate existing good practice and set the foundations for an effective way forward in supporting employees to develop better physical and emotional health. This will bring about substantial benefits for employees, the Council and the Borough.

Other option considered and rejected:

To reject the recommendations.

CA.745 EQUALITY STRATEGY

The Cabinet Member (Resources and Regulation) submitted a report detailing the Equality Strategy 2016-2020, that will replace the existing Strategy 2012-2016. The Strategy included the Council's equality vision, objectives, and policy and sets out a framework and decision making structure in relation to equality matters. The Strategy is in line with the Council's legal obligations under the Equality Act 2010 and associated Public Sector Equality Duty.

The following Equality Objectives have been developed from the Council's corporate Vision, Priorities and Outcomes, research and consultation:

- We will take action to tackle and reduce unwanted behaviour in both our workplace and our schools;
- We will reduce the amount of unknown equality data we hold on our employees;
- We will work to digitally include more of our employees.

Delegated decision:

1. That approval be given to adopt Equality Strategy 2016-2020.
2. That approval be given to the Equality Objectives.

Reason for the decision:

The Public Sector Equality Duty requires public bodies, such as the Council, to have due regard for the following aims in all that it does:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups.

Other option considered and rejected:

To reject the recommendations.

CA.746 BURY LOCAL PLAN – LOCAL DEVELOPMENT SCHEME

The Cabinet Member (Resource and Regulation) submitted a report seeking approval to the revised Local Development Scheme (LDS) (March 2016) and the date it will become effective. The report also sought approval to delegate authority to the Interim Executive Director of Resources and Regulation in consultation with the Cabinet Member (Resources and Regulation) to make any future timetable amendments as necessary together with any changes to the document content of the LDS.

The latest LDS sets out the scope and preparation timetable for Bury's Development Plan, including the Local Plan, the Greater Manchester Spatial Framework and other associated documents.

Delegated decision:

1. That approval be given to the Local Development Scheme (March 2016).
2. That the Local Development Scheme become effective from 2 March 2016, and be published on the Council's website.
3. That approval be given to authorise the Interim Executive Director of Resources and Regulation in consultation with the Cabinet Member (Resources and Regulation) to make any future timetable amendments as necessary (including those made by the Secretary of State) together with any changes to the document content of the LDS and to resolve the date from which such amendments shall have effect.

Reasons for the decision:

The Planning and Compulsory Purchase Act 2004 (as amended) requires Local Planning Authorities to prepare and maintain a LDS. The approval of the revised LDS will ensure that this requirement is complied with and the LDS is up-to-date. The delegated authority for revisions as outlined in Option 1 is considered necessary to allow for amendments to the timetable and contents of the LDS.

Other option considered and rejected:

To consider revisions to the proposed LDS and specify the nature of any revisions to be sought.

CA.747 PRESTWICH: HIGH STREET REGENERATION SCHEME

The Leader of the Council and Cabinet Member (Business Engagement and Regeneration) and the Cabinet Member (Environment) submitted a report setting out proposals to undertake a high street regeneration scheme in Prestwich in line with the Prestwich Regeneration Strategy. The report outlined the major consultation held to consider developing a strategy to support the long term vitality of Prestwich town centre and the public feedback on the two proposals produced.

Cabinet 2 March 2016

Delegated decisions:

1. That officers be instructed to undertake detailed designs and obtain tenders in respect of delivering Proposal One, as detailed in the report submitted, subject to the following amendments and within the approved budget:
 - Clifton Road to remain open in both directions. The situation will be monitored for a period of 12 calendar months from completion of the scheme as to its effect on traffic flows, congestion and safety.
 - The on street (adopted) parking bays to be reduced in length and additional street trees to be included to improve the aesthetic appearance. Parking bays to be subject to restrictions of 60 minutes with no return with 1 hour.
 - Officers to work with Transport for Greater Manchester to ensure traffic light sequencing is maximised to reduce congestion.
2. That authority be delegated to the Chief Executive and the interim Executive Director of Resources and Regulation, in consultation with the Leader of the Council, to consider all tenders received and to approve the awarding of the contract to undertake the approved scheme within the approved budget.
3. That officers be instructed to seek opportunities to secure additional match funding and sponsorship specifically in respect to street furniture, signage and planting

Reason for the decision:

This is a key scheme for the regeneration of Prestwich High Street and the surrounding areas.

Other option considered and rejected:

To reject the recommendations.

CA.748 EXCLUSION OF PUBLIC

Delegated decision:

That in accordance with Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item of business as it involves the likely disclosure of exempt information as detailed in the condition of category 9.

CA.749 PRESTWICH: HIGH STREET REGENERATION SCHEME

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The Leader of the Council and Cabinet Member (Business Engagement and Regeneration) and the Cabinet Member (Environment) submitted a report on a proposal to undertake a major regeneration project.

Delegated decision:

That approval be given to the financial details set out in the report submitted.

Cabinet 2 March 2016

Reason for the decision:

This will provide funding for a major regeneration project.

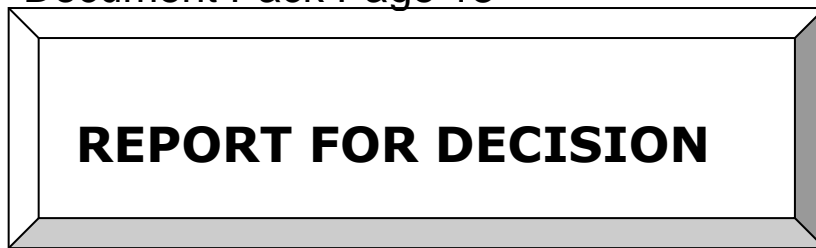
Other option considered and rejected:

To reject the recommendation.

COUNCILLOR M CONNOLLY
Chair

(Note: The meeting started at 6.00 pm and ended at 6.20 pm.)

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DECISION OF:	CABINET
DATE:	13 April 2016
SUBJECT:	Vision, Purpose and Values Performance Management
REPORT FROM:	The Leader of the Council
CONTACT OFFICER:	Chris Woodhouse Improvement Advisor Corporate Policy, Communities and Wellbeing
TYPE OF DECISION:	CABINET - KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This is the first performance report for the new Vision, Purpose and Values 2015-2020 and looks at performance up to the end of Quarter 3, 2015/16 and the approach that will be taken in the coming years. This outlines success measures that will be used to show how the work undertaken by the Council is contributing towards the six corporate priorities. Information is also included on taking performance management forward within the Council.
OPTIONS & RECOMMENDED OPTION:	Cabinet are asked to note, comment and amend the proposals for the collection and reporting of corporate performance information.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers.

	<p>This report compliments the regular finance monitoring reports that members receive.</p> <p>It is proposed to integrate finance and performance reports further in light of the Council's Vision, Purpose & Values document.</p>	
Statement by Executive Director of Resources:	There are no wider resource implications	SK
Equality/Diversity implications:	No This report does not impact upon the EA completed for the Vision, Purpose and Values document.	
Considered by Monitoring Officer:	Yes	Comments
Wards Affected:	All	
Scrutiny Interest:	Overview and Scrutiny	

TRACKING/PROCESS

DIRECTOR:

Chief Executive/ Strategic Leadership Team	Executive Member/Chair	Ward Members	Partners
29/02/2016			
Scrutiny Committee	Cabinet	Council	
	13/04/2016		

1.0 BACKGROUND

- 1.1 The Council's Vision, Purpose and Values (VPV) 2015-2020 sets out the strategic direction for the Council over the next five years, in particular ensuring the Council will be able 'to lead, shape and maintain a prosperous, sustainable, Bury that is fit for the future'.
- 1.2 The VPV document acknowledges that we need to change the way we work given the increasing financial pressures that the Council is facing. It indicates that the Council will have to reduce the services that we provide, focusing on our priority areas and meeting the needs of the most vulnerable. It does this by outlining six corporate priorities for the Council and a series of activities that will be undertaken to realise these.
- 1.3 This is the first performance report for the VPV document, detailing progress to the end of Quarter 3, 2015/16 and how this will develop in the coming quarters.

2.0 PERFORMANCE REPORT

- 2.1 **Appendix 1** is the performance update to the end of Quarter 3 of 2015/16.
- 2.2 Each of the six corporate priorities are covered in turn. Areas of work detailed on the VPV document are included to show the current activities that contribute towards this priority.
- 2.3 Work has been undertaken in recent months to develop performance measures and indicators. Where there is current, robust performance information this has been included. With this being the first year of the VPV document and with a number of measures only being collected annually, the 'Performance' section of the report mainly includes baseline information, rather than current levels of performance. Future reports will provide updates with a particular focus on the trends against the performance measures, both comparing performance against previous quarters and year-on-year analysis.
- 2.4 In cases where data might not yet be available the title or nature of measures that will be collected have been included.
- 2.5 Activities have also been assigned red, amber or green flags as a means of showing overall progress to date:

RED – Activity is significantly behind schedule and/or there are ongoing issues preventing the desired outcomes being achieved.

If you are reporting your activity to be red please outline

- i. The key risks associated with this activity
- ii. Mitigation measures in place to improve performance

AMBER – Activity is largely on track, however there are some delays or underperformance which will (or has the potential to), result in not all outcomes being achieved to plan

GREEN – Activity is on track to achieve the desired outcomes to at least the level expected and in a timely manner.

- 2.6 Areas of good performance to date include:
- Responsive upgrades to the Bury Directory and a new council website improving advice and information to citizens with nearly 9,000 online forms completed by the public up to December 2015.
 - Good level of transfer of existing statements of Education, Health and Care Plans in accordance with government deadlines.
 - The approval of the People Strategy.
 - Multiple sites identified for additional residential units.
 - Bury having firm voice in Greater Manchester devolution developments.
- 2.7 Areas that are currently flagged in 'Red' are awaiting information from departments as to progress, at which point a collated overall position will be identified. These have currently been identified as:
- Review services in line with priorities
 - Strengthen data sharing and business intelligence processes
- 2.8 The final page of the report considers high level indicators that reflect the population level 'state of the Borough'. This includes information including

trends on life expectancy, health, crime and housing data. With many indicators collected or released annually, the information included for this quarter is more to demonstrate the type of indicator information that will be being reported.

3.0 GOING FORWARD AND LEARNING FROM YEAR 1

- 3.1 A series of workshops took place during 2015/16 to look at how the vision could be applied to deliver more effective and efficient services.
- 3.2 With this being the first report against the new VPV document, it provides an opportunity to test the meaningfulness of any measures, and of this approach to reporting against what difference the work carried out by the Council has made. To promote this further, work is underway to determine a number of outcomes under each of the priorities as a means of showing the impact of Council activity on the residents of the Borough.
- 3.3 The activities indicated as taking place in year 2 in the VPV will be aligned to these outcomes as part of this work, with meaningful performance measures resulting from this.
- 3.4 Key milestones:
 - March 2016 – copies of the Vision, Purpose and Values leaflet distributed to key stakeholders.
 - March 2016 – ‘Business Cards’ relating to key themes of the Vision, Purpose and Values, and People Strategy distributed to all staff.
 - April/ May 2016 – Workshops to develop outcomes and further success measures for the VPV
 - June / July 2016 – Year End 2015 / 2016 performance against the Vision, Purpose and Values Year 1 priorities reported to Cabinet.

4.0 RISK

- 4.1 An issue at present is that there has been a low response rate in relation to the identification of risks associated with work to achieve these priorities. To mitigate this improved guidance will be provided to the lead officers completing performance returns ahead of the next quarterly update.
- 4.2 Some of the risks identified by the measure leads concern the clarity of understanding around particular activities. Work taking place to draw up outcomes under the six priorities will allow for the development of an improved understanding of the direction the Council is looking to take in any particular area of work, with robust performance measures to accompany this.
- 4.3 There is a potential risk from people acting in an unregulated way. While innovation and empowerment is important, this needs to be managed to ensure that we are consistent, complying with our statutory responsibilities and not exposing the Council to financial risk and legal challenge.

5.0 CONCLUSION

- 5.1 This is the first performance report for the new Vision, Purpose and Values document and is for information on the new approach being taken on reporting progress.
- 5.2 Full year performance information for 2015/16 will be reported to Cabinet in the summer once all year end data has been received.

6.0 RECOMMENDATIONS

- 6.1 Cabinet are asked to note, comment and amend the proposals for the collection and reporting of corporate performance information.
- 6.2 Cabinet to note the workshops that have taken place around the Vision, Purpose and Values document and proposals for the development of outcomes and future success measures.
- 6.3 Cabinet to agree that the key actions from the VPV are incorporated into Cabinet Portfolio Workplans.







**List of Background Papers:-
Council's Vision, Purpose and Values 2015-2020 (Approved by Council
01/07/2015)**

**Contact Details:-
Chris Woodhouse,
Improvement Advisor, Corporate Policy, Communities and Wellbeing.
c.woodhouse@bury.gov.uk
0161 253 6592**

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1. The people of Bury to take ownership of their own health and wellbeing

Drive forward through effective marketing and information, proactive engagement with the people of Bury to take ownership of their own health and wellbeing, through the following activities:

- A. Reduce pressure on health and social care resources 
- B. Improve information and advice to communities 
- C. Build capacity in (and with) communities to encourage empowerment and reduce demand on services 
- D. Apply techniques to increase public engagement 
- E. Develop effective and efficient frameworks to safeguard vulnerable adults and children 
- F. Embed SEND Reforms for children with special educational needs and disabilities 

PERFORMANCE

Bury Directory statistics (April-Dec 2015)

Total number of hits : 54,749

Unique hits 39,702

Returning hits:15,047

Average hits per month:4,562

(Benchmark information for comparison in future years)

Joint Strategic Needs Assessment milestones

- ✓ Consultation with Stakeholders – completed October 2015
- ✓ JSNA Operational Group set up – completed November 2015
- ✓ Structure and Vision for JSNA developed – completed December 2015
- ✓ Provider commissioned to develop the JSNA portal – completed December 2015
- ✓ HWBB Sign off – Dec 2015
 - Soft launch of JSNA website – late January/early February
 - Develop feedback mechanisms – Spring 2016
 - Agree a workplan/timetable with commissioners/decision makers - TBC
 - Technical training and support where required for Operational Group - TBC

264 - Transfer of existing statements to Education, Health and Care (EHC) Plans (in line with government deadline of April 2018)

21- new EHC plans evidenced and agreed (up to December 2015)

Annual measures (data available at year end)

- Safeguarding Adult Alerts

COMMENTARY

In terms of reducing pressures of health and social care resources, this is a complex outcome, with a number of underlying factors. Development of improved intelligence around meaningful outcomes in respect of neighbourhood working, locality plan, development of prevention etc is underway.

A responsive upgrade of the Bury Directory took place in November. The upgrade improved the functionality of the website. The changes mean that the site is more responsive to mobile and tablet devices, has a new Local Offer section, and now has a Care Act button. The first YouTube video has been uploaded to the Directory around Autism

Work is underway to create the JSNA on the Bury Directory which should be live for roll out in April 2016 and work is also taking place to create a 'conversational on-line tool' also on the Bury Directory. This work will support both professionals and customers alike to evaluate all areas of their life and access support to help themselves where possible using the information within the Bury Directory to do this

The Health & Wellbeing Strategy has been refreshed and explains what Team Bury is, what the Board is, its purpose and functionality in addition to details of the refreshed Strategy, Lead officers and governance of the Board.

A Chief Executives Bulletin has been introduced that is produced every 6 weeks and an Editorial Board has been established to oversee its content and delivery. This will be followed up by 6 weekly CE's Briefings for staff. Director Briefings and staff roadshows support these bulletins.

Annual report for Adult Safeguarding produced and disseminated, as outlined in the Prevention Strategy 2014-17.

With regards to the Education, Health and Care plans, the progress has been good on

- Number of non elective admissions to hospital per 100,000 population

transfer from statements, with working ahead of schedule having begun in January 2015. The new EHC plans required were lower than expected due to the time that schools and families have taken to come to terms with the new EHC requirements. Parental satisfaction with the EHC process appears to be strong as only 2 of these went to mediation.

2. Develop business friendly policies to attract inward investment

Continue to develop business friendly policies to attract inward investment and new jobs so that Bury retains its position as a premier destination for retail, leisure, tourism and culture, through the following activities:

- A. Develop a marketing strategy 
- B. Develop new areas of business to increase income/ growth 
- C. Create a business strategy for entertainment and leisure venues 
- D. Develop and implement the Council's Cultural Economy Strategy 
- E. Enable a strong autonomous school sector 

PERFORMANCE

Proposed measures for annual reporting:

- (Increase in number of) Jobs created/ safeguarded
- Overall employment rate for Bury (working age)
- Number of businesses that receive assistance and access other support such as around skills and digital
- Business rate yield – sum retained by Council (£)
- Number of businesses engaged with following e-newsletter launch
- Number of attendees at Business Fair
- Businesses assisted that evidence improved GVA performance (number of businesses/ net improved performance)
- Economic Strategy milestones
- Jobs brought to the district/invest attracted through pro-active engagement with business
- Number of visits per year to civic leisure and cultural venues (as proxy for 'spend per head' due to commercial sensitivity)
- Number of members at leisure facilities
- Quest accreditation
- Hospitality Assured accreditation

COMMENTARY

For the 'strong autonomous school sector' I think it should be amber.

The collaboratives are working well, although more is needed particularly in the secondary phase, we have reviewed our School Improvement arrangements, the teaching schools are developing well, and we are beginning to focus on MAT's.



But more still needs to be done to strengthen school to school support.

RISKS

- It has been identified that potential measures including '*Visitor spend in the Borough*', '*Jobs created/safeguarded in the cultural sector*' and '*Inward investment secured by/for the cultural economy of Bury*' would be useful, however Arts and Museums has no capacity to monitor this. (TT- Maybe Economic Development could identify this sector within any other monitoring of local employment/training" or potential for "Re-establishment of the Creative Industries Development Post")

3. Ensure new and affordable housing is developed

Ensure new and affordable housing is developed to support growth in the Bury and Greater Manchester economy, through the following activities:

- A. Develop new markets for housing provision 
- B. Identify surplus/underutilised assets 

PERFORMANCE

 Housing Growth and Development Group (HGDG) established and embedded

Housing development on private sector sites which have extant planning permission :

- 16 sites identified with capacity for an estimated 1055 residential units
- Engagement with the 16 site owners undertaken/ ongoing
- GM Housing Fund bid for 1 private site imminent*
- Purchase of 1 private owned site by HCA for Starter Home Initiative gaining traction*

Housing development on Council owned sites suitable for residential development; making best use of land, reducing current liabilities, meeting a range of objectives and generating financial return :

- 10 sites identified with capacity for an estimated 870 units, of which:
 - Progressing Master Plan for 1 significant site (estimated 500 unit capacity) which has part Council/part private ownership (former ELPM site)*
 - Purchase of 1 site by HCA for Starter Home Initiative gaining traction*

78 affordable rent/shared ownership units completed through supporting Register Provider partners including Six Town Housing

COMMENTARY

The Housing Growth and Development Group, brings together Urban Renewal, Strategic Planning, Property Services as well as external input such as from the Homes and Communities Agency. The group links to the Strategic Sites Group looking at significant sites across borough which may have a housing component, as well as engaging with the Growth and Investment Board.

Work on the Greater Manchester Spatial Framework is progressing and consultation on the 'growth options' has just finished. Alongside this a work stream to consider this locally has been developed locally, linking supply to allocation to consider future need for new housing and use of existing stock to meet housing needs

Options are being developed for delivering housing development on Council land to maximise outcomes, including a Direct Development Option. 3 pilot sites have been identified, with desktop studies, topographical surveys and services plans procured for these. The Direct Development option is being developed whereby Council could either directly or in partnership act as developer. Full opportunity and risk analysis plus cost and financial implications are being considered.

Delivered/progressing delivery of a number of schemes for general needs housing and an extra care scheme for affordable rent and shared ownership across Registered Provider partners (including Six Town Housing), supported by various forms of HCA funding. Work in ongoing on the sale/lease of 7 Council owned sites to Registered Providers for housing development, including 5 former garage sites











RISKS

- Staffing resources to deliver this priority are demonstrably sub-optimal; a business case for new additional staffing has been submitted. Inadequate staffing in particular impacts the following:
 - Ability to deliver opportunities on Council owned sites suitable for residential development with achievement of objectives around housing growth, delivery of housing need, achievement of income and returns and reduction in liability associated with Council land/assets.

- Ability to maximise opportunities presented by Devolution/GM Place and HCA resources.
 - Ability to catalyse private sites to lead to housing delivery
 - Ability to deliver the housing strategy, meet housing need and to deliver the opportunity for housing, in particular specialist housing, to meet aspects of the reform agenda.
- That the risks associated with direct development will not be sufficiently considered or mitigated, potentially leading to abortive costs and/or return losses
 - That risk and innovation appetite within the Council is such to stymie opportunities.
 - There are risks in the Council's ability to deliver affordable housing and meet housing need, in particular due to:
 - The emerging level of growth that will be planned for as part of the GMSF (the higher the level of growth, the higher the level of affordable provision)
 - Continued Government changes to the planning system may mean that less genuine affordable housing is provided and there may be increased opportunities for the development industry to contribute to affordable housing (e.g. viability arguments)
 - Continued Government Policy and Fiscal changes of RP's means that they have to change their business models and may result in less development of affordable rent/affordable housing from them.
 - The emerging rules on 'right to buy' are likely to result in an increased loss in affordable rent provision.

4. Drive forward the Council's and City Region Public Service growth and reform agenda

Build on the culture of efficiency and effectiveness through new, progressive and integrated partnership working models to drive forward the Council's and City Region Public Service growth and reform agenda, through the following activities:

- A. Review services in line with priorities 
- B. Develop Team Bury governance and accountability processes 
- C. Establish new partnership delivery models to maximise use of resources 
- D. Engage in GM Devolution to grow the local economy and reform public services 
- E. New performance management system embedded to deliver corporate priorities and actions 
- F. Strengthen data sharing and business intelligence processes 
- G. Streamline decision making to cut costs and enhance services 
- H. Review central recharges and overhead costs 
- I. Reduce the demand for high end targeted and specialist services to keep children and young people safe from harm through prevention and early help 
- J. Improve outcomes for vulnerable children, young people and families by effective multi-agency working and integrated service delivery 

PERFORMANCE




- ✓ Terms of reference developed for Team Bury.
- ✓ Trial underway of Outcome Based Accountability Scorecard performance system

662 CAF (Common Assessment Framework) episodes open at end of December 2015, 100 of which were open to the Early Help Team.

Number of children from vulnerable groups engaging with Children's Centre : *To be collected in February*

Number of those who access to the 2 year old offer: *89% take up of 2 year old offer (Dec 2015)*

LAC progress and attainment figures for:
End of Primary

- L4 + Reading: 67% (2014: 69%) 
- L4+ Writing: 42% (2014: 77%) 
- L4+ Maths: 58% (2014 69%) 

COMMENTARY

Executive Directors have been asked to develop a review programme for their services which will influence corporate reviews to be undertaken.

The Chief Executive has undertaken his role as of the ten local authority leads for a significant Greater Manchester portfolio which includes police, crime, fire and civil contingencies, giving Bury a firm place on the table at a regional level.

Work has taken place by offices of the Council to contribute to the preparation of the Greater Manchester Spatial Framework and the development of the Council's Locality Plan (which feeds into the wider Greater Manchester Strategic Plan of 'Taking Charge of Our Health and Wellbeing'). This includes the establishment of a joint health commissioning organisation which will be in shadow form by April 2016.

The Council has worked with partners to maximise assets, in terms of both people and buildings, in the six townships as part of a movement towards integrated working in localities, with pilot work underway in Radcliffe and Bury East. Outcomes for these areas are being collated and will be reported in future reports.

Governance developed through Terms of Reference for Bury Wider Leadership Group (BWLG) and Team Bury. Work also started with BWLG to identify priorities for the future of the Borough post 2020. This will be ratified at coming meetings, thereby creating an accountability process. Appropriate data sharing protocols will be developed

- Expected level of Progress in Reading: 90% (+13%) ↑
- Expected level of Progress in Writing: 80% (+3%) ↑
- Expected level of Progress in Maths: 80% (+3%) ↑

End of Secondary

5 A*-C GCSE inc EM 12% (2014:11%) ↑

Progress in English: 29% (+1%) ↑

Progress in Maths : 31% (+14%) ↑

Care Leavers EET

71% EET (June 15 – Dec 15 not yet available)

CYPIC Going to University

17 currently at University (Sept 2015)

Pupil Premium pupils attainment gap with all pupils at end of Primary and Secondary

Primary FSM/Non FSM gap at L4 + = 19% (2014 19%) ↔

Secondary FSM/Non FSM gap at 5 A*-CEM = 22.6% (2014 19.2%) ↑

Future measures:

One Commissioning organisation with clear commissioning plan implemented– shadow form by April 2016

Efficiencies realised as a result of having one commissioning organisation (to make best use of Bury £)

at future BWLG/ Team Bury Meetings

PIMS, the current performance management system, will cease to be in active operation from April 2016. It will remain as an archive storage of information in the short term. Option to use LG Inform to monitor local indicators is not available at the present time. Alternative systems, including OBA Scorecard currently being piloted in Communities and Wellbeing.

The monthly count of Contacts (Child Safeguarding) has fallen gradually over the last two years but still averaged over 650 per month in Quarter 3. Between a third and two-fifths of Contacts came from the police, mainly resulting from reports of domestic violence. Progression from Contact to an assessment has declined by between a third and a half; over the corresponding period there has been a significant rise in the number of Contacts being progressed to interventions below the social care threshold, particularly to the Early Help Team.










CAF (Common Assessment Framework) numbers have declined by about 250 since April, but this reflects the closure on inactive CAFs started by other agencies. The proportion of work undertaken by the Early Help Team has increased over the year.

Initial discussions have been held with External Auditors (KPMG) to assess the minimum requirements in respect of central recharges. Work stream to be taken forward through Heads of Finance; led by Head of Financial Management.

Initial discussions held with Chief Executive to facilitate more streamlined decision making, and consideration of risk appetite

5. Ensure staff have the right skills to embrace significant organisational change

Ensure staff have the right skills to embrace organisational change, through embedding a culture of ownership, empowerment and decision making at all levels of the organisation, through the following activities:

- A. Agree new People Strategy 
- B. Recognise and value achievement 
- C. Apply techniques to increase employee engagement 
- D. Develop a 'back-to-the-floor' culture for managers 
- E. Develop talent management and succession planning policies 
- F. Move to 7-day working where needed 
- G. Update the Equalities Strategy 
- H. Implement processes to empower employees to make appropriate decisions and take ownership of their actions 
- I. Review HR policies and processes 

PERFORMANCE

Employee survey measures (% of staff who agree or strongly agree)

82% *I am clear about what I am expected to achieve in my job role*


77% *My job makes good use of my skills and abilities*


73% *My work gives me a feeling of personal accomplishment*

55% *I am satisfied with the information I receive from senior management*

52% *Senior managers are sufficiently visible in this organisation*

 People Strategy approved

 STAR (Special Thanks And Recognition) Awards in autumn 2015 with a special edition of 'Team Talk' to celebrate this

 40 - People undertaken mandatory element of Leadership and Management Programme – to be evaluated in six months as to whether “the employee’s performance or service delivery has improved” (future measure)

COMMENTARY

People Strategy was approved in 2015 and has been rolled out to staff through a series of joint workshops incorporating the Vision, Purpose and Values document. 5 workshops saw engagement with nearly 200 managers, with OD and Corporate Policy providing more detailed sessions to teams as a result of the workshops, including with the Inclusion Team and CYPC Financial Services Team.

In the year to date 11 policy reviews have been completed or are currently ongoing. Completed reviews are of :

- Procedure for Selection of Staff for Redundancy
- Job Evaluation Procedures
- Market Supplement Policy
- Alcohol and Substance Misuse Policy.

Ongoing reviews include anti social behaviour, attendance, pay, mediation and the use of social media. The reviewed policies ensure that staff across departments are treated fairly and consistently. They help empower and upskill managers by helping them make clear decisions which in turn have a positive effect on teams.

Mentoring and coaching schemes are in place to supplement the Management Development Programme which is being well received.

The People Strategy 'One Year On' will be reported to SLT later in 2016

The new Equality strategy with new 4 year objectives is in the final stages of being developed and will be presented to Cabinet on 2nd March

RISKS

Uncertainty over details of two specific activities





- Query of SMT/SLT as to whether 'Review HR policies and processes' is referring to the existing 3 year programme for updating Policies or whether there

was a separate reason for its inclusion as a specific action in the VPV?

- Query of SMT/SLT as to clarification over the term 'where needed' in relation to 7-day working

6. Work toward reducing reliance on government funding

Work toward reducing reliance on government funding by developing new models of delivery that are affordable, add value and are based on need, through the following activities:

- A. Review Estates and Asset Management Strategy 
- B. Policy-led approach to manage budgets, savings targets and growth 
- C. Develop the website to increase online transactions 
- D. Fees and charges reviewed 

PERFORMANCE

Website usage

36 top tasks generating 201,237 unique visits to the website

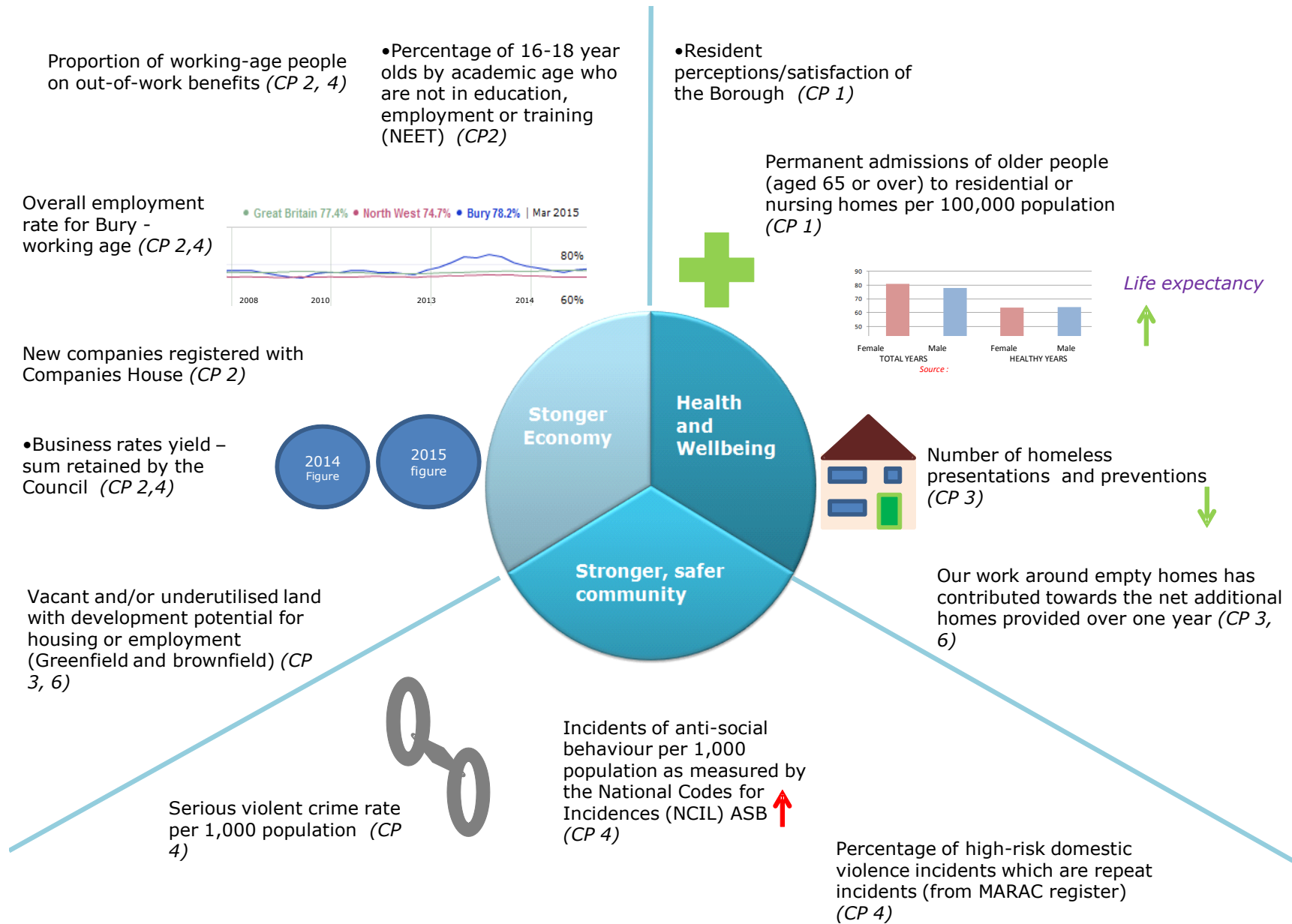
46 different online forms/self service functions available to customers

8,855 online forms completed.

COMMENTARY

Fees and Charges are being review in line annual budget setting process

With the VPV now in place there is ongoing dialogue with Councillors to ensure priorities are kept current. Work will focus next on updating the Medium Term Financial Strategy (due in March) and for alignment with the Growth Strategy.



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REPORT FOR DECISION



MEETING:	CABINET
DATE:	13 APRIL 2016
SUBJECT:	Bury Evening and Night Time Economy Strategy
REPORT FROM:	Councillor Walmsley (Cabinet Member for Resource and Regulation)
CONTACT OFFICERS:	Liz Gillan (Unit Manager Town Centres and Strategic Sites)/Angela Lomax (Head of Trading Standards and Licensing)
TYPE OF DECISION:	KEY DECISION
FREEDOM OF INFORMATION/STATUS:	The paper is within the public domain.
SUMMARY:	<p>This report seeks approval of the draft Bury Town Centre Evening and Night Time Economy Strategy.</p> <p>The strategy will help to build upon the significant work undertaken to achieve Purple Flag accreditation. Work will focus upon raising the profile of the whole Town Centre offer, improving perceptions and continuing to increase the diversity of offer whilst maintaining and improving standards.</p> <p>The Strategy and Action Plan seeks to strengthen existing partnership working amongst all those involved including key agencies and businesses to maximise the benefits.</p>
OPTIONS & RECOMMENDED OPTION	<p>Option 1</p> <p>Members are recommended to approve the Evening and Night Time Economy Strategy and associated Action Plan. This is the recommended option as the Strategy seeks to contribute towards the priority of maintaining a strong local economy (day and night time) and contribute towards maintaining Bury's position as a premier destination for retail, leisure, tourism and culture in line with the Council's wider Vision, Purpose and Values.</p>

	<p>Option 2</p> <p>Do not approve the Strategy and Action plan. This would leave the Council without a Strategy which can assist in achieving a strong and diverse night time economy through partnership working and increase the risk of not maintaining continued Purple Flag accreditation.</p> <p>Cabinet is recommended to approve Option 1.</p>
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IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with Policy Framework? Yes.
Statement by s151 Officer:	<p>The absence of a strategy does carry some reputational risk in that it could detract from the Council’s ongoing Purple Flag accreditation as the Purple Flag assessors have suggested that the draft strategy be finalised.</p> <p>The strategy will be implemented within existing Purple Flag funding.</p>
Statement by Executive Director of Resources:	A robust ENTE Strategy seeks to draw together support for our evening and night time economy. The Strategy builds upon the success of Bury’s day time economy aiming to achieve a safe, secure, healthy and risk free environment for all town centre users through partnership working.
Equality/Diversity implications:	The strategy provides a framework for ongoing and future activity and does not directly impact upon any specific group. The implications for people with protected characteristics will be assessed when detailed proposals are brought forward as part of the action plan delivery process.
Considered by Monitoring Officer:	Yes
Are there any legal implications?	Although not a statutory or regulatory requirement, this policy supports the other policies referred you, certain of which are a statutory requirement, as well as the Council’s current Purple Flag status. There are no other legal implications.
Wards Affected:	All
Scrutiny Interest:	This Strategy has not been to scrutiny.

TRACKING/PROCESS**Director: Executive Director
of Resources and Regulation**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
March 2016			
Scrutiny Committee	Cabinet	Committee	Council
	13 April 2016		

1.0 INTRODUCTION

- 1.1 In many areas concerns around alcohol related disorder have a negative impact on the evening and night time economy contributing to a lack of footfall in Town Centres, and an absence of family focused early evening economy and activity.
- 1.2 In Bury, the completion of the Rock development transformed the town centre retail, leisure, and residential offer. This combined with the partnership work to secure Purple Flag accreditation in February 2015 has sought to transform perceptions of the town centre working to maintain and improve standards.
- 1.3 Bury boasts a thriving retail centre and reputation as a popular visitor location with a wide range of visitor attractions. Our aim as set out in the strategy vision statement is to build on this strength, supporting the ongoing development of an evening and night time economy which provides a safe, secure environment, with a diverse offer catering for all age groups including families. This strategy will help to support continued partnership working and activity to achieve this.
- 1.4 The Strategy has been developed in consultation with the Purple Flag Board, Council officers and a range of key Town Centre stakeholders, businesses and groups (set out at 4.1 below).

**2.0 BURY TOWN CENTRE EVENING AND NIGHT TIME ECONOMY
STRATEGY OBJECTIVES**

- 2.1 The strategy supports Bury Council's vision, purpose and values to *lead shape and maintain a prosperous, sustainable Bury that is fit for the future*. The Strategy aims to build on the success of our daytime economy and further develop the early evening and night time economy between the hours of 5pm onwards.
- 2.2 The Strategy is based around the following strategic objectives which also reflect the Purple Flag accreditation programme.

Objective 1 - Wellbeing - A welcoming, clean and safe town centre

- **Safety.** Visible, effective policing and active surveillance

- **Care.** Responsible guardianship, customer care and concern for community health
- **Regulation.** Positive and proactive licensing and enforcement
- **Services.** Appropriate levels of public utilities
- **Partnership** Active involvement of businesses in driving standards
- **Perceptions.** A valid and positive presentation of the area to customers and investors

Objective 2 - Movement - A secure pattern of arrival, circulation and departure

- **Public Transport -** Safe, affordable, well managed late night public transport
- **Car Parking.** An appropriate provision of late night car parking
- **Pedestrian Routes.** Clear, safe and convenient links within the centre and homewards
- **Crowd Management.** Policies to deal with overcrowding, congestion and conflict between moving vehicles and pedestrians
- **Information.** Provision of practical information and guidance to town centre users at night
- **Partnership.** Business and operator commitment and participation

Objective 3 - Appeal - A vibrant choice and rich mix on entertainment and activity

- **Food & Dining.** A choice of eating venues and a commitment to good food
- **Pubs and bars.** Well managed venues, to meet varied tastes, and offering more than just alcoholic beverages
- **Late Night Venues.** A late night offer that complements the diverse appeal of the centre as a whole
- **Early Evening Activity.** An active early evening period, including late-opening shops
- **Public Buildings.** Creative and imaginative use of public/ civic buildings in the evening and at night
- **Arts & Culture.** A vibrant, inclusive arts and cultural scene

Objective 4 – Place - A stimulating destination and a vital place

- **Location.** Appropriate location, clustering and capacity of venue types
- **Diversity.** A successful balance of uses and brands
- **Clarity.** Well designed links and visible signs
- **Animation.** Attractive, well used public places, active streets and building frontages
- **Design.** Thoughtful and imaginative design for the night
- **Identity.** The appropriate use of natural and built features to reinforce appeal

2.3 The Strategy should be considered in conjunction with the Council's licensing policy and objectives which aim to strike a balance around safety, amenity, and public nuisance between those engaged in the evening and night time economy, other businesses and residents.

2.4 An Action Plan has been developed setting out specific activities against each objective. The Action Plan is intended to be a live document to progress key priorities with review and governance through the Purple Flag Board. The actions are also linked to the Purple Flag assessment process reflecting a continued intention to retain Purple Flag accreditation.

- 2.5 Continued partnership working with all agencies and the business community will be key to achieving the strategy objectives and actions in successfully managing the evening and night time economy whilst maximising potential benefits for all.

3.0 FINANCIAL IMPLICATIONS

3.1 Research in 2015 revealed that:

- Across the Borough the E&NTE is worth around £100m of which Bury town centre's core E&NTE contributes around £40m to Bury
- 30-40% of Bury's E&NTE is within Bury Town Centre
- The E&NTE across the Borough employs around 3500 of which around 1200 are in the town centre.

3.3 It is clear that Bury's E&NTE is an important part of the Boroughs economy and this Strategy will help to support and direct partnership efforts to secure a healthy and vibrant future.

4.0 CONSULTATION PROCESS

4.1 The consultation was promoted via the press, on social media, and through a series of meetings with partners and key stakeholders.

The consultation process gave people the opportunity to view the Strategy and Action Plan on line www.bury.gov.uk/ente or in person at the Council offices at 3Knowsley Place, Bury.

The consultation ran from 23rd February until Friday 18th March.

The strategy was circulated to and/or discussed at a number of meetings with key partners and stakeholders including:

- Bury Cultural Economy Group
- Bury Town Centre Management Board
- The Rock residents
- Bury Pub Watch group
- Purple Flag Board
- Hackney Carriage/Private Hire Operators
- Greater Manchester Police

4.2 Bury town centre businesses were emailed via Bury Council's business database and some 50 letters were delivered to those businesses not on e mail in the town centre.

5.0 EQUALITY AND DIVERSITY ISSUES

5.1 Whilst there are no direct equality issues arising from this report the Strategy objectives should have a positive impact for female town centre users and aims to create a centre with wide appeal for all age groups. Any further issues will be identified and assessed as and when detailed proposals are brought forward as part of the action plan delivery process.

6.0 RISKS

6.1 There is no identified risk in introducing a strategy subject to continued support to the priorities from the Council and our key partners.

- 6.2 The absence of a strategy does carry some reputational risk in that it could detract from the Council's ongoing Purple Flag accreditation as the Purple Flag assessors have suggested that the draft strategy be finalised.
- 6.3 Bury Town centre has developed a strong offer enhanced by partnership working. The absence of a strategy could lead to a reduced focus and activity from partners and potentially a lack of partner involvement. This could in turn impact upon the Councils Corporate Vision which seeks to achieve a stronger economy, stronger, safer community plus health and wellbeing.

7.0 CONCLUSIONS AND RECOMMENDATIONS

- 7.1 Bury already boasts an established reputation as a visitor destination with a thriving daytime economy and a developing Evening and Night Time Economy, supported by strong partnership working.
- 7.2 This strategy directly supports the Team Bury Corporate Vision Purpose and Values approach, reinforcing the priorities of achieving a stronger economy, stronger, safer community plus health and wellbeing. The strategy sets out a pathway to contribute towards maintaining Bury's position as a premier destination for retail, leisure Tourism and Culture.
- 7.3 It is recommended that Cabinet approves the Bury Town Centre Evening and Night Time Economy Strategy and associated Action Plan.

COUNCILLOR SANDRA WALMSLEY CABINET MEMBER FOR RESOURCE AND REGULATION

Background documents:

Consultation documentation can be viewed by going to www.bury.gov.uk/ente

For further information on the details of this report, please contact:

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Angela Lomax – Head of Trading Standards and Licensing

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Email: a.lomax@bury.gov.uk

- Appendix 1 Bury Town Centre Evening and Night Time Economy Strategy and Action Plan
- Appendix 2 Summary of Consultation responses

Appendix 2 – Summary of Consultation Responses

1. Consultation Response

1.1 In addition to the partner and stakeholder consultation there were three additional responses received.

- Really pleased to see Bury continue to improve on it's night time entertainment. I personally would like to see a little more diversity on offer in the way of alternatives to pubs/bars if you want to meet with friends (tea rooms/coffee shops open later perhaps?). Also I live quite near bury centre and would be happy to walk to and from however I find the bottom end of Walmersley road - my route - is not very pleasant at night. Perhaps some thought into making the outskirts of the town centre safer and more welcoming?
- Bury Town Centre needs some better quality, large restaurants offering good early evening food in easily accessible places. The Clarence has 'raised-the-bar' but try to attract some leading national franchises, 'All-Bar-One'; 'Prezzo' etc to raise the standard and variety on offer. Also, bringing in late night convenience supermarkets to attract returning commuters and town centre residents alike would help raise the footfall in the town during the so called 'dead time'. Better restaurants would encourage shoppers to maybe stay in town for a meal before heading home. The areas leading to the town for those wanting to walk in or return home can be dirty and litter strewn eg. Castlecroft Rd area. This puts people off. Finally, another modern hotel in town would help attract leisure and business clients alike. Bury can do better and needs to build on the success and hard work to date. Hope these comments are helpful.
- I think the strategy is very good and welcome the focus on making the ENTE a safe and vibrant experience for all. There is an emphasis on meeting the needs of families during the evening and adult time later on. In light of our ageing population, I think further consideration could also be given to the offer for the older population who are likely to want to enjoy an earlier rather than later evening out and not necessarily alongside young families. I also think there is scope to explore a wider offer for physical activity in town centres in the evening that is not just gym/leisure centre based e.g. walking and cycle rides in and around the town centre or which start and finish in the town centre with option for socialising afterwards.

1.2 The points raised via the consultation process will be considered and fed into the Purple Flag action plan where feasible.

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BURY TOWN CENTRE

EVENING & NIGHT TIME ECONOMY STRATEGY AND ACTION PLAN



Bury Town Centre
For a Better Night Out

Foreword

Bury Town Centre – For a great night out !

Bury isn't just a night time experience with an established nightlife, we also have great shopping, food and entertainment. Whether it's bringing the family to enjoy leisure activities, or meeting friends to dine and watch a live performance at the Met you'll find it all and more.

Our town centre vision is important as it threads together a number of policies and strategies looking at the way Bury Town Centre works and is regarded by the public.

The Strategy directly supports The Team Bury Corporate Vision Purpose and Values approach. This sets down clear priorities of achieving a stronger economy, stronger, safer community plus health and well being. The ENTE Strategy reinforces these priorities and sets out a pathway to contribute towards the priority of maintaining Bury's position as a premier destination for retail, leisure Tourism and Culture.

Bury boasts a thriving day time economy with the town centre having been ranked as the third best retail destination in Greater Manchester – sitting below only Manchester city centre and the Trafford Centre (Source Javelin Group, retail consultants 2014/15). Bury was also runner up in the prestigious national Great Town Award for 2015.

Being proud of this, our strategy and action plan aims to build on this success and further develop the early evening and night time economy from 5pm onwards.

Working with our partners we want to ensure those visiting Bury town centre enjoy a safe, secure, healthy and risk free environment that can appeal to visitors of all ages. We aim to do this by looking to develop an approach to successfully managing the night time economy and maximise potential benefits.

In February 2015 Bury became the first town centre within Greater Manchester to achieve the nationally recognised Purple Flag accreditation. This status was further enhanced with the renewal being awarded in January 2016. Our intention is to learn from this process and seek to cascade best practice for Town Centres across the Borough for the wider benefit of all.



Rev John Findon - Chair Purple Flag Partnership Group

Mike Connolly - Leader Bury Council

Cllr David Jones – Chair Licensing and Safety Panel

GMP Bury Town Centre Inspector

CONTENTS

1. The Vision
2. Introduction
3. The changing face of Bury Town Centre
4. Strategic objectives
5. Linkages
6. Performance management

APPENDICES

- A. Bury Town Centre
- B. Performance indicators
- C. Town Centre Evening Economy Business Profile
- D. Action plan

Bury Council's statement of licensing policy as required by the Licensing Act 2003 is available via the Council's web site at <http://www.bury.gov.uk/CHttpHandler.ashx?id=6612&p=0>

Details of individual premises licences are available via the Council web site at <https://licensing.bury.gov.uk/PAforLalpacLIVE/1/WcaHome>

Details of Bury's wider entertainment offer can be found at www.visitbury.com

GLOSSARY

AGMA – Association of Greater Manchester Authorities – Partnership of the 10 local authorities of Greater Manchester.

E&NTE – Evening & Night Time Economy

Purple Flag - is an external accreditation designed to provide recognition that a town or city centre is managing its evening & night time experience and thus helping overcome any negative public perceptions that may exist. It provides the opportunity for the town centre to present itself in a positive light to all users, including operators, residents, tourists and visitors.

The accrediting body is the Association of Town Centre Management (ATCM)

Town Centre - Designated geographical area for Purple Flag accreditation detailed in Appendix A

THE VISION

The Evening and Night Time Economy will enhance Bury Town Centre, helping to create a stimulating destination providing a safe, secure environment ,with a vibrant choice and rich mix of entertainment and activity. The offer will change seamlessly throughout the evening, appealing to a range of age groups, including families, and will be accessible to all, whilst protecting the quality of life for residents and the interests of other businesses.

Early Evening from 6pm to 11pm – Our vision is to promote family friendly leisure and entertainment activities supported by easily accessible venues catering for a diverse range of users.

Night Time from 11pm to 2pm and beyond – Our vision is to promote a more adult friendly range of entertainment activities and in so doing help create a safer environment for visitors and a reduced need for public service resources covering the early morning period.

Introduction

In many parts of the country, concerns around alcohol-related disorder have a negative impact on the evening and night time economy, contributing to a lack of footfall in town centres, and an absence of a family focused early-evening economy. The north-west's Big Drink Debate survey revealed that nearly half of respondents said they avoid their local town and city centres at night because of drunken behaviour.

To address those concerns in Bury significant work has been undertaken by the Council and partners to attain Purple Flag status for the town centre. Our Purple Flag was attained in February 2015; with Bury becoming the first Town Centre in Greater Manchester to gain accreditation. Our work is focused upon raising the profile of the town centre offer as a whole to transform perceptions of the town centre and develop the way in which buildings and the public realm are used. Increasing the diversity of offer and maintaining and improving standards.

Centres that are more successful in developing and exploiting the evening and night time economy in economic and social terms display a much richer mix of attractions catering for clientele which would change seamlessly over the period between the end of the traditional working day and the late evening/early hours. Bury boasts a thriving day time economy with the town centre having been ranked as the third best retail destination in Greater Manchester – sitting below only Manchester city centre and the Trafford Centre (Source Javelin Group, retail consultants 2014/15). Bury was also runner up in the prestigious national Great Town Award for 2015. Of particular significance in this are quality restaurants, a vibrant arts and cultural scene, and family friendly facilities. We will encourage a move to facilities that appeal to many different groups particularly families. This is an ambitious project, as few places outside major city centres are able to avoid a "dead period" in the early evening. However, over recent years the town centre in itself has become the destination with

annual day/early evening events such as Glaston-BURY, Light Night and Bury Bandemonium. The increasing provision of hotel accommodation supports the theme of Destination Bury.

Through the strategy we want to support the development an E&NTE economy that has as wide an offer as possible and is not simply limited to pubs, clubs and bars. The diversity of the licensed offer within the town centre E&NTE is included within Appendix C.

In March 2015 the Council commissioned research into Bury's evening and night time economy, which revealed:-

- Across the Borough the E&NTE is worth around £100m of which Bury town centre's core E&NTE contributes around £40m to Bury
- 30 - 40% of Bury's E&NTE is within Bury town centre
- The E&NTE across the Borough employs around 3500 of which around 1200 are in the town centre

It is clear that Bury's E&NTE is an important part of the Borough's economy and there is a need for a strategy to help support and direct partnership efforts to secure a healthy and vibrant future. Unfortunately, the E&NTE can also draw in issues that detract from its popular acceptance and wider use by a full range of users. An over dependency on alcohol can result in anti social behaviour and disorder deterring participation from the wider population.

The aspirations of this strategy can be considered in conjunction with the Council's Licensing Policy as required by the Licensing Act 2003. The aim of that policy being to strike a balance around safety, amenity and potential nuisance between those engaged in the evening and night time economy, other businesses and residents whilst encouraging a sustainable and vibrant entertainment and cultural industry. The policy sets out a general approach to the making of licensing decisions that are compatible with the Act and associated guidance. In the context of the defined licensing objectives, which are:-

- Prevention of crime and disorder
- Public safety
- Prevention of nuisance and
- Protection of children from harm

For the strategy and Purple Flag we have defined the town centre as the area shown on the map at Appendix A. It covers all the late night town centre bars with the main retail areas, town centre restaurants, cinema & bowling complex, the East Lancashire Railway - ELR, the Met theatres, museums, art gallery, library and other leisure offers as well as the Metrolink and bus stations. The premises breakdown given at Appendix C illustrates the diversity of offer within the town centre, with only 21 being traditional licensed bars and clubs.

We aim to provide a strategy for all partners, including businesses, licence holders, public services and residents, to consider and look to develop as an approach to successfully managing the evening and night time economy thus maximising the potential benefits for all.

Finally, the framework proposed in this document should form part of a cohesive approach to promoting the responsible use of alcohol and consequently minimising the effect on crime and the associated impact on the police, health and other public

authorities. Work is currently under way within AGMA to deliver the objectives of the Greater Manchester wide alcohol strategy 2014-17. This is progressing through a comprehensive implementation plan with activity linked to three focus areas: Devolution opportunities, Industry Engagement and implementation plan and major projects. Progress is monitored through the Greater Manchester Police and Crime Steering Group comprising lead Councillors and Officers.

The ENTE Strategy directly supports The Team Bury Corporate Vision Purpose and Values approach. This sets down clear priorities of achieving a stronger economy, stronger, safer community, plus health and well being. The ENTE Strategy reinforces the Team Bury priorities setting out a pathway to contribute towards maintaining Bury's position as a premier destination for retail, leisure tourism and culture, whilst contributing towards one of the strategic outcomes of making Bury a better place to live.

Locally the Bury Drug & Alcohol strategy for 2015 - 2018 was approved in September 2015. Key partners and stakeholders have been involved in the development of the strategy and action plan to ensure that these are aligned with other strategies, both locally and also Greater Manchester level where appropriate. For example, there are actions that will support the safe and responsible use of alcohol as well as tackling irresponsible, aggressive promotion and marketing that encourages excessive drinking.

Through this strategy we will seek to ensure those visiting Bury town centre enjoy a safe, healthy and risk free experience.

The Changing face of Bury Town Centre

2010 saw the completion of, The Rock development, this transformed the retail and leisure facilities in the town and brought in over 400 residential units offering a 'city centre living' concept.

Introducing a significant new residential element into the town centre presents both a challenge and an opportunity. As the population grows residents will have needs and expectations. Residents will also bring new economic opportunities, for example late night convenience stores and a different target clientele for restaurants, bars and leisure facilities. Of equal importance is the potential "civilising" influence of a resident population on the public realm. Streets that are busy with people who have a stake in the area going about their normal business are safer than thoroughfares that are deserted other than by those merely moving from one alcohol outlet to another. This factor is something that future policy needs to develop and encourage.

The growing residential population and new office developments in the town centre have the potential to increase the number of new shoppers and leisure consumers. In addition continued expansion of the leisure and tourism market boosted through ongoing investment in the wider visitor offer and tourist attractions provides further scope to increase the full town centre offer both day and night time, thereby maximising economic benefit.

Strategic Objectives

In order to achieve the vision a number of defined objectives have been identified, they align to the Purple Flag scheme.

Objective 1 - Wellbeing - A welcoming, clean and safe town centre

- **Safety.** Visible, effective policing and active surveillance
- **Care.** Responsible guardianship, customer care and concern for community health
- **Regulation.** Positive and proactive licensing and enforcement
- **Services.** Appropriate levels of public utilities
- **Partnership** Active involvement of businesses in driving standards
- **Perceptions.** A valid and positive presentation of the area to customers and investors

Objective 2 - Movement - A secure pattern of arrival, circulation and departure

- **Public Transport -** Safe, affordable, well managed late night public transport
- **Car Parking.** An appropriate provision of late night car parking
- **Pedestrian Routes.** Clear, safe and convenient links within the centre and homewards
- **Crowd Management.** Policies to deal with overcrowding, congestion and conflict between moving vehicles and pedestrians
- **Information.** Provision of practical information and guidance to town centre users at night
- **Partnership.** Business and operator commitment and participation

Objective 3 - Appeal - A vibrant choice and rich mix on entertainment and activity

- **Food & Dining.** A choice of eating venues and a commitment to good food
- **Pubs and bars.** Well managed venues, to meet varied tastes, and offering more than just alcoholic beverages
- **Late Night Venues.** A late night offer that complements the diverse appeal of the centre as a whole
- **Early Evening Activity.** An active early evening period, including late-opening shops
- **Public Buildings.** Creative and imaginative use of public/ civic buildings in the evening and at night
- **Arts & Culture.** A vibrant, inclusive arts and cultural scene

Objective 4 - Place - A stimulating destination and a vital place

- **Location.** Appropriate location, clustering and capacity of venue types
- **Diversity.** A successful balance of uses and brands
- **Clarity.** Well designed links and visible signs
- **Animation.** Attractive, well used public places, active streets and building frontages
- **Design.** Thoughtful and imaginative design for the night
- **Identity.** The appropriate use of natural and built features to reinforce appeal

Action Plan - Appendix D

The action plan at Appendix D has been developed to build on the above strategic objectives and is designed to be a living document with review and governance through the Purple Flag Board. The actions are directly linked to the Purple Flag internal and external assessments with a continued intention to retain Purple Flag accreditation.

Linkages

The considerations and issues raised in this Bury town centre strategy demonstrate clear linkages to, and support for:

Bury But Better 2009 (Town Centre Vision and Development Strategy)

In particular the following Vision Themes:

- Making the most of Bury's heritage
- Managing of the quality of the town centre
- Broadening the role of the centre

Bury Sustainable Community Strategy 2008 – 2018

In particular the following ambitions:

- The place to live in Greater Manchester
- An area where people feel safe and secure
- A popular visitor destination
- The premier retail town in the north of Greater Manchester
- Quality jobs for Bury people
- A place where each township thrives
- An area with first class services

Bury Economic Strategy 2009 – 2018

In particular the following strategic objectives:

- Promoting new business formation, survival and growth
- Strengthening Bury's cultural and tourism offer
- Attracting and retaining talent
- Optimising the economic potential of Bury's town centres and key employment sites

Bury Health and Wellbeing Strategy

In particular

- Priority 2 Living Well
- Priority 3 Living well with a long term condition or as a carer
- Priority 5 healthy places

Community Safety Partnership Plan 2014 – 2017

In particular

- helping to protect local communities from crime and help people feel safe

Cultural Economy Strategy 2015-2018

The Cultural Economy Strategy was approved in October 2015.

A key theme within the Strategy is to extend the cultural offer to support a diverse evening and night time economy

In particular building the cultural economy

- bringing employment
- increased visitor numbers
- increased non-alcohol related visitor attractions

Greater Manchester Town Centres Policy Position Statement (December 2009 Drivers Jonas)

Bury Town Centre identified as an existing "Conurbation Accelerator", suggested targeted intervention of support for key retail/leisure core function.

Purple Flag

Associated research showed that:

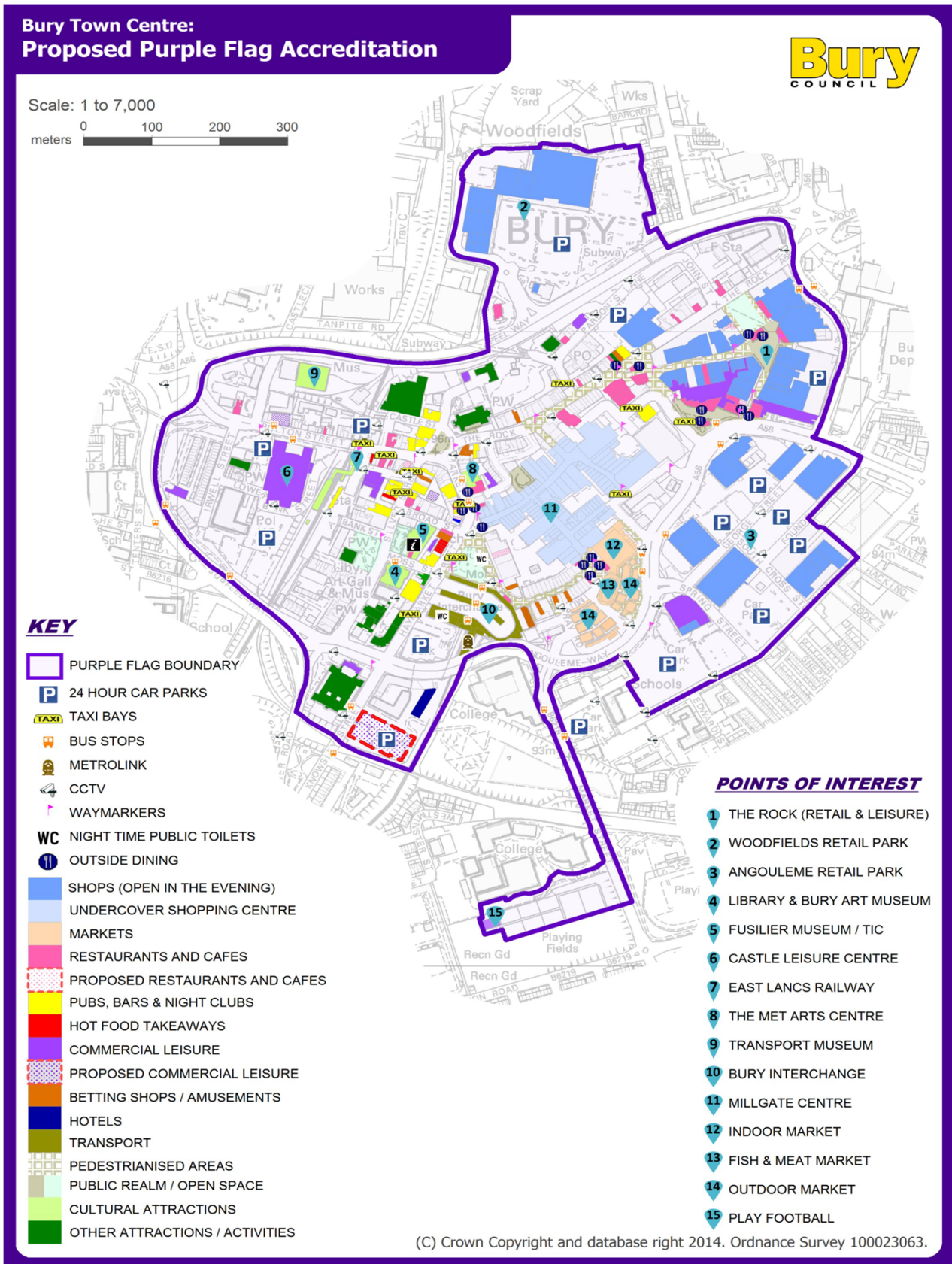
- More people would use centres at night if they were safer, more accessible and offered more choice
- A good mix of clientele can lessen intimidation and improve perceptions
- A wider range of attractions and consumers leads to longer term economic viability

Performance Management

It is vital that we are able to measure the success (or otherwise) of any future Bury Evening & Night Time Economy Strategy. Indicators from the purple flag scheme have been chosen to provide a performance management framework measureable on an annual basis across a broad range of issues.

See Appendix B

Appendix A Bury Town Centre - June 2015



Appendix B Performance indicators

Heading	Purple Flag Aim	KPI	How Stated	Sources of Data	Detail
1. Crime & Anti-Social Behaviour	A reducing incidence of NTE-related crime and disorder	Recorded crimes in the town centre at peak times for NTE	<ul style="list-style-type: none"> Recorded crimes on Friday and Saturday nights between 8pm and 5am Similar figures for 12 months earlier Positive/negative change over 12 months 	<ul style="list-style-type: none"> Police statistics 	See Purple Flag KPI Toolkit
2. Alcohol & Health	Reducing levels of alcohol abuse and harm	Alcohol-attributable hospital admissions at peak NTE times	<ul style="list-style-type: none"> Alcohol-attributable hospital admissions on Friday and Saturday nights between 8pm and 5am Similar figures for 12 months earlier Positive/negative change over 12 months 	<ul style="list-style-type: none"> Local hospital statistics 	See Purple Flag KPI Toolkit
3. Composition	Increasing choice and balance of provision for consumers	Progress away from an <i>over-dependence</i> on alcohol-based venues targeting the under 25s and takeaways	<ul style="list-style-type: none"> Representation of activities regularly open during Purple Flag hours Proportion of alcohol-based venues targeting the under 25s and takeaways Positive/negative change over 12 months 	<ul style="list-style-type: none"> Composition survey and analysis, using the 4 Purple Flag categories and 12 sub-categories 	See Purple Flag KPI Toolkit
Heading	Purple Flag Aim	KPI	How Stated	Sources of Data	Detail
4. Footfall	Increasing the use of the town centre between 5pm and 11pm	Increase in footfall in the town centre at peak NTE times	<ul style="list-style-type: none"> Footfall counts 5pm to 11pm on Friday and Saturday nights Similar figures for 12 months earlier Positive/negative change over 12 months 	<ul style="list-style-type: none"> Commercial surveys 	See Purple Flag KPI Toolkit

<p>5. Perceptions</p>	<p>More positive perceptions of the town centre by users</p>	<p>Increase in those who feel safe in the town centre in the evening and at night</p>	<ul style="list-style-type: none"> • Proportion of consumers who say they feel safe in the town centre between 5pm and 8pm and between 8pm and 11pm • Similar figures for 12 months earlier • Positive/negative change over 12 months 	<ul style="list-style-type: none"> • Consumer surveys 	<p>See Purple Flag KPI Toolkit</p>
<p>6. Volume & Value</p>	<p>An increase in business prosperity and local benefit</p>	<p>Rising levels of economic activity & value in NTE businesses</p>	<ul style="list-style-type: none"> • Volume of NTE business GDP • Employment in sector • Ranking against other centres • Change over 12 months 	<ul style="list-style-type: none"> • Local estimates • NightMix Index 	<p>See Purple Flag KPI Toolkit</p>
<p>7. Patronage</p>	<p>Widening consumer representation</p>	<p>Increase in use of centre during peak NTE times by families with children & by those over 25 yrs.</p>	<ul style="list-style-type: none"> • Representation of these categories in the town centre on Friday and Saturday nights between 5pm and 11pm • Similar figures for 12 months earlier • Positive/negative change over 12 months 	<ul style="list-style-type: none"> • Consumer survey, potentially as part of No 5 above 	<p>See Purple Flag KPI Toolkit</p>

Indicators 1, 2, 3, 4 & 5 were incorporated within the Purple Flag submission. Performance will be evaluated at the next full submission for future accreditation.

APPENDIX D - BURY TOWN CENTRE PURPLE FLAG ACTION PLAN

WELLBEING – (Welcoming, Clean and safe)

Action	Lead	Progress/milestones/commentary	Timescale	Priority
<p>Street Pastors</p> <p>Maintain ongoing links with the Street Pastor service via Pub Watch.</p> <p>Investigate the potential for creation of a Town Centre “Safe Place” location to act as a base for the Street Pastor Service. Potential to utilize 101 Police Room (Bury Interchange)</p> <p>Increase profile of Street pastors to carry/wear Identification.</p>	Bury Council/ Street Pastors/	<p>Dialogue with TfGM/GMP ongoing regarding Room 101. Street Pastors investigating a range of options with support from Bury Council &GMP. Meeting held to progress and view potential locations in Nov 2015. Investigate any potential funding support. E.g. via Health and Wellbeing Board/Township funding pots.</p> <p>Information forwarded to JL re. Township funding.</p>	<p>Ongoing</p> <p>Street Pastors will have ID Badges</p>	
Street Lighting	Bury Council	Site meet held 17/04/15 to progress options to improve the overall level of	Ongoing	

Action	Lead	Progress/milestones/commentary	Timescale	Priority
<p>Examine potential for lighting Improvements (as identified in the internal assessment July 2014)</p> <p>Examine options to improve street lighting in those areas identified in overnight assessment.</p> <ul style="list-style-type: none"> - Silver Street - The "old" Rock - Kay Gardens 		<p>lighting. Current lighting levels have been assessed. Awaiting feedback from street lighting regarding potential options. Kay Gardens lighting to form part of any wider Kay Gardens proposals.</p> <p>Implementation will be subject to funding availability.</p>		
<p>CCTV communications between Bradley Fold (Central CCTV/BBAC monitoring)and evening BBAC radio users.</p> <p>Review existing comms around the radio system and investigate options to improve links with Bradley Fold control centre.</p> <p>Consider options with CCTV (Bradley Fold) and Pennine radio who operate/manage the scheme.. Need to improve links between evening BBAC users and Pennine</p>	GMP/Pennine Radio	<p>Meet with day time users took place Oct 2015.</p> <p>Regarding evening users need to confirm and establish requirements and likely costs initially. Additional Link from Mill gate to Bradley Fold required</p>	Ongoing	

Action	Lead	Progress/milestones/commentary	Timescale	Priority
<p>Pub Watch online</p> <p>Consideration and development of online communication portal pubwatchonline.co.uk (PF Assessors recommendation)</p> <p>Consider and progress with Pub watch Group</p>	<p>Pub Watch Online Co-ordinator</p>	<p>Meet with Rochdale TCM held may 2015 to examine operation of the system.</p> <p>Considered at Pub watch meet June 2015.</p> <p>Bury Scheme now registered. Pub Watch Chair to act as co ordinator.</p> <p>Initial dissemination of info and registration of individual members ongoing.</p> <p>GMP/Bury Council to be 3rd Party members.</p> <p>Need to consider any further training requirements for members.</p>	<p>Ongoing – November15</p> <p>- Chairperson of Pubwatch is actively inviting all concerned to join the newly registered Bury Pubwatch on Line.</p>	
<p>To address crime and anti-social behaviour issues in the town centre through partnership forums such as the Joint Engagement Team, utilising the full range of anti-social behaviour support, intervention and enforcement measures available.</p>	<p>Bury Council</p>			
<p>Examine potential of Extension of Bus Station Toilet Hours</p>	<p>Bury Council /TfGM</p>	<p>Dialogue with TfGM initiated.</p> <p>Operational hours currently linked to staffing of the Supervisors office on site.</p>	<p>Ongoing</p>	

Action	Lead	Progress/milestones/commentary	Timescale	Priority
Graffiti/Chewing Gum removal	Bury Council	Not currently dealt with on an ongoing basis Machines to remove gum have been priced up. Discuss options with Street Cleansing.	Ongoing	
Taxi Marshalls Examine potential for creation of a taxi Marshals scheme or similar - including funding options	Bury Council	<i>Discussion at Pub watch (Sept 2014) regarding roving door/street supervisors utilized in Leeds. Previously trialled a successful scheme but sustainable funding an issue.</i> MB requesting information from other GM authorities including Oldham and Wigan regarding approach elsewhere funding/sustainability	Ongoing	
Street Lighting Repairs to Lighting at The Rock. (Barista to Aquarius)	Bury Council	Awaiting scheduling of repairs.	Repairs completed Oct 2015	
Training for users of BBAC radio (linked to above also) Police (PC A Hayes/Pennine to produce a guide for users). Issue raised via Pub watch. Consider further training requirements and supply of information and contacts.	GMP/Bury Council /Pennine Communications	GMP (A Heyes) circulated updated user information.	May 2015 Ongoing	

MOVEMENT- (a secure pattern of arrival, circulation and departure)

Action	Lead	Progress/milestones/commentary	Timescale	
Public Realm Improvements (pedestrian movement) Clerke Street – progress public realm improvements in this key link area as part of the wider Clerke Street Development Framework. Kay Gardens – progress improvements to public realm (including lighting) as a key link area and arrivals point.	Bury Council /key stakeholders	Clerke Street – Development Framework signed off October 2015. Maintain dialogue with Kennedy Wilson. Initial sketch proposals prepared and dialogue progressing with adjacent owners regarding potential of the scheme.	Ongoing	
Consider the potential to extend Metrolink Hours of service to extend late night transport offer.	TfGM	Dialogue initiated with TfGM. May need to consider any potential negative impacts. TfGM to consider operating hours of the full Metrolink network following the opening of the airport link. Consultation across GM Authorities will take place as part of this process.	Ongoing and on completion of Airport links.	
Repairs to way marking.	Bury Council	Meeting held 5/05/15 to consider options and progress. Repairs due to commence Jan 2016 . Revised anti vandal design incorporated.	January 2016	
Investigate Lighting to map monoliths (PF Assessors recommendation)	Bury Council	Illumination considered but likely to remain cost prohibitive due to connection costs of c£15-20k.	January 2016	

APPEAL – (a vibrant choice and a rich mix of entertainment and activity) plus marketing and promotion activity

Action	Lead	Progress/milestones/commentary	Timescale	
<p>Purple Flag Marketing /Promotional Plan (PF Assessors recommendation)</p> <p>Activity to date includes:</p> <ul style="list-style-type: none"> - Media coverage - 3x Purple Flags - web site information Bury.gov/Visitbury/The Rock - Vertical banners (Town Centre Ring Road sites) - Posters/Beer mats/window clings for ENTE businesses/taxis - Horizontal banner(s) - Clerke St Hoarding Vinyls - Use of Media screens - Town centre Hoop signs x2 - Interchange posters and Bus stop Filler posters - Pull up banners for use at events - Art Gallery brochure - MET brochure - Mill gate posters <p>-National Purple Flag Weekend was combined with the Light Night weekend. Promotional work with Pub Watch</p>	<p>Purple Flag Board/Pub watch group</p>	<p>Future promotional activity potentially linked with development of wider marketing and promotion campaign for Bury Town Centre (full offer day and night time) as part of refresh of Town Centre Management and Governance.</p> <ul style="list-style-type: none"> - Consider enhanced social media campaign - increased business input/promo activity - new strap line but utilising existing branding, Bury The Place - - Identify additional opportunities to raise Purple Flag profile, using updated artwork via ATCM - increased use of logo by PF partners and for Street Pastors – ID Badges - additional permanent lamp post banners adjacent to the Rock <p>Funding bid to be submitted Jan 2016 for Purple Flag promotional activity.</p> <p>Liaise with ATCM (PF programme) and other PF places as appropriate regarding best practice for marketing and promotion.</p>	<p>Ongoing</p>	

group/venues took place				
Purple Flag stand at the Bury Business Fair June 2015				
VisitBury web site	Bury Council	Promote VisitBury to ENTE businesses as an opportunity to increase business information and promotion of the ENTE Town Centre offer. Consider any advert opportunities for Town Centre businesses.	Ongoing	
New Signage/information at Subway near Premier inn	Bury Council	Town centre maps have been provided to Premier Inn reception to hand to visitors	Complete	
Dry bar proposal Consider options to promote/support creation of a Dry Bar facility in Bury Town centre.	Bury Council	Pilot scheme has been implemented in Manchester Road Park via Bury Employment Support. Pilot completed summer2015 but not continued. Feedback identified Town Centre as a preferred location. A Noi has had a positive response from Chamber of Commerce regarding the potential.	Ongoing	

PLACE - (a stimulating destination and a vital place)

Action	Lead	Progress/milestones/commentary	Timescale	
<p>Metrolink Car Park boundary planting bed</p> <p>Improvements to existing planted area required.(identified in internal assessment)</p>	<p>Bury Council /TfGM</p>	<p>TfGM have agreed in principle to work with us. Liaise with in Bloom team on Greening Stops programme.</p> <p>TfGM looking to identify funding contribution.</p>	<p>Ongoing</p>	
<p>Events</p> <p>Continued and enhanced programme of events across Bury Town Centre working with key partners and stakeholders including Light Night 2015.</p>	<p>Purple Flag Board/Cultural Economy Group</p>	<p>Light Night 2015 took place 16th October – as part of a wider ongoing programme and Culture Quarter led activity e.g. the MET, Sculpture centre, Museums and music led events, Bandemonium, Glaston bury, Homegrown Folk Event.</p> <p>Link with work of the Cultural Economy Group in reviewing Town Centre Events/Cultural programme.</p>	<p>Ongoing</p>	
<p>Public Art</p> <p>Additional light commissions proposed, rear of Art Gallery, Interchange, Library gardens.</p>	<p>Bury Council</p>	<p>Link with Cultural Economy strategy action plan as that develops.</p>	<p>Ongoing</p>	

POLICY ENVELOPE – (a clear aim and a common purpose)

Action	Lead	Progress/milestones/commentary	Timescale	
<p>Completion of ENTE Strategy (PF Assessors recommendation)</p> <p>Consider way forward and the need to finalise the draft NTE Strategy as highlighted in Assessors report.</p>	Bury Council/Purple Flag Board	<p>ENTE Strategy originally drafted October 2012 and some initial consultation undertaken but low level response. Refreshed Strategy and draft action plan considered at PF Board meeting May 2015. Programme of internal consultation to be completed end June 2015.</p> <p>Strategy to be reported to Council Senior Leadership Team early 2016 to seek approval for wider public consultation to be followed by formal Council approval.</p>	Spring 2016	
<p>Development/improvement of Pub Watch</p> <p>Maintain continued support and development of the Bury Pub Watch Group to encourage a more pro active approach, increased membership and attendance plus links/support for Purple Flag.</p>	Bury Council /Pub Watch /GMP	<p>Attendance and support at monthly Pub watch meeting by the Council/GMP.</p> <p>Support specific initiatives e.g. Pub Watch online, Purple Flag weekend, improved communications.</p> <p>Joint letter sent from Licensing Authority and Police to encourage better attendance at Pubwatch meetings.</p>	Ongoing	
<p>Update Licensing Policy</p> <p>Ensure linkage with Purple Flag.</p>	Bury Council	<p>Consultation completed end June 2015. Report to licensing & Safety Panel September 2015. Followed by Policy to full Council for ratification</p>	Full Council approval Jan 2016	

<p>Determine the Economic value of the ENTE in Bury.</p>	<p>Bury Council /Purple Flag Board</p>	<p>MAKE consultants commissioned to produce summary data. Report received May 2015 and considered by PF Board. Information to feed into ENTE Strategy.</p>	<p>Completed May 2015.</p>	
<p>Engagement with Town Centre residents and businesses.</p> <p>Action arising from the GM Alcohol Strategy LAAA (Local Alcohol Action Area) diversity project. Engage with residents regarding Purple Flag and other relevant Town centre activity.</p>	<p>Bury Council</p>	<p>Agreement in principle with the Rock (AWW) to link with existing Rock resident consultation mechanisms including e newsletter and residents meetings. Purple Flag information initially, potentially linked with Night Light Event.</p> <p>LG attended residents meeting Dec 2015.</p>	<p>Ongoing</p>	
<p>Wider Strategy linkage:</p> <p>Ensure ENTE Strategy and action plan links and cross references with wider relevant strategies and vice versa to ensure a co ordinated approach:</p> <ul style="list-style-type: none"> -Bury but Better Town Centre Strategy -Bury Economic Strategy -GM Alcohol Strategy -Cultural Economy Strategy -Licensing Policy -Community Safety Partnership Action Plan (including ASB actions) -Bury Drug/Alcohol strategy 	<p>Purple Flag Board</p>	<p>Work via the Purple Flag Board members to ensure cross linkage of Strategy and associated activity in a co ordinate manner to promote and support the continued enhancement of the ENTE offer.</p> <p>Consider cross funding opportunities and maintain multi agency and partnership working.</p>	<p>Ongoing</p>	



REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	13 April 2016
SUBJECT:	Anti-social Behaviour Progress Update and Revised Statement of Policy and Procedure
REPORT FROM:	Councillor Tamoor Tariq – Lead Member for Community Safety
CONTACT OFFICERS:	Cindy Lowthian, Communities Manager Rachel Henry, Anti-social Behaviour Co-ordinator
TYPE OF DECISION:	EXECUTIVE - KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	<p>This report outlines the work undertaken to tackle anti-social behaviour (ASB) in the Borough following implementation of the Anti-social Behaviour, Crime and Policing Act, 2014.</p> <p>It includes the findings of an independent evaluation of the Joint Engagement Team (JET); a multi- agency team established to test integrated working principles and improve information sharing, problem solving and responses to victims and perpetrators of ASB.</p> <p>It seeks approval for a revised statement of policy and procedure in relation to ASB.</p> <p>It also seeks approval to a number of recommendations to ensure the Council is able to continue to develop a response to ASB within the capacity and resources available to local agencies.</p>

<p>OPTIONS & RECOMMENDED OPTION</p>	<p>Option 1 (preferred): It is recommended that:</p> <ul style="list-style-type: none"> (a) Progress in relation to the implementation of the new tools and powers, including the role of the JET, is noted. This includes the Cost Benefit Analysis undertaken by New Economy. (b) Work continues to embed and develop these tools and powers in the Borough. This to include the further development of a robust partnership performance framework for anti-social behaviour. (c) Further consideration is given to the feasibility of Six Town Housing and other social landlords becoming direct agents of the Council for the purposes of issuing Community Protection Notices, in accordance with provisions within the Anti-Social Behaviour, Crime and Policing Act 2014 and the Anti Social Behaviour (Designated Persons) Order, 2015. (d) The Community Safety Manager to continue work with other departments of the Council to explore their potential use of Community Protection Notices. (e) The Community Safety Manager works with partners through the Joint Engagement Team (JET) to ensure effective planning for the conversion of Designated Public Place Orders into Public Space Protection Orders within the next two years (to ensure statutory compliance). (f) To develop the Joint Engagement Team to ensure it enhances and supports the future locality working model being developed for Bury. (g) To agree the revised ASB statement of policy and procedure (Appendix B). <p>Option 2 That the proposals are not accepted.</p> <p>Option 1 is recommended for approval. Reasons:</p> <ul style="list-style-type: none"> • The provisions of the Act enable the Council and its partners to tackle anti-social behaviour more effectively. • Independent evaluation of the JET, including Cost Benefit Analysis, provides a strong basis upon which to support its ongoing development (within the context of the future locality working model) • The revised statement of Policy and Procedure will provide a framework to tackle ASB taking into account changes in legislation.
<p>IMPLICATIONS:</p>	

<p>Corporate Aims/Policy Framework:</p>	<p>Do the proposals accord with the Policy Framework? Yes</p>
<p>Statement by the S151 Officer: Financial Implications and Risk Considerations:</p>	<p>The strategy continues to be implemented within existing resources.</p> <p>Cost benefit analysis highlights substantial returns; it should be noted that these are not cashable gains, but costs avoided by Partners.</p> <p>Nevertheless, the project offers benefits in terms of demand reduction and cost avoidance.</p>
<p>Health and Safety Implications</p>	<p>There are no direct Health & Safety Implications arising from this report.</p> <p>Operational Health and Safety considerations are taken in to account by the teams when conducting their work.</p>
<p>Statement by Executive Director of Resources</p>	<p>There are no wider resource implications</p>
<p>Equality/Diversity implications:</p>	<p>Yes</p> <p>An Equality Analysis was completed in November 2014 prior to the implementation of the Anti-social Behaviour, Crime and Policing Act (2014). This Equality Analysis has been updated to reflect the revised Statement of Policy and Procedure. The overall effect is deemed to be positive. The revised Statement of Policy and Procedure provides a robust framework in which to ensure the full range of measures are utilised in Bury. The aim is to address harassment and victimisation, promote community safety, resilience and wellbeing.</p>
<p>Considered by Monitoring Officer:</p>	<p>Yes</p> <p>Although advice has been sought from the Council Solicitor on the matters raised in the report, further input will be required, in particular when new processes are developed around the new tools and powers referred to and/or when those tools and powers are to be utilised.</p>
<p>Wards Affected:</p>	<p>All</p>

Scrutiny Interest:	Yes: Report considered by Overview and Scrutiny Committee, 22 March 2016.
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TRACKING/PROCESS

DIRECTOR:

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
21.03.16	23.02.16 14.03.16 (Lead Member)		Community Safety Partnership, 23.02.16
Scrutiny Committee	Cabinet/Committee	Council	
22.03.16	13.04.16		

1.0 BACKGROUND

- 1.1 A report outlining the implications of the Anti-social Behaviour, Crime and Policing Act was presented to Cabinet in November 2014. Cabinet agreed a number of recommendations to ensure the effective implementation of the Act in Bury.
- 1.2 The report provided an overview of the work of the Joint Engagement Team (JET); a multi-agency team established to test integrated working principles and improve information sharing, problem solving and responses to victims and perpetrators of anti-social behaviour (ASB). It highlighted the work of the JET in overseeing an effective local response to changes in legislation.
- 1.3 It committed the JET to carrying out a review of the use of the powers within twelve months of implementation. The aim is to ensure a continued, effective partnership response. This report outlines key issues arising from this review.
- 1.4 The review undertaken also incorporates the findings of an independent evaluation of the work of the JET undertaken by New Economy (including Cost Benefit Analysis, Appendix C).
- 1.5 The review highlighted a need to revise the Council’s Statement of Policy and Procedure in relation to ASB to take into account the changes in legislation and more integrated case management processes. (Appendix B).

2.0 Local implementation of the ASB, Crime and Policing Act 2014

- 2.□.1 An overview of the new tools and powers introduced under the Act, including how they have been utilised in Bury, is provided in Appendix A. This shows how the tools and powers are being utilised by a range of partners to tackle anti-social behaviour. This includes Community Protection Notices and warnings, Criminal Behaviour Orders, Injunctions, Closure Notices and dispersal powers. Key points to note are as follows:

- **Injunctions** – although Six Town Housing (STH) has obtained six injunctions to date, the Council and Police have not yet sought to obtain an injunction under the new legislation. This mirrors the experience across Greater Manchester where authorities have tended to favour Criminal Behaviour Orders (CBOs) because they can be quicker, carry tougher penalties for breach and are cheaper to obtain.
- **Community Protection Notices (CPNs) and Warnings** – The Local Authority has the power to designate social housing providers in their area to issue CPNs. It is important that this is managed carefully as local arrangements for issuing CPNs and Fixed Penalty Notices (for breach) need to be consistent and proportionate. As a first step, the Council and Six Town Housing have worked together to pilot a scheme which allows Six Town Housing access to council powers around statutory nuisance and a proportionate use of CPNs. Six Town Housing help to fund a council employed Environmental Health Officer to undertake this work on their behalf.

Over the next year, further work will be undertaken on the feasibility of Six Town Housing and other social landlords becoming direct agents of the Council for the purposes of issuing CPNs, building on the success of this initiative. Opportunities for other Council departments to utilise them will also be explored.

- **Public Space Protection Orders (PSPOs)** - it is important to note that legislation requires existing Designated Public Place Orders to be converted into PSPOs within the next 2 years. The Council will continue to work with partners to ensure effective planning for this conversion and ensure statutory requirements are met.
- **Closure Orders** – to help ensure a balanced and consistent Team Bury approach, new procedural guidance has been produced for partners, along with learning from a real life case study.
- **ASB Case Review** (Community Trigger) – An online process for triggering a case review has been developed and published on the Bury Council website. To date there have been no case reviews triggered in Bury.
- **Community Remedy** – the Police have favoured utilising local restorative justice processes including the ROC Restore initiative.

3.0 Joint Engagement Team (JET) – evaluation

3.1 The JET was established in the summer of 2014 following a review of ASB undertaken through the Community Safety Partnership (CSP). Officers from Bury Council and Six Town Housing (STH) are co-located with colleagues from Greater Manchester Police (GMP) at Bury Police Station. Clear terms of reference for the JET aim to build a more cohesive and joined up service for residents, thereby reducing duplication and costs in the long term. This is facilitated through:

- A shared definition of ASB;
- A single pathway for reporting and managing ASB complaints, regardless of housing tenure;

- Effective 'real time' information and intelligence sharing, joined up problem solving and multi-agency responses to incidents;
- Improved and consistent approach to assessing risk and social harm;
- Improved case management and accountability through the adoption of single line of leadership and tasking principles; and
- Effective use of new ASB tools and powers.

3.2 A six month evaluation carried out by New Economy concluded that the JET had been a success. It revealed a 14.3% reduction in reports of ASB to the Police since the JET was launched. Overall, 14 of the 17 wards in Bury saw a reduction in ASB complaints to the Police during the study period. The average reduction in ASB levels across each ward was 12.8%. Repeat incidents fell by 11.4% and response rates were seen to improve for the Police and STH. These findings along with other highlights were reported to the CSP on the 20th April 2015.

3.3 The CSP noted the findings of this review and requested a more in-depth analysis be undertaken including a Cost Benefit Analysis incorporating social value. The aim is to identify costable savings, along with other potential benefits in relation to the wellbeing of individuals, families and communities.

4.0 Cost Benefit Analysis

4.1 The full CBA is attached as Appendix C.

4.2 The primary finding from this CBA is that, for every £1 spent on JET, its partners are set to save the fiscal equivalent of £3.07 in benefits through demand reduction. This is based on a total annual cost of £257k to partners and benefits of £790k. Full details are shown in Table 1. Although this is demand reduction in kind (rather than a directly cashable saving), the programme therefore represents strong value for money and will effectively 'pay back' its own costs within one year.

Table 1 - Investment and Return on JET project by agency.

Agency	Investment	Return	Net gain
Bury Council	£51,403	£200,883	£149,480
Greater Manchester Police	£82,500	£350,965	£268,465
Probation	n/a	£7,731	£7,731
Wider CJ Stakeholders	n/a	£29,584	£29,584
Six Town Housing	£123,519	£200,883	£77,364

4.3. Social Value

4.4 The CBA study also explored the potential wider (public value) benefits of the JET in improving the wellbeing of individuals, families and communities, particularly in relation to increasing confidence and reduced social isolation. Through analysis of incident data and survey data, the study found that the

intervention has substantial potential to improve the well-being of individuals, families and communities to the level of £4.05m in public value benefit. This reflects the long-term physical health and psychological impact on direct victims, and a range of broader positive outcomes for people and places that have benefited from the JET programme.

- 4.5 Feedback in relation to customer satisfaction and stakeholder involvement was also positive. In particular, focus groups held to ascertain the views of partner agencies (including ward councillor representation) highlighted improved data sharing, accountability/ownership of cases and a faster/more responsive service as key benefits of the JET.

4.6 CHALLENGES

- 4.7 The review has highlighted a number of priority areas of work to support the ongoing development of the JET in tackling ASB including the following:

- To develop the operational model for the JET so that it integrates with and supports the future model of neighbourhood working for Bury;
- Engage other partner agencies in the work of the JET;
- Develop a single pathway for both reporting and case managing ASB complaints;
- Standardise reporting and data collection arrangements to facilitate consistent performance monitoring, early identification and assessment of impact;
- Develop shared performance objectives and measures; and
- Develop new ways to showcase the work of the JET.

- 4.8 These areas of work have informed the development of an action plan for the JET over the next year.

4.9 Anti-social Behaviour Statement of Policy and Procedure (Appendix B)

- 4.10 Legislation requires local authorities and registered housing providers to publish policies and procedures in relation to ASB. This includes a requirement for landlords to set out their general approach to tackling ASB and how services will be delivered.

- 4.11 The Council's ASB Statement of Policy and Procedure was approved by Cabinet in 2008 and adopted by Six Town Housing (STH) thereafter. It has now been refreshed in the context of new legislation, the work of the JET and the Council's Vision, Purpose and Values framework 2015 to 2020.

Key changes to note are as follows:

- Strengthening the response provided to victims of ASB, including identifying and mitigating against the risk of harm;
- Reflecting the more proactive and robust approach now taken through the Joint Engagement Team (JET);
- Strengthening community resilience;
- Updating the range of approaches that are now used to prevent and tackle ASB; and
- Setting out the new enforcement options that will be taken against perpetrators, using the new tools and powers.

- 4.12 The amended ASB Statement of Policy and Procedure supports the Council's revised Tenancy Agreement that came into force in April 2015. Cabinet is asked to agree the revised statement of policy and procedure attached in Appendix B.

5.0 CONCLUSION

- 5.1 The report shared with Cabinet in November 2014 outlined how the Anti-social Behaviour, Police and Crime Act 2014 constitutes the biggest reform of ASB legislation in over 10 years. This report shows how partners have worked together (through the JET) to effectively plan for and implement the Act in Bury.
- 5.2 Furthermore, an independent evaluation of the work of the JET over the past year is positive, showing ongoing reductions in ASB along with costable savings for partners. This independent evaluation also highlights the wider benefits of the work of the JET in relation to the wellbeing of individuals, families and communities.
- 5.3 The recommendations contained within this report were presented to the Council's Overview and Scrutiny Committee on 22nd March 2016. Scrutiny largely welcomed the progress made and supported the recommendations. They were particularly keen for the Police to continue to develop local PACT meetings to engage local residents in work to tackle ASB. Members also commented on the value of township forums as a mechanism to brief wider councillors and the public on work to tackle ASB.
- 5.4 Over the next year, subject to Cabinet approval, the Council and partners will continue to work together to implement the recommendations outlined in this report. In particular, to ensure this work enhances and supports the future locality working model being developed in Bury. In a tough financial climate, this will require partners to manage expectations in relation to ASB and the use of the tools and powers, promoting self-help where possible and harnessing local community assets.

Appendix A

Overview, Use of the Powers introduced under the ASB, Crime and Policing Act 2014

(A) Power to grant Injunctions

The power to grant injunctions replaces 4 existing powers including Anti-Social Behaviour Injunctions and stand alone Anti-Social Behaviour Orders (ASBOs). In an attempt to reduce the burden on agencies of making applications on behalf of others, the legislation allows several agencies to make applications including the Police, Council, Social Housing Providers, NHS Protect and the Environment Agency.

The types of behaviour this power is designed to address include vandalism, drink and drug related nuisance, irresponsible dog ownership and noisy /abusive or intimidating behaviour. The Injunction may include prohibitions or positive requirements to address the anti social behaviour.

The responsibility for dealing with breaches of the injunctions lies with the agency who applied for the injunction. For an adult a breach is contempt of court, punishable by a term of imprisonment of up to two years or an unlimited fine. Breach of injunction by someone under 18 could result in the youth court imposing a supervision order, curfew, activity requirement or, in the most serious cases, a detention order for those aged between 14 and 17. It is a requirement for the agency making the application to consult with the Youth Offending Team if the injunction will apply to a juvenile.

Update

- Six Town Housing has obtained six Injunctions since the legislation changed. All of these relate to serious issues around the condition of properties.
- The Council and police have not sought an injunction under the new legislation This is because cases have been managed utilising other remedies.

(B) Criminal Behaviour Order

The Criminal Behaviour Order (CBO) replaces the Anti-social Behaviour Order on Conviction (CRASBO) and Drink Banning Order on Conviction. The CBO can be granted upon conviction for any criminal offence. The application will be made by the prosecuting agency which will usually be the Crown Prosecution Service but could be the Council e.g. for prosecutions under the Environmental Protection Act 1990. Breach of the order is a criminal offence.

The CBO can include prohibitions to stop the offender from engaging in certain types of behaviour and can also include requirements for the offender to engage in activities to address the causes of their offending. It is a requirement for the prosecuting agency to consult with the Youth Offending Team if the Criminal Behaviour Order will apply to a juvenile.

Breach for those aged over 18 on summary conviction can be up to 6 months imprisonment and/or fine and for conviction on indictment can be up to 5 years imprisonment and/or fine. Youth Court sentences apply to those aged under 18.

Update

- Two successful Police led CBO applications in Bury, both in relation to young people who already had a number of convictions.
- Neither contained positive requirements.
- Neither of these orders have been breached.
- One application for a CBO has been rejected by the CPS and three CBO applications are currently being prepared by GMP.

C) Community Protection Notice

The Community Protection Notice (CPN) replaces the Litter Clearing Notice, Street Litter Clearing Notice and Graffiti/Defacement Removal Notice. It is intended to address a wide range of behaviours that negatively affect the quality of life of residents living in a particular area where the person or people responsible can be identified.

A CPN can be given to any individual who is over the age of 16 or a named representative of a business or organisation. It does not replace the statutory nuisance regime, for example noise that is classified as a 'statutory nuisance' will continue to be dealt with by environmental health officers under existing legislation.

A written warning is issued which identifies the unreasonable and persistent behaviour, requests them to stop and outlines the consequences of continuing. Ignoring the issue of the warning may result in the issue of the CPN.

'Authorised Persons' can issue a Community Protection Notice. This includes a police constable and a PCSO (as the Chief Constable has stated his intention that PCSOs will be authorised to use these powers in Greater Manchester), officers or agents of the relevant local authority or a social housing provider if the housing provider is designated by the local authority.

The breach of a CPN is a criminal offence, which is punishable by the issuing of a fixed penalty notice of up to £100 or a level 4 fine (for individuals) or £20,000 for businesses.

Police Officers, PCSOs, Council Officers and social housing providers (if designated by the Council) will have the power to issue a Fixed Penalty Notice and each local area must set the level of fine at an amount not exceeding £100. The Council (or another agency appointed by the Council) can apply for a Remedial, Forfeiture or Seizure Order if the CPN is breached and it is felt that the matter is so serious that a court order is warranted. Similarly Local Authorities are identified in the legislation as being responsible for prosecuting breaches of CPNs - even if the Police issued the initial notice. Fixed Penalty Notices, which in effect offer the individual the opportunity of discharging liability for such a prosecution, are payable to the Local Authority, even if the FPN is issued by a Police Officer.

Update

- In Bury 21 CPN warnings have been issued for which 3 have resulted in a CPN being served.
- In two of these cases the notices were breached resulting in works being done in default and a Fixed Penalty Notice being served.
- CPNs warnings and the notices have been used to address a range of ASB from fly tipping and messy gardens to verbal abuse.

- The majority of the warnings and notices have been served by Environmental Health Officers either working independently or with Six Town Housing officers. Four have been served by the Police in partnership with the Council ASB team.
- The Local Authority has the power to designate social housing providers in their area to issue CPNs. However, it is important that this is managed carefully as local arrangements for issuing CPNs and FPN's (for breach) need to be consistent and proportionate. As a first step, the Council and Six Town Housing have worked together to pilot a scheme which allows Six Town Housing access to council powers around statutory nuisance and a proportionate use of CPNs. Six Town Housing help to fund a council employed Environmental Health Officer to undertake this work on their behalf.

(D) Public Spaces Protection Order

The Public Spaces Protection Order (PSPO) replaces the Designated Public Place Order, Gating Order and Dog Control Order and is only available to Local Authorities. It is intended to deal with a particular nuisance in an area, which negatively affects the community's quality of life. The restrictions imposed by the Order will apply to everyone or a specified group of people using that geographical area for example by restricting the use of a highway between certain hours or the drinking of alcohol in a public space. Orders can last for up to three years before requiring a review. Where an area has a current gating or dog control order in force this will continue to be valid for 3 years following the implementation of the new powers although the Council can review current orders prior to this date.

The breach of a PSPO is a criminal offence which is punishable by a level 3 fine if a successful prosecution is brought or the serving of a Fixed Penalty Notice of up to £100. Police Officers, PCSOs, Council Officers and social housing providers (if designated by the Council) will have the power to issue FPNs and each local area must set the level of fine at an amount not exceeding £100.

Update

- Public Space Protection Orders (PSPOs) – Partners from the Joint Engagement Team (JET) have been working together to explore the future use of PSPOs to tackle a range of persistent problems which impact on the quality of life for local people and businesses.
- This includes their use to tackle issues of ongoing anti-social behaviour in hot spot areas including street drinking, people urinating in public areas and youth nuisance.
- The aim is to ensure any future use of PSPOs are proportionate and effective.
- It is important to note that existing Designated Public Place Orders will need to be converted into PSPOs within the next 2 years; again partners are working together to plan for this.

(E) Closure Power

The Closure Power replaces the Premises Closure Order, Crack House Closure Order, Noisy Premises Closure Order and S161 Closure Order. Both the Police and Local Authorities can use this power. Initially a Closure Notice would be issued by the Police or an identified person within the Local Authority in cases of possible or actual public nuisance associated with particular premises, for up to 48 hours. In all cases where a Closure Notice is issued, an application must be made to the Magistrates Court within

48 hours for a Closure Order to be made. An Order can last up to three months extendable by a further three months.

Update

- Three Closure Orders have been granted in Bury since the legislation was introduced
- One Police led application, two led by the Council.
- Two of these cases involved Six Town Housing properties and one involved a privately rented property.
- A fourth case was considered for Closure but was resolved by alternative means.
- To help ensure a balanced and consistent Team Bury approach, a case study of the first Council led Closure, along with a procedural guide have been produced.

(F) Police Dispersal Power

The Police Dispersal Power replaces the Dispersal Order and Direction to Leave. The Dispersal Power can be used by a Police Officer or PCSO to direct a person aged 10 and above who has committed, or is likely to commit anti-social behaviour, crime or disorder, to leave a specified area, and not return for a specified period of up to 48 hours. This does not replace the power to return a child under the age of 16 (who is on the streets between 9pm and 6am without an adult) home or to a place of safety. Failure to comply with a direction under this power is a criminal offence.

Update

- Used as a preventative tool during periods of high demand, particularly in Bury Town Centre. For example, they have been used to help manage large crowds following football matches and also on Friday and Saturday nights to keep people safe and prevent alcohol related crime and disorder.

(G) Absolute Grounds for Possession

This gives social and private landlords the power to apply to the court to gain possession of a property if the tenant, a member of their household or a visitor has met one of the following conditions:

- Convicted of a serious criminal offence.
- Found to have breached an Injunction under made under the Anti-Social Behaviour, Crime and Policing Act.
- Convicted for a breach of Criminal Behaviour Order.
- Convicted for a breach of an Abatement Notice.
- Had their property closed for more than 48 hours under a Closure Order.

There is no requirement for the landlord to prove that it is reasonable for the court to grant possession and the court cannot suspend possession for more than 14 days (or 6 weeks in exceptional circumstances).

Update

- Six Town Housing have used a Police led Closure Order as an Absolute Ground of Possession for eviction in one case.
- This was the first time the power was used in Greater Manchester.

Giving Victims a Say

(H) Community Remedy

The Community Remedy is a menu of options, developed by the Police and Crime Commissioner in consultation with the public that aims to give victims a say in the out of court punishment for offenders of low level crime and anti-social behaviour. The Remedy is likely to include options such as making a written apology, signing an Acceptable Behaviour Contract, and doing unpaid work. The Community Remedy is designed to complement the Neighbourhood Resolution Panels available in many local areas and bring Restorative Justice formally onto the statute books. There is no penalty for failing to comply with a community remedy disposal unless it is part of a conditional caution but this could be used as evidence towards more punitive action. The same Remedy document is available across Greater Manchester.

Update

Local areas have tended to favour their locally developed restorative justice processes which are already embedded in community safety structures within the 10 areas. For example in Bury the ROC Restore Programme utilises fully trained and vetted volunteers to facilitate restorative justice conferences between those 'harmed' by crime and ASB and the people who have caused the harm.

(I) Anti-Social Behaviour Case Reviews

The Act introduces a requirement for relevant bodies within a local authority area to carry out a review when this is requested by a victim or victims and their case meets a locally agreed threshold. This threshold cannot be higher than:

1. Three incidents have been reported to the Council, Police and / or social housing provider in the last six months.
2. Or five individuals in the local community have complained separately to the Council, Police or social housing providers in the last six months about similar incidents of anti-social behaviour.

Once a case review has been triggered, there is then a requirement for relevant bodies, identified as Councils, Police Forces, Clinical Commissioning Groups and social housing providers who are co-opted into the group, to undertake a case review. The relevant bodies would collectively consider if the Anti-Social Behaviour Case Worker threshold has been met and recommend further actions deemed appropriate. The action plan will then be shared with the victim. If they are not satisfied with this response, they can appeal to the Chair of the Community Safety Partnership and ultimately the Police and Crime Commissioner.

Update

Numbers of requests to trigger an ASB Case Review have varied widely across Greater Manchester since the legislation was implemented with some areas receiving no requests (including Bury) and others receiving high numbers. Full details of requests for ASB Case Reviews including whether the criteria was met and what the outcome was will be submitted shortly to the Police and Crime Commissioner who will continue to receive regular reports on their use.

Appendix B

ANTI-SOCIAL BEHAVIOUR - STATEMENT OF POLICY AND PROCEDURE Adopted by Bury Council, Six Town Housing and Springs Tenant Management Organisation (TMO)

The Policy and Procedure outlined in this document details the service that Bury Council, Six Town Housing and Springs TMO, who are responsible for managing the housing stock on behalf of Bury Council, will provide to the tenants and residents of the Borough in relation to anti-social behaviour.

Work to prevent and tackle anti-social behaviour operates within the legislative framework and supports the three key priorities agreed through Bury's Local Strategic Partnership: 'Team Bury'. These priorities are to develop a stronger and safer community, promote health and wellbeing and develop a stronger economy.

This statement of policy and procedure will inform how we will deal with complaints, how we will tackle perpetrators and how we will work together to prevent ASB. Building community resilience and self help where possible remains central to our approach.

ASB can have a significant impact on the quality of life of people. If it is not resolved quickly it can have a lasting impact on the people involved, other people living in an area and the environment. Bury Council, Six Town Housing, Springs TMO, the local community and partner agencies all have a key role to play in ensuring that such issues are tackled and action is taken quickly against people causing problems.

We will not tolerate ASB and recognise the important role we can play in tackling such problems. We will seek to embrace the wide range of remedies that are now available to local authorities and social landlords to address the issues of neighbour nuisance including supporting victims and helping communities to tackle antisocial behaviour.

Definition of Antisocial behaviour

The different provisions under the Anti Social Behaviour, Crime and Policing Act (2014) have different thresholds or definitions of ASB. Some examples are listed below:

- (a) Conduct that has caused, or is likely to cause, harassment, alarm or distress to any person;
- (b) Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises;
- (c) Conduct capable of causing housing related nuisance or annoyance to any person;
- (d) Conduct which has a detrimental effect of a persistent and continuing nature, on the quality of life of those in a locality and is unreasonable; and
- (e) The use of premises which has or is likely to result in nuisance to members of the public or disorder near those premises.

We will use the following broad definition of ASB to determine the nature of our response to issues raised by members of the public; namely:

'Any aggressive, intimidating or destructive activity that damages or destroys another person's quality of life'

(NB - when taking legal action, partners will refer to the more specific wording/definitions contained within the Act)

This definition allows officers to intervene at the appropriate level in reported issues. We recognise that there is a fine line between ASB and disputes between neighbours over relatively minor inconveniences and that for many members of the public there is no difference and the effects can be very similar. ASB is a highly personal experience and therefore a 'one size fits all' response is not appropriate. Agencies will use a sensitive and flexible approach in an attempt to resolve ASB while working to avoid becoming embroiled in the type of long standing grudges that are a drain on public resources.

Our commitment to tackle ASB involves using frontline resources to deal with initial complaints and a team of specialist officers to facilitate actions on more serious or complex cases, including those requiring legal action.

This statement sets out the overarching principles which govern a number of procedures linked to tackling ASB. These include (but are not limited to):

- Bury Council – Tenancy Agreement
- ASB Casework procedure
- Procedure for issuing a community protection notice
- Procedure for issuing a civil injunction
- Procedure for issuing a criminal behaviour order
- Procedure for issuing a closure order
- Procedure for initiating a community trigger
- Procedure for issuing a public spaces protection order.

For more information relating to the content of this statement or our approach to ASB visit Bury Council's or Six Town Housing's website <http://www.sixtownhousing.org/>

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Appendix C

Bury Joint Engagement Team Cost Benefit Analysis Report

March 2016
Stephen Bray



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Further Information

For further information about this project, please contact the JET Programme Lead:

John Merrick, Six Town Housing, 0161 686 8111

About New Economy

New Economy is a wholly owned company of the Greater Manchester Combined Authority (GMCA) and delivers policy, strategy and research services for Greater Manchester's economic growth and prosperity.

<http://neweconomymanchester.com>

EXECUTIVE SUMMARY

Introduction

Bury's Joint Engagement Team (JET) has been in operation since July 2014 and tackles a variety of neighbourhood issues through a multi-agency approach involving Greater Manchester Police (GMP), Bury Council and Six Town Housing (STH), an Arm's Length Management Organisation which manages the housing stock owned by Bury Council.

The JET programme intervenes to tackle a range of issues, including:

- anti-social behaviour (ASB) - street drinking, animal problems, abandoned vehicles, vehicle nuisance, noise, littering/drug paraphernalia, fireworks, rowdy/inconsiderate behaviour, neighbour disputes;
- criminal damage;
- Violence/assaults;
- Issues involving pets, mental health issues and alcohol and
- Stalking and harassment.

The JET programme also tackles or supports work involving some of the following issues:

- hate incidents (racial, religious, sexual orientation, disability, gender, transgender, alternative sub-culture);
- domestic abuse (with juvenile present, between those aged 16+, non ACPO domestic, prevent breach of peace).

In April 2015, initial examination of changes in the level of reported ASB across the district showed a reduction in ASB in 14 of Bury's 17 wards over the initial post-JET initialisation period. The analysis showed an average reduction of 13% in the levels of ASB across each ward. It was also noted that the total number of repeat ASB incidents fell by 11% between the two study periods.

As a result of these findings, it was felt useful to review the JET programme in further detail, to assess its fiscal and economic impact since its initiation.

Cost Benefit Analysis – The Approach

This report calculates JET's fiscal and social value to partners in Bury Council, Six Town Housing and Greater Manchester Police by using New Economy's HM Treasury approved Cost Benefit Analysis (CBA) Model.¹

The CBA examined incidents dealt with by the JET programme during its most recent twelve months of operation (January – December 2015). Demand reduction outcomes were modelled in terms of their equivalent fiscal benefit for the subsequent five year period (i.e. the immediate and anticipated longer term benefit).

¹ A wider review of JET has been completed by the programme lead, and this document is intended to complement that wider work.

The wider benefits of the JET programme (the wider 'public value' benefits to society) were also considered. A bespoke telephone survey was completed with over 100 Bury residents who have been engaged by the JET (both aggrieved and perpetrators). Five questions on the positive benefits of the programme were asked, as follows:

'As a result of the way your case was handled...'

- Has your confidence to deal with low level incidents of anti-social behaviour in your community increased?
- Do you now feel more part of your community?
- Do you now feel generally 'safer' on the streets of your community?
- Do you now feel closer to the people in your community?
- As a result of the way your case was handled, has the likelihood that you will report future problems of anti-social behaviour increased or decreased?

Key Findings

The primary finding from this CBA is that, for every £1 spent on JET, its partners are set to save the fiscal equivalent of £3.07 in benefits through demand reduction. This is based on a total annual cost of £257k to partners and benefits of £790k. Although this is a demand reduction in kind (rather than a directly cashable saving), the programme therefore represents strong value for money and will effectively 'pay back' its own costs within one year.

- Greater Manchester Police, which invests the equivalent of £83k per annum resourcing JET, see a return of £351k (a return of £4.25 for every £1 invested).
- Bury Council, which invests the equivalent of £51k, see a return of £201k (a return of £3.91 for every £1 invested).
- Six Town Housing, which invests the equivalent of £124k, see a return of £201k (£1.63 back for every £1 invested).

Demand reduction estimates are likely to be conservative, given the rigour of the analysis, and also the increased likelihood of victims to report ASB and other incidents to the police due to increased confidence (which may, in part, obscure the 'true' reduction in levels of ASB and other incidents experienced locally).

A secondary finding from the appraisal of potential wider (public value) benefits is that the intervention has substantial potential to improve the well-being of individuals, families and communities to the level of £4.05m in public value benefit. This reflects the reduced long-term physical health and psychological impact on direct victims, and a range of broader positive outcomes for people and places that have benefited from the JET programme.

Conclusions

The fiscal return on investment calculated in this report provides a strong basis upon which to continue developing the JET approach. The analysis prompts four headline conclusions for the JET Steering Group and CSP Board to consider in due course:

- (1) There may be potential to increase the financial return on investment of the JET programme, by considering which incident types JET is most able to positively impact upon, and focusing greater time and resource on those incident types.
- (2) The CBA only provides an indication of how benefits are distributed between agencies, but partners may wish to consider the CBA findings in the context of JET resourcing, given that the balance of resource investment vs return on investment is not the same for all stakeholders individually.
- (3) Given the positive findings from the survey of local residents, it may be worth considering how JET can be further developed to support a wider set of strategic agendas beyond community safety - for example its potential role to develop community integration and tackle social isolation.
- (4) Undertake further work to gain a greater understanding of the costs incurred by key partners involved in the JET. This will enable the partnership to gain a clearer picture of the costs associated with tackling ASB across the borough and the financial gains that can be secured through the JET

1 INTRODUCTION

1.1 Bury's Joint Engagement Team (JET) has been in operation since July 2014 and tackles a variety of neighbourhood issues through a multi-agency approach involving Greater Manchester Police (GMP), Bury Council and Six Town Housing (STH), an Arm's Length Management Organisation which manages the housing stock owned by Bury Council.

1.2 The JET programme intervenes to tackle a range of issues, including:

- anti-social behaviour (ASB) - street drinking, animal problems, abandoned vehicles, vehicle nuisance, noise, littering/drug paraphernalia, fireworks, rowdy/inconsiderate behaviour, neighbour disputes;
- criminal damage;
- Violence/assaults;
- Issues involving pets, mental health issues and alcohol and
- stalking and harassment.

The JET programme also tackles or supports work involving some of the following issues:

- hate incidents (racial, religious, sexual orientation, disability, gender, transgender, alternative sub-culture);
- domestic abuse (with juvenile present, between those aged 16+, non ACPO domestic, prevent breach of peace).

1.3 In April 2015, initial examination of changes in the level of reported ASB across the district showed a reduction in ASB in 14 of Bury's 17 wards over the initial post-JET initialisation period. The analysis showed an average reduction of 13% in the levels of ASB across each ward. It was also noted that the total number of repeat ASB incidents fell by 11% between the two study periods.

1.4 As a result of these findings, it was felt useful to review the JET programme in further detail, to assess its fiscal and economic impact since its initiation.

2 METHODOLOGY

- 2.1 A cost-benefit analysis (CBA) makes projections about the nature and extent of the savings made by agencies when they deploy new schemes or projects. Across Greater Manchester the public sector is piloting new and innovative ways of working. New Economy, with support from a network of CBA specialists, is helping to demonstrate the amount of taxpayers' money that can be saved by these new ways of working and the impact they can have on the quality of services enjoyed by Greater Manchester residents. This report calculates JET's fiscal and social value to partners in Bury Council, Six Town Housing and Greater Manchester Police by using New Economy's HM Treasury approved CBA Model.²
- 2.2 The CBA sought to establish the value of the provision assembled by JET, and how these benefits relate to the costs of the program. It expresses this both in figures and as a ratio of cost (on the part of GMP, Bury Council and STH) to benefit (to the public purse).³
- 2.3 The analysis examined incidents dealt with by the JET programme during its most recent twelve months of operation (January – December 2015). Demand reduction outcomes were modelled in terms of their equivalent fiscal benefit for the subsequent five year period (i.e. the immediate and anticipated longer term benefit).⁴ Care was taken to ensure that any demand reductions were understood in the context of wider increases/decreases in police-recorded incidents (thus accounting for what the model terms "deadweight").
- 2.4 The wider benefits of the JET programme were also considered (the wider 'public value benefit to society - benefits, damage or cost to infrastructure, the economy and society). A bespoke telephone survey was completed with over 100 Bury residents who have been engaged by the JET (both aggrieved and perpetrators). Five questions on the positive benefits of the programme were asked, as follows:

² A wider review of JET has been completed by the programme lead, and this document is intended to complement that wider work.

³ Fiscal Benefits are the benefits to the agency or the public purse. e.g. saving £10k to an agency budget by delivering services differently. Social Value is a value provided for the benefit of improved confidence, happiness etc., this a proxy value and would not be cashable but provides a value of improving overall Wellbeing, the values are from the New Economics Foundation (NEF) social well-being work.

⁴ Benefits are mapped out for the subsequent five year period, i.e. if an individual receives a response that reduces escalating issues between neighbours, or a response that allows them to feel more a part of their community in the one year period examined, then the cost benefit of that is mapped out for the subsequent five years.

‘As a result of the way your case was handled...’

- Has your confidence to deal with low level incidents of anti-social behaviour in your community increased?
- Do you now feel more part of your community?
- Do you now feel generally ‘safer’ on the streets of your community?
- Do you now feel closer to the people in your community?

2.5 In an attempt to calculate social value savings, each question had a correlating social value category and cost attached to it and answers were analysed to provide a figure showing how much each respondent’s feelings towards themselves and/or their community had changed following their interaction with JET.

3 COSTS

- 3.1 This section contains information on the JET programme revenue spending for the first year of the project only. Revenue expenditure represents the short-term spending which is needed to maintain the ongoing operation of a model, such as paying staff salaries or replenishing necessary supplies. These costs may fluctuate depending on the scope of a scheme or model. Currently there has been no costing provided for the cost of room rentals by the JET as its staff already exist within their organisations. Such costs should be accounted for within the 10% “optimism bias” applied with the CBA model to the staffing costs provided by the agencies. This “bias” provides a means of increasing the modelled costs figure by 10%, to take account of both room rental and the estimated way in which the salary costs were calculated.
- 3.2 Costs information are extrapolated from an overview of spending to date with regards to staffing costs (Six Town Housing, Bury Council and Greater Manchester Police) conducted by Six Town Housing and agreed with these other partners.
- 3.3 Overall revenue spending for the first year of the JET programme is estimated to amount to **£257,422**. Constituent parts of this figure are detailed below. Each of the costs has been subjected to a 10% optimism bias due to the costs currently only being estimates.
- Six Town Housing Caseworkers and Coordinator time, totalling £123,519.
 - Greater Manchester Police staffing and supervisor time (including casework), totaling £82,500.
 - Bury Council Staff time, totalling £51,403.

Key Findings

- The annual cost of the first year of the JET pilot is £257,422.
- The costs are split between Six Town Housing (48%), Greater Manchester Police (32%) and Bury Council (20%).

4 FISCAL BENEFITS ANALYSIS

- 4.1 Although JET's initial aim was to tackle all strands of ASB, over time this focus changed to focus on several key trends, but also added other non-ASB incidents. A full list of police-recorded incidents that were included within the fiscal benefits impact analysis is included at **Appendix A**. The appendix also lists the percentage attribution for each incident, i.e. it was estimated 100% of animal problem incidents were dealt with by JET, but only 50% of vehicle nuisance incidents and 5% of racial hate incidents.
- 4.2 Analysis was conducted on the incidents occurring in Bury in the twelve months prior to JET initiation (July 2013 – June 2014) and compared with the most recent 12 month period since JET initiation (January – December 2015). The Bury figures were then compared to changes across GM.
- 4.3 It was noted that, of the 14,044 relevant incidents⁵ taking place in Bury in the initial period:
- 3,061 incidents (22%) were 'crimed' – the incident was found to have involved a criminal act;
 - 7,689 incidents (55%) underwent 'further action' but did not become crimes;
 - The remaining 3,294 incidents (24%) were 'closed' without further action being entailed.
- 4.4 On average, a 'crimed' incident costs £609 to the fiscal purse, an incident requiring further action £500, and one with no further action required, £35.

Greater Manchester Police (GMP)

- 4.5 GMP is calculated to have benefited from JET on an annualised basis by £268,465 (based on a cost of £82,500 and benefits of £350,965). These cost savings are comprised of:
- Reduction in incidents not requiring further action by 24% from 2,762 to 2,099 giving a £532 benefit (taking into account the pan-GM reduction for this measure of 23.3%, which is considered to be the "deadweight"⁶)
 - Reduction in incidents requiring further action by 16.03% from 4,630 to 3,888 giving a £267,311 benefit (taking into account the pan-GM reduction for this measure of just 0.73%, which is considered to be the "deadweight")

⁵ This is the 'raw' figure, before any attribution was added to it. With percentage attributions, the overall figure reduces to 8,663.

⁶ "Deadweight" relates to the figure of "what would have happened anyway", i.e. in this case, if Bury had followed the GM trend.

- Reduction in incidents that are crimed by 2.4% from 1,271 to 1,241 giving a £83,121 benefit (taking into account the pan-GM increase for this measure of 16.4%, which is considered to be the “deadweight”)

Probation

4.6 The Probation Service is calculated to have benefited from JET on an annualised basis by £7,731. They have not financially contributed to JET. These cost savings are comprised of:

- Reduction in incidents that are crimed, as above, giving a £7,731 benefit.

Wider Criminal Justice Stakeholders

4.7 Courts and Legal Aid savings are calculated to the value of £29,584. These cost savings are comprised of:

- Reduction in incidents that are crimed, as above, giving a £29,584 benefit.

Local Authority (Bury Council)

4.8 Bury Council are calculated to have benefited from JET on an annualised basis by £149,480 (based on a cost of £51,403 and benefits of £200,883). These cost savings are comprised of:

- Reduction in incidents not requiring further action (£399)
- Reduction in incidents requiring further action (£200,483)

Six Town Housing

4.9 Six Town Housing are calculated to have benefited from JET on an annualised basis by £77,364 (based on a cost of £123,519 and benefits of £200,883). These cost savings are comprised of:

- Reduction in incidents not requiring further action (£399)
- Reduction in incidents requiring further action (£200,483)

Total fiscal benefits

Total fiscal benefits = £790,045, of which:

GMP = £350,965; Probation = £7,731; Courts, Legal Aid, etc. = £29,584; Bury Council = £200,883; Six Town Housing = £200,883

WIDER 'PUBLIC VALUE' BENEFITS

4.10 A proportion of the public value benefits from the JET programme relate to the direct impact on victims (health based, covering both the long-term physical and psychological impact), as follows:

- reduction in incidents not requiring further action, as above, giving a £5,819 benefit.
- reduction in incidents requiring further action, as above, giving a £825,992 benefit.
- increase in incidents that are crimed, as above, giving a £1,069,329 benefit.

4.11 The public value benefits of the JET programme, however, extend beyond the direct effects on individuals as victims of crime. A wider value to society is suggested from the survey of those who have interacted with the JET programme (either as victims or as perpetrators). Results from the questionnaire suggest a substantial wider impact on people and places:

Question	Increased	Remained the same	Decreased	Net increase
Has your confidence to deal with low level incidents of anti-social behaviour in your community increased?	32.4%	45.37%	22.2%	10.2%
Do you now feel more part of your community?	41.7%	32.41%	25.9%	15.7%
Do you now feel generally 'safer' on the streets of your community?	38.9%	35.19%	25.9%	13.0%
Do you now feel closer to the people in your community?	39.8%	37.96%	22.2%	17.6%
As a result of the way your case was handled, has the likelihood that you will report future problems of anti-social behaviour increased or decreased?	56.5%	26.8%	16.7%	39.8%

4.12 Analysis of the results suggests the following impact as a result of JET, when expressed in terms of public value:

- Increase in confidence / self-esteem (to the individual) increased by 10.2% among participants, totalling £146,571 benefit in public value.
- Reduction in isolation (to the individual) increased by 15.7% among participants, totalling £547,897 benefit in public value.
- Positive functioning (of the family) increased by 39.8% among participants, totalling £383,183 benefit in public value.
- Sense of trust and belonging (to the community) increased by 13% among participants, totalling £453,673 benefit in public value.

- Improved relationships (of the community) increased by 17.6% among participants, totalling £614,204 benefit in public value.

Total Further Public Benefits

- Total social value = £4,046,668

5 SUMMARY OF KEY FINDINGS

JET is viable fiscally and valuable economically

- 5.1 The primary finding from this CBA is that, for every £1 spent on JET, its partners are set to save the fiscal equivalent of £3.07 in benefits through demand reduction. An (annualised) £257,422 investment by the JET partners would be expected to generate an (annualised) £790,045 in fiscal benefits to several agencies, being those involved in crime and disorder, the local authority and the local ALMO, Six Town Housing.
- 5.2 Demand reduction estimates are likely to be conservative, given the rigour of the analysis, and also the increased likelihood of victims to report ASB to the police due to increased confidence (which may, in part, obscure the 'true' reduction in levels of ASB experienced locally).
- 5.3 Although this is a demand reduction in kind (rather than a directly cashable saving), the programme therefore represents strong value for money and will effectively 'pay back' its own costs within one year.

Multiple Agencies Benefit from JET

- 5.4 Fiscal benefits generated by JET are spread across multiple agencies:
- Greater Manchester Police, which invests the equivalent of £83k per annum resourcing JET, see a return of £351k (a return of £4.25 for every £1 invested).
 - Bury Council, which invests the equivalent of £51k, see a return of £201k (a return of £3.91 for every £1 invested),
 - Six Town Housing, which invests the equivalent of £124k, see a return of £201k (£1.63 back for every £1 invested).

Full details are shown in Table 2 below:

Table 2 – Investment and Return on JET project by agency.

Agency	Investment	Return	Net gain
Bury Council	£51,403	£200,883	£149,480
Greater Manchester Police	£82,500	£350,965	£268,465
Probation	n/a	£7,731	£7,731
Wider CJ Stakeholders	n/a	£29,584	£29,584
Six Town Housing	£123,519	£200,883	£77,364

There are a wide range of benefits generated by JET that are not fiscal in nature

- 5.5** A secondary finding from the appraisal of potential wider (public value) benefits is that the intervention has substantial potential to improve the well-being of individuals, families and communities. These benefits pertain to the improved well-being of individuals and families, particularly around increased confidence, reduced isolation, etc. At present, they are costed through the New Economics Foundation’s ‘QUALYs’ format wherein proxy costs are given for what people either pay for interventions such as counselling, or what people believe they would be willing to pay for improved familial relationships, etc.
- 5.6** The total benefits for these ‘public value’ considerations are estimated to be £4.05 million by the end of the five year period for researching benefits. This reflects the reduced long-term physical health and psychological impact on direct victims, and a range of broader positive outcomes for people and places that have benefited from the JET programme.

SIPH Benefits (Fiscal and Public Value)		
	Fiscal	Public Value
Crime and Disorder	£350,965 (GMP) £7,731 (Probation) £29,584 (CJS)	£1,901,140
Local Authority / Housing	£200,883 (LA) £200,883 (Housing)	
Other Public Value Benefits		£2,145,529
Total	£ 790,045	£4,046,668
<ul style="list-style-type: none"> • The cost:benefit ratio of the JET programme based on this methodology is 1:3.1, with a £257,422 investment by the JET partners generating £790,045 in fiscal benefits to the partner agencies. • Public value benefit is £4,046,668. 		

6 CONCLUSIONS

6.1 The fiscal return on investment calculated in this report provides a strong basis upon which to continue developing the JET approach. The analysis prompts three headline conclusions for the JET Steering Group and CSP Board to consider in due course:

- There may be potential to increase the financial return on investment of the JET programme, by considering which incident types JET is most able to positively impact upon, and focusing greater time and resource on those incident types.
- The CBA only provides an indication of how benefits are distributed between agencies, but partners may wish to consider the CBA findings in the context of JET resourcing, given that the balance of resource investment vs return on investment is not the same for all stakeholders individually.
- Given the positive findings from the survey of local residents, it may be worth considering how JET can be further developed to support a wider set of strategic agendas beyond community safety - for example its potential role to develop community integration and tackle social isolation.
- Undertake further work to gain a greater understanding of the costs incurred by key partners involved in the JET. This will enable the partnership to gain a clearer picture of the costs associated with tackling ASB across the borough and the financial gains that can be secured through the JET.

APPENDIX A

Police Recorded Incidents – Suite of FWIN Codes analysed in the course of JET Evaluation

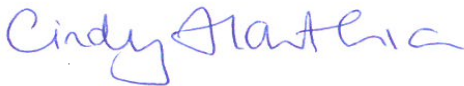
ASB Type and attribution given		Other Incidents and attribution given	
D08 - Street Drinking	100%	C01 – Violence / Assault	Partly (5% credit)
D17 - Animal Problems	100%	C50 - Hate: Racial	5%
D70 - Abandoned Vehicle	100%	C51 - Hate: Religion	5%
D71 - Vehicle Nuisance / Inappropriate Use	50%	C52 - Hate: Sexual Orientation	5%
D14 - vehicles	50%	C53 - Hate: Disability	20%
D80 – Noise	100%	C54 - Hate: Gender	5%
D16 – Rowdy and / or noise nuisance	100%	C56 - Hate: Transgender	5%
D90 - Littering/Drug Paraphernalia	100%	C57 - Hate: Alt. Sub-Culture	5%
D91 - Fireworks	100%	L29 - Stalking & Harassment	100%
D92 – Rowdy / Inconsiderate Behaviour	100%	C06 - Criminal Damage	100%
D93 – Neighbours	100%	D61 - Domestic (Juvenile Present)	5%
D07 - Neighbours		D62 - Domestic	5%
		D63 – Domestic - Non ACPO	5%
		D64 - Domestic - Breach Peace	10%
		G17 – Mental Health	30%
		L15 – Alcohol	20%
		G14 – Pets	100%
		D73 – Motorcycle / mini motos	50%

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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 Wellbeing	
Service	Community Safety	
Proposed policy	Anti-Social Behaviour (ASB) Progress Update and Revised Statement of Policy and Procedure	
Date	08 March 2016	
Officer responsible for the 'policy' and for completing the equality analysis	Name	Cindy Lowthian
	Post Title	Communities Manager
	Contact Number	0161 253 5121
	Signature	
	Date	08 March 2016
Equality officer consulted	Name	
	Post Title	
	Contact Number	
	Signature	
	Date	

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>The Anti Social Behaviour, Crime & Policing Act (2014) introduced new measures to provide swift, effective resolution to anti-social behaviour, crime and disorder and improve the quality of life of residents in the Borough.</p> <p>A report outlining the implications of the ASB, Crime and Policing Act, together with an Equality Analysis, was agreed by Cabinet in November 2014. Cabinet agreed to a number of recommendations to ensure the effective implementation of the Act in Bury.</p> <p>A review has now been undertaken on the use of the tools and powers within the Borough. This includes a Cost Benefit Analysis (CBA) of the work of the Joint Engagement Team (JET); a multi-agency team who work together to tackle ASB in the borough. Following this review, a revised ASB statement of policy and procedure has been developed.</p>
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	<p>The equality analysis presented to Cabinet in November 2014 has now been updated to incorporate the revised ASB statement of policy and procedure.</p>
Who are the main stakeholders?	<ul style="list-style-type: none">• Bury Council, particularly the Community Safety Team and Environmental Health.• Supporting Communities, Improving Lives (SCIL) Team.• Community Safety Partnership• Team Bury Partners• Clinical Commissioning Group• Other health care providers• Greater Manchester Police• Six Town Housing• Registered Social Landlords• Youth Offending Team• Councillors• All Residents of Bury• Other Greater Manchester Authorities

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	Yes	No	<p>The tools and powers are being used to bring swift and effective resolution to a wide range of issues. In particular, to maintain strong and safe communities where people from all backgrounds feel they belong, including those who are victims of hate crime.</p> <p>The Statement of Policy and Procedure has been revised to reflect the more proactive and robust approach now being taken through the JET, updating the range of approaches that can be used to tackle a wide range of issues including hate crime.</p>
Disability	Yes	No	<p>The measures introduced under the Act can be used to address ASB affecting those with disabilities. Tools and powers can be used to protect vulnerable people and build confidence in the reporting of disability hate crime. The Joint Engagement Team has worked together to tackle issues involving disability hate crime, particularly 'mate crime'.</p> <p>The Revised Statement of Policy has a victim focus, including identifying and mitigating against the risk of harm for all victims including those with disabilities.</p>
Gender	Yes	No	<p>The measures introduced under the Act are used to address complaints of ASB perpetrated against all people in Bury regardless of their gender. Some of these cases can include domestic violence and abuse. Statistically, females are more likely to be victims</p>

			although domestic violence and abuse can affect all people, regardless of gender. The revised Statement of Policy sets out a range of enforcement options that can be taken against perpetrators using the tools and powers.
Gender reassignment	Yes	No	The measures introduced under the Act are used to address complaints of ASB from all people within Bury, regardless of their sex. The revised Statement of Policy aims to reflect this. They are designed to bring swift and effective resolution to a wide range of issues and can be used where appropriate to address issues of hate crime perpetrated against people because they have undergone gender reassignment.
Age	Yes	No	The ASB revised Statement of Policy reflects the range of measures (contained within the Act) that can be used to address complaints of anti-social behaviour against all people in Bury regardless of age. These measures have considerably less severe penalties for breach for young people (to the ones they have replaced) and instead, there is more emphasis on early intervention and positive interventions. These aim to divert young people away from ASB and Crime. The longer term aim is to develop proportionate approaches to address the underlying causes of ASB which can help to avoid the criminalisation of young people at an early age.
Sexual orientation	Yes	No	The revised Statement of Policy reflects the range of measures that can be used to address complaints of ASB from all people regardless of their sexual orientation. These measures are designed to bring swift and effective resolution to a wide range of issues and will be used where possible to address issues of hate crime perpetrated against people because of their sexual orientation.

Religion or belief	Yes	No	<p>The revised Statement of Policy incorporates a range of measures that can be used to address complaints of ASB from all people regardless of their religious beliefs. These measures are designed to bring swift and effective resolution to a wide range of issues and can be used to address issues of hate crime perpetrated against people because of their religious beliefs.</p> <p>The Council will ensure any positive requirements or prohibitions they request within the new Orders will not conflict with the individual's religious practices.</p>
Caring responsibilities	Yes	No	<p>The Council will ensure that any positive requirements or prohibitions they request within the new Orders will take account of any caring responsibilities. The emphasis will also be on working with parents and carers of young people to address the underlying causes of ASB.</p>
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	Yes	The revised Statement of Policy aims to strengthen the response provided to victims, including identifying and mitigating against the risk of harm. The Council will ensure that the measures continue to be used wherever possible to address harassment and victimisation.
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)	No	
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	Yes	ASB consistently ranks as the public's highest priority when it comes to crime and disorder issues. The revised Statement of Policy aims to support the Council and others in their work to tackle ASB. This is likely to have a positive impact on victims and communities across the borough, promoting overall community wellbeing, cohesion and a culture of tolerance and understanding.

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 do not 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 service plan, please list what equality information you currently have available, **OR** for a new/changed policy or practice 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
The views of partners on the revised Statement of Policy have been sought through the ASB Working Group (which sits under the Community Safety Partnership).		January/March 2016
Springs Tenant Management Organisation (TMO) and tenants of Six Town were consulted on the draft Statement of Policy through the Neighbourhood Customer Review		Jan/February 2016

Group.		
Bury Community Safety Partnership		24 February 2016
Department of Communities and Wellbeing Management Board		08 March 2016
Community Safety Portfolio		16 March 2016
Bury Council, Overview and Scrutiny Committee		22 March 2016
Cabinet		13.04.16

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

The ASB group are committed to developing the performance framework of the JET over the next year. This will build on the work undertaken by New Economy through the Cost Benefit Analysis (CBA). It will allow us to develop more robust recording and monitoring information in relation to wider partnership ASB performance.

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	The overall effect will be positive- the revised Statement of Policy will provide the framework to address harassment and victimisation, promote community safety, resilience and wellbeing.
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	None
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	To build on the work to date by developing a more robust performance framework to record and monitor ASB across the borough. This will allow the partnership to identify priority areas or gaps that can further foster good community relations.
What steps do you intend to take now in respect of the implementation of your policy/service plan?	The revised Statement of Policy will be used as a framework to embed and develop the ASB tools and powers across the partnership. Work will also continue to develop the Joint Engagement Team to ensure it enhances and supports the future neighbourhood working model for the Borough.

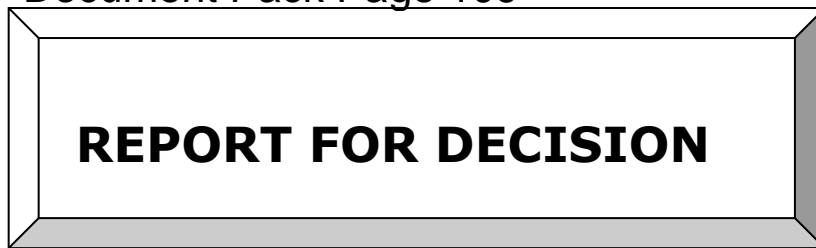
6. MONITORING AND REVIEW

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.

Progress will be monitored through the ASB Working Group who will provide progress reports to Bury's Community Safety Partnership.

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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DECISION OF:	CABINET
DATE:	13 APRIL 2016
SUBJECT:	Talent Management Strategy 2016 – 2020
REPORT FROM:	Councillor Sandra Walmsley (Cabinet Member for Resources and Regulation)
CONTACT OFFICERS:	Steve Kenyon, Interim Executive Director of Resources & Regulation Tracy Murphy, Assistant Director of Resources & Regulation (HR & OD)
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	<p>Our Talent Management Strategy outlines how we aim to plan for, resource and develop our employees to reach their potential and to meet the challenges and opportunities over the coming five years. It is a fundamental strategy for achieving our corporate aims and the aspirational objectives of our People Strategy.</p> <p>It sets out how we will manage the risk of not having the right skills and behaviours in the right place at the right time. It builds on our organisation's strengths in these areas and identifies gaps in our practice and strategies for tackling these gaps particularly with relation to succession and workforce planning. It is key to managing the risk of not having the right people with the key skills particularly in critical roles.</p>
OPTIONS & RECOMMENDED OPTION	<ol style="list-style-type: none"> 1. To approve the strategy including the proposed plan to introducing succession planning on a pilot basis. This is the recommended option as it provides the direction and framework for our talent management policies and practices for the next five years.

	<p>2. To not approve the strategy. This would leave the Council without a clear strategy with relation to talent management and risk leaving us without the necessary skills for the future in critical posts.</p>
<p>IMPLICATIONS:</p>	
<p>Corporate Aims/Policy Framework:</p>	<p>Do the proposals accord with the Policy Framework? Yes</p>
<p>Statement by the S151 Officer: Financial Implications and Risk Considerations:</p>	<p>The strategy will be implemented within existing resources.</p> <p>The strategy will help ensure that the Council has effective workforce planning in place at a time of considerable organisational change.</p>
<p>Health and Safety Implications</p>	<p>There are no health and safety issues arising directly from the strategy. Any changes in services or operating practice will be subject to risk assessments and implemented in line with existing policy.</p>
<p>Statement by Interim Executive Director of Resources & Regulation</p>	<p>There are no wider resource implications.</p>
<p>Equality/Diversity implications:</p>	<p>The strategy provides a framework for the future and does not in itself directly impact on different diversity strands. However the Council's commitment to Equality and Diversity underpins the strategy. Equality Analysis will be carried out at each stage of developing proposals for succession planning.</p>
<p>Considered by Monitoring Officer:</p>	<p>Yes</p> <p>Although not a statutory or regulatory requirement, this strategy ties in with the Council's Visions Purposes and Values and its plan for change. There are no legal implications other than those noted in connection with the need to address equality issues during the development and implementation of any future succession planning.</p>
<p>Wards Affected:</p>	<p>All</p>
<p>Scrutiny Interest:</p>	

TRACKING/PROCESS

INTERIM EXECUTIVE DIRECTOR OF RESOURCES & REGULATION:

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
7.3.16	26.2.16		
Scrutiny Committee	Cabinet/Committee	Council	
	13.4.16		

BACKGROUND

- 1.1 The new Talent Management Strategy has been developed against a background of rapid change as identified in the People Strategy.
- 1.2 The Vision Purpose and Values report and 'plan on a page' outlined how the challenges and opportunities envisaged for the council in the coming five year period will require a culture shift within our organisation.
- 1.3 One of the key corporate priorities is to 'ensure staff have the right skills to embrace significant organisational change'.
- 1.4 Underpinning this we have a organisation wide competency framework , the 'Bury Behaviours' which, based on the vision for the future of the council, puts into words the key behaviours that we need people to demonstrate for the vision to be realised.
- 1.5 Within the council we have seen (and will continue to see) significant change in terms of experienced people leaving the organisation. This puts an even stronger emphasis and importance on managing our talent, succession planning and taking a more creative approach to this key area.
- 1.6 Talent management is not new. We have successful strategies and policies in place for recruitment, retention and development of our people which are integral parts of this strategy.
- 1.7 However we recognised that we needed to take a more coordinated approach to this and to identify where the gaps were and put forward strategies to address these gaps. (Appendix 1).
- 1.8 The gaps are critically around our approach to planning for succession to key roles and this managing the risk that inadequate planning affords.
- 1.9 We identified therefore the need to develop a proposal regarding succession planning that addresses this gap whilst supporting an organisation committed to equality of opportunity. (Appendix 2)
- 1.10 The strategy has been developed by the Corporate OD team with contributions from Departmental OD/HR teams and the Resources and Regulation management team.
- 1.11 The timeline for introducing the pilot is included as Appendix 3.

- 1.12 We have begun drawn up an initial draft of what we feel will be the key skills, behaviours , knowledge and experience for the 'Executive Leader' of the future We will seek the views of the Senior Leadership Team of the council to verify and develop this further.

2.0 ISSUES AND MOVING FORWARD

- 2.1 Through developing the strategy we have identified four key strategic objectives (Appendix 1 p6) that support the corporate priority stated above. These objectives incorporate the need for flexible, resilient individuals ready for the next challenge, skilled for the present and the future in an organisation that is an 'Employer of Choice' and can respond quickly to changing circumstances.
- 2.2 The strategy defines what we mean by talent management and how it can be split into three key components; planning, resourcing and developing.
- 2.3 Within the strategy we identify our benchmark position with regard to each of these three key components (ie 'Where we are now'). This benchmark position is summarised on page 7 of Appendix 1. This covers areas of work including recruitment and selection, Backing Young Bury, coaching and mentoring, learning and development and leadership development that indicate what we are currently doing in relation to talent management.
- 2.4 We have many strengths as outlined in this section; yet to achieve our objectives we have challenges ahead and the table also highlights the gaps in red. These are primarily in the planning area though we have also identified 'development centres' which will be a key tool in effective succession planning and 'executive development' as two further areas of priority going forward.
- 2.5 The table is presented with Bury Behaviours and Equality and Diversity running through all that we do in this area.
- 2.6 The section 'How we will get there is split into three parts reflecting the three key components of planning, resourcing and developing. Some of what is included is building on our success (for example with Backing young Bury or our Leadership and Management programme) whilst other inclusions focus on taking new approaches to workforce and succession planning.
- 2.7 Each of the areas indicates how we will measure our success going forward. These are detailed in pages 8 to 12 of the strategy (Appendix 1).
- 2.8 Further detail has been drawn up with regard to succession planning recognising that this is an area open to many different interpretations and approaches. Our suggested approach is detailed in Appendix 2 of this report.
- 2.9 The approach recommended is that we focus initially on the senior tier of management and consider the skills and behaviours that these roles will require going forward.
- 2.10 The approach involves assessing the skills of those in the tier below and producing development plans for those individuals who could be potential successors.
- 2.11 The approach involves establishing a succession planning panel to facilitate these plans particularly when cross organisational projects working/

secondments are needed for individuals to develop the skills needed for the next role.

- 2.12 It is recommended that this pilot be monitored and evaluated with a view to developing an approach for the council.
- 2.13 The strategy will be updated every twelve months where we will produce a 'Talent Management Strategy one or two years on' to measure our progress towards our objectives and to review in this changing climate whether our objectives and approach are still fit for purpose.
- 2.14 The timescales for the strategy align with the corporate plan and the people strategy.

3.0 CONCLUSION

- 3.1 This report introduces the new Talent Management Strategy and suggested approach to Succession Planning.
- 3.2 The Talent Management Strategy is a five year strategy designed to set the objectives and provide the overarching framework and mechanism for us to measure our progress towards these objectives in a simple yet meaningful document.

List of Background Papers:

Talent Management Strategy 2015 to 2020

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Talent Management Strategy

2016-2020 (Appendix 1)



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Introduction

Our Talent Management Strategy outlines how we aim to plan for, resource and develop our employees to reach their potential and to meet the challenges and opportunities over the coming five years. It is a fundamental strategy for achieving our corporate aims and the aspirational objectives of our People Strategy. The strategy focuses on planning for, resourcing and developing our people but recognises that these processes do not operate in a vacuum and that to succeed in these areas we need to operate in an inclusive environment with effective HR policies and procedures operated consistently across the organisation.



Our people really matter. Each individual employee can make a major difference. Talent Management is about providing the right environment and support for everyone to make that difference. We have talented and committed employees. By empowering people, we will make them and, in turn, Bury council the best that we can be.

Tracy Murphy, Acting Assistant Director for Human Resources

The current period of accelerated change means it's more important than ever for us to think ahead. We need to attract talent. Progressive people policies which maintain high skill levels within the Council are vital for our continued success. I strongly support the interventions in our Talent Management strategy that helps us to do this.

Sandra Walmsley, Cabinet Member for Resource and Regulation



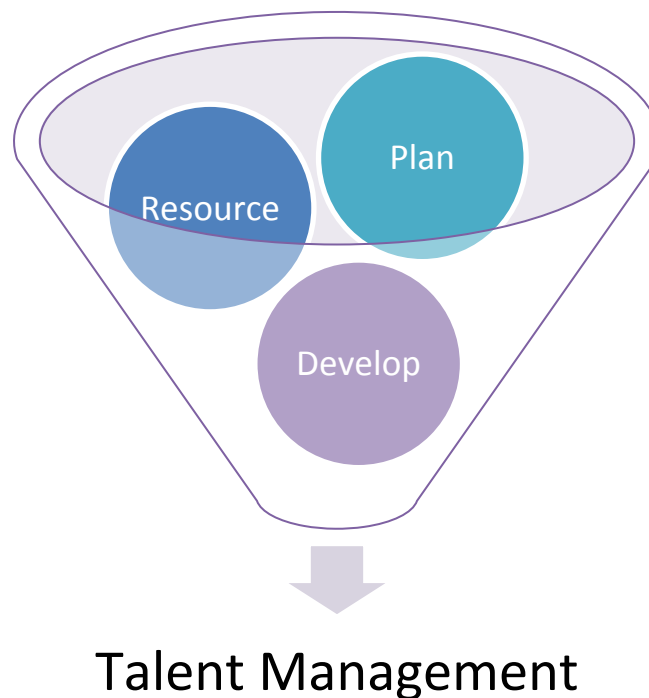
What is talent management?

'Talent Management' means having systems and plans in place that ensure that we plan for, attract, recruit and select, retain and develop our employees to meet present and future needs. We need to plan ahead, make sure we recruit people with the skills and behaviours we need and then retain them and help them grow.

The Chartered Institute of Personnel and Development (CIPD) underlines the importance of talent management for the following reasons;-

- building a high performance workplace
- encouraging a learning organisation
- adding value to the 'employer of choice' and branding agenda
- contributing to diversity management.

Talent management can be divided into three key components:



Why now?

The world of work is evolving at a rapid rate. The role of the Council is also ever changing and therefore the skills and behaviours needed to achieve the vision and objectives are different now than they were even five years ago and will be different again going forward. A recent study carried out by the University of Birmingham into what it means to be a '21st Century Public Servant' identified nine key attributes needed which include the need for people 'to be recruited and rewarded for generic skills as well as technical expertise' and identifies that people will 'build careers which are fluid across sectors and services'. Our People Strategy aligns with this level of change

Consequently, we need to manage the risk of not having people with the right skills and behaviours to take the Council forward. Although it can be argued that this is particularly critical when considering those leadership roles at the top of our organisation and those highly specialist roles where all the knowledge and skill is housed in one person it is important with regard to every role in the council. We will all recognise the reality of this situation as we will all know highly skilled people who have left leaving a gap to be filled. There are many examples of good practice where these situations have been effectively managed but this strategy aims to go a step further and put in place a coordinated approach across the council to make us fit for the future.

We are already a smaller, leaner organisation and have seen a shift to alternative delivery models which will continue and people have adapting to take on broader roles which require different skills and behaviours. When someone leaves the new role is often redesigned and looks very different. We need to be planning and making sure we have developed people with the skills and behaviours for the future as well as the present. In an increasingly competitive market for talent, if we want to succeed in being an Employer of Choice we need to demonstrate real career development opportunities in a challenging and engaging environment.

Where we want to be

One of the Council's corporate priorities as outlined in the plan for 2015 to 2020 is to ...

ensure staff have the right skills to embrace significant organisational change, through embedding a culture of ownership, empowerment and decision making at all levels of the organisation.

And the corporate plan states that by March 2016 we will "develop talent management and succession planning policies".

To do this we have set the following key strategic objectives:

We want to have:

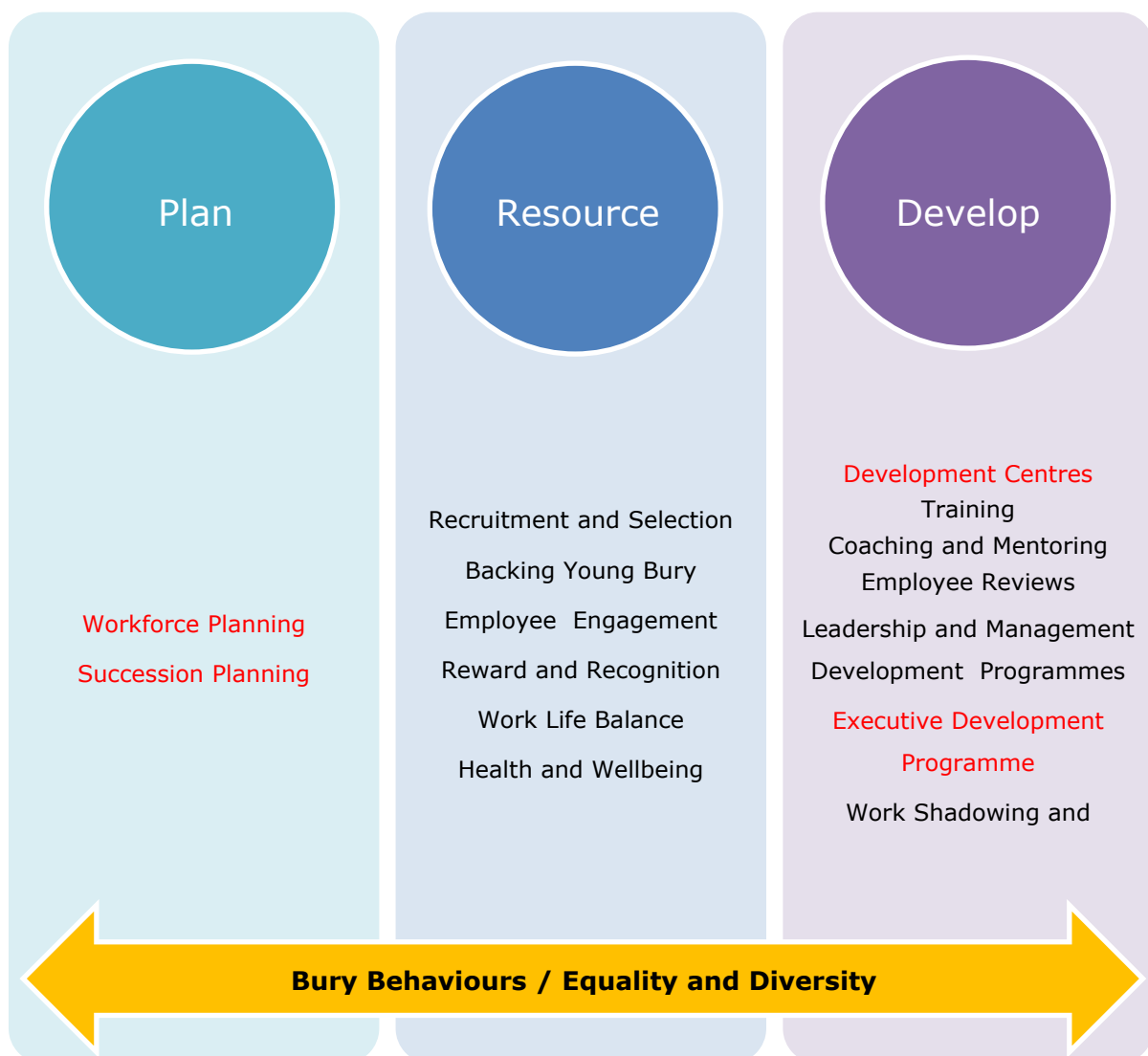
- **Flexible, resilient individuals who are ready for the next challenge across the organisation**
- **An organisation that is an Employer of Choice for talented individuals**
- **Employees who are not only skilled for the present but for the future**
- **An organisation that can respond quickly, effectively and fairly to changing circumstances**

Where we are now?

Is Talent Management new?

No ... as an organisation we already successfully recruit and develop our employees and have a number of excellent practices in place to help retain talent within the organisation. We have a suite of behavioural competencies; the 'Bury Behaviours' which set out clearly what 'good looks like' now and going forward at all levels within the organisation, and our recruitment and development practices are underpinned by these Behaviours. Investors in People have acknowledged some of the positive work we do, and have helped us to recognise any gaps. This is a great basis for moving forward and achieving our objectives.

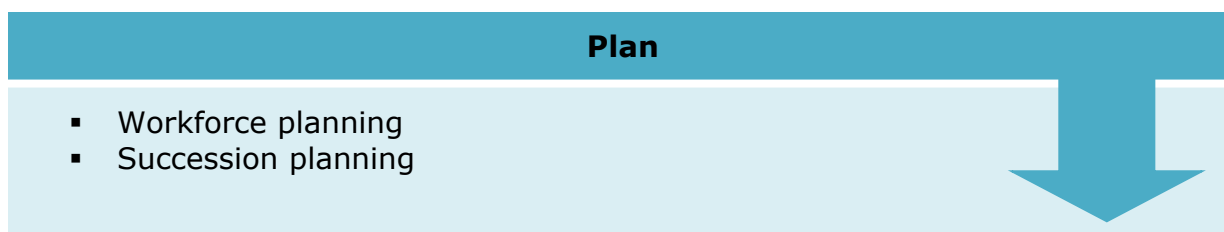
The table below identifies some of what we are currently doing and highlights some of the areas we can move forward with to work towards our objectives. (The areas in red below are those identified for particular action to help us move forward).



How we will get there?

1. Plan

It is important that the Council plans ahead and establishes what sort of talented people are needed now, and in the future to deliver services.



Workforce Planning - Workforce planning is the process of ensuring that the Council has the right people, with the right skills, in the right place at the right time. It is about generating information, analysing it to inform future demand for employees and then translating that into a set of actions that will develop and build on the existing workforce to meet that demand. Planning for the future workforce will be carried out on a Council wide basis in areas such as planning for apprentice recruitment to rebalance our age profile and provide skills for the future whilst meeting our obligations through the Public sector recruitment target and voluntary severance schemes to address the need to remodel a leaner workforce. Analysis will be carried out around national and regional influences on the workforce along with market analysis. However detailed workforce planning needs to be carried out locally by the people who know the business. Corporately we will revise the current tool kit and develop workshops for managers and HR advisers to support them in this process.

Succession Planning – This is a key component of Talent management. Traditionally succession planning is the process of identifying successors for key posts, and then planning career moves and development activities for these potential successors to enable them to be ready for posts as they become vacant. Under traditional succession planning models potential successors will be identified with an indication of the timescale for 'readiness' and areas of vulnerability identified with action plans formulated.


In a rapidly changing environment it is unlikely however that we would look for 'like for like' successors for posts so this approach could be too rigid. Our approach therefore is to identify the skills and behaviours needed now and going forward and identify and develop potential successors to take up the challenges of the senior roles within the council.

INDICATORS OF SUCCESS:

- Succession Planning pilot completed, reviewed and evaluated with model used and adapted for other areas within the Council
- Development plans in place for all those in succession planning pilot
- 80% of roles for which succession has been planned are filled internally
- Reduction in external recruitment advertising costs

2. Resource

Resourcing processes ensure that the Council gets and keeps the talent it needs.

Resource	
<ul style="list-style-type: none">▪ Recruitment and selection▪ Backing Young Bury initiatives▪ Retention of, including:<ul style="list-style-type: none">– Employee engagement– Reward and recognition– Work life balance– Health and wellbeing	

Recruitment and Selection – We embrace the challenge that we need to take a flexible approach to recruitment to attract talent and to make sure that we can operate in a more dynamic environment without putting unnecessary barriers in place whilst maintaining fairness and consistency being mindful of best practice government initiatives and legislative change. We will therefore continue to review our Recruitment practices. We will ensure that we link each role to our Bury Behaviours to ensure that we are including in our selection criteria the behaviours that have been identified as being key to future success. We will then measure these using the most appropriate assessment tools and encourage an Assessment centre approach.

Backing Young Bury initiatives – Based on the success of the programme for the past five years we will work to provide greater opportunities for young people, including extended work experience placements, pre-employment training, graduate recruitment, an increased number of a varied range of apprenticeships and use of our 'young person's talent pool'. Through this programme we aim to recruit and retain young talent for the future and to meet our obligations through the Apprenticeship levy and public sector recruitment target. Targets for recruitment under this programme will need to be reassessed in light of these developments

Retention – We will take a number of key steps to retain talented people and enable them to give of their best, valuing their contribution. These will include:

- **Employee engagement** – We will carry out regular employee surveys, and then work with managers to celebrate and build on strengths as well as to put into place improvements. We will also ensure employees are treated fairly, and with dignity and respect in the workplace. In addition, we will encourage effective performance management and appropriate use of disciplinary, grievance and capability procedures.


- **Reward and recognition** – We will continue to fairly reward our employees, and carry out regular equal pay audits. Options will be investigated in relation to alternative approaches to the reward package. We will also continually seek to enhance the staff benefits package, and will recognise employees' performance through the STAR Awards process.
- **Work life balance** – The Council is committed to supporting a flexible, agile workforce and will maintain a comprehensive package of work life balance options.
- **Health and wellbeing** – We will continue to encourage and actively support our employees to become more physically active and to lead healthier lives (physically and emotionally). To support and co-ordinate this we will refresh, develop and communicate the Health and Wellbeing Strategy and work towards the Wellbeing Charter .

INDICATORS OF SUCCESS:

- Introduce a system where all recruitment is linked to the relevant behavioural competency framework and measure compliance
- Evidence of more innovative methods of recruitment in place with monitoring of results/success
- New collaborative E-Recruitment system introduced and embedded with careers portal promoting hard to fill careers and promoting our 'place'
- Through the employee survey, we will see generally improved levels of engagement e.g. %of employees satisfied with Bury council as an employer increases year on year
- Survey indicates increasingly number of employees who feel their job makes good use of their skills and abilities
- Survey indicates increasing number of employees who feel that work gives them a sense of personal accomplishment
- Increased take up of work life balance opportunities
- New Workforce Wellbeing Strategy in place with action plan achieved
- Talent pools in place across GM
- Secondments across GM
- Workforce more representative of the community we serve

3. Develop

Develop



- Development centres
- Training (including continuous professional development)
- Coaching and Mentoring
- Employee reviews
- Leadership and Management development programmes
- Executive development programme
- Work shadowing and Secondments

Development centres – We will design and implement development centres to support succession planning and the building of high standards of competence across the Bury Behaviour framework. We will objectively assess individuals against specific competency indicators and use the data gathered to produce focussed development plans.

Training – We will continuously review and re-shape a comprehensive programme of learning and development that will be linked to the Bury Behaviours. All our learning interventions will aim to provide employees with the specific skills and competencies they need in order to achieve Bury council's Values, Strategic Outcome and Priorities. Training interventions will be evaluated to ensure we invest in those activities that will add value and build a strong skill base for our future. We will employ the most efficient methods of delivery whilst maintaining quality standards and maximising ease of access.

Coaching and Mentoring – We will promote coaching and mentoring as valid and sustainable methods of learning. We will develop our schemes and provide continuous development to our coaches and mentors to strengthen and extend the adoption of these interventions.

Employee reviews – We will develop our employee review process to be compatible with and supportive of our emerging and evolving strategies and policies around Performance Management, Pay and Reward and Succession Planning.

Leadership and Management development programmes – We will continually evolve our Bury Leadership and Management programme to ensure we are providing learning opportunities that equip our leaders for the emerging challenges and to be able to lead growth and reform.

Executive development programme – We will facilitate a tailored programme of Executive development to support our Executive team to be Leaders of Place and be influential members of the wider GM Leadership Community.

Work shadowing and Secondments - We will identify and arrange appropriate work shadowing and secondment opportunities in support of succession planning.

INDICATORS OF SUCCESS:


- An executive leadership programme is in place and all our senior leadership team are participating
- A leadership programme is established and the majority of our managers are participating
- 80% of learners and managers report that learning undertaken:
 - Achieved planned outcomes
 - Resulted in improved performance or service delivery
 - Development centres have been established a
 - Was value for money
- All employees to have an Employee Review annually.
- Development plans in place through succession planning process
- Increase in % of employees who feel their job matched their skills and abilities

Progress and monitoring

Progress against the actions listed in this strategy will be reported upon annually to the HR and OD Leadership Teams.

For further information about the Talent Management Strategy, please contact:

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Appendix 2

Succession Planning

A suggested approach for Bury Council : An outline proposal

Context

We are operating in changing and ambiguous times and yet never has the need for talented individuals at all levels in the organisation been greater. We have lost key skills and experience in recent years with the drive to become a leaner organisation and the skills and behaviours we need going forward are changing. Our Corporate priorities include ensuring that 'staff have the right skills to embrace significant organisational change' and our People strategy outlines our objective to have 'Inspirational ..leaders' as key to success and aims to encourage our employees to be aspirational.

A key objective within our Talent management strategy is to have 'employees who are not only skilled for the present but for the future' and a gap analysis of our current practice indicates that we need a more systematic approach to succession planning to manage our risk of not having the right skills in the right areas particularly in key roles at the top of our organisation as well as in other specialist roles.

Succession Planning ..what is it?

The Chartered Institute of Personnel and Development (CIPD) describes the process as follows;-

'Succession planning is the process of identifying and developing potential future leaders or senior managers, as well as individuals to fill other business-critical positions, either in the short- or the long-term. In addition to training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for future senior or key roles.'

Succession planning is about addressing and minimising risk through addressing potential critical gaps in the organisation. It is also about developing internal talent and reducing reliance on expensive external recruitment.

Traditional succession planning involves identifying senior and other business critical roles and then identifying potential successors and equipping them with the knowledge, skills and experience to take up these positions within a certain timescale.

However this approach assumes a degree of stability in the management structure. It assumes that the roles that are likely to be needed in the future are reasonably static.

Clearly in more changing and ambiguous times the roles that we will need to fill going forward are likely to be different from those currently being carried out. They are likely to be broader and are likely to be influenced significantly by developments such as 'devo Manc' and the national agenda relating to social care.

However we do have a framework (Bury Behaviours) which describes the behaviours that we need both now and in the future at each level within our organisation including those at Tier 1 (Senior Leaders) and we can make some

reasonable assumptions about the types of roles we are likely to need to fill in the future.

Succession Planning and Equal Opportunities

There has been some debate about whether by having a succession planning process we are not acting in accordance with our commitment to Equal Opportunities. However this process supports our policy in this regard through equipping internal employees with skills and behaviours for future roles and enabling them to compete with the external market. Posts would continue to be advertised in the normal way.

A suggested approach

We suggest starting at the top of the organisation and introducing Succession planning for a limited number of senior roles at Tier 1 of the organisation (Maybe Senior Leadership Team and Assistant Director posts). Following this exercise the process would be reviewed and evaluated with a view to introducing a model revised as appropriate in other areas of the Council.

Rather than succession planning for each individual post (recognising that posts are likely to change going forward) we suggest identifying more generic skill, knowledge and experience requirements (as well as behaviours) for *broader* roles. These core leadership **skills/knowledge/experience/behavioural requirements** would be identified from research into and identification of all elements needed to successfully lead and manage:-

- Place (whole borough and community)
- Organisation
- Services
- People
- Resources
- Projects
- Self

We'd be looking to develop successors for:

Executive Leaders (Behavioural expectations at Tier 1)

Service Leaders (Behavioural expectations at Tier 2)

People Supervisors (Behavioural expectations at Tier 3)

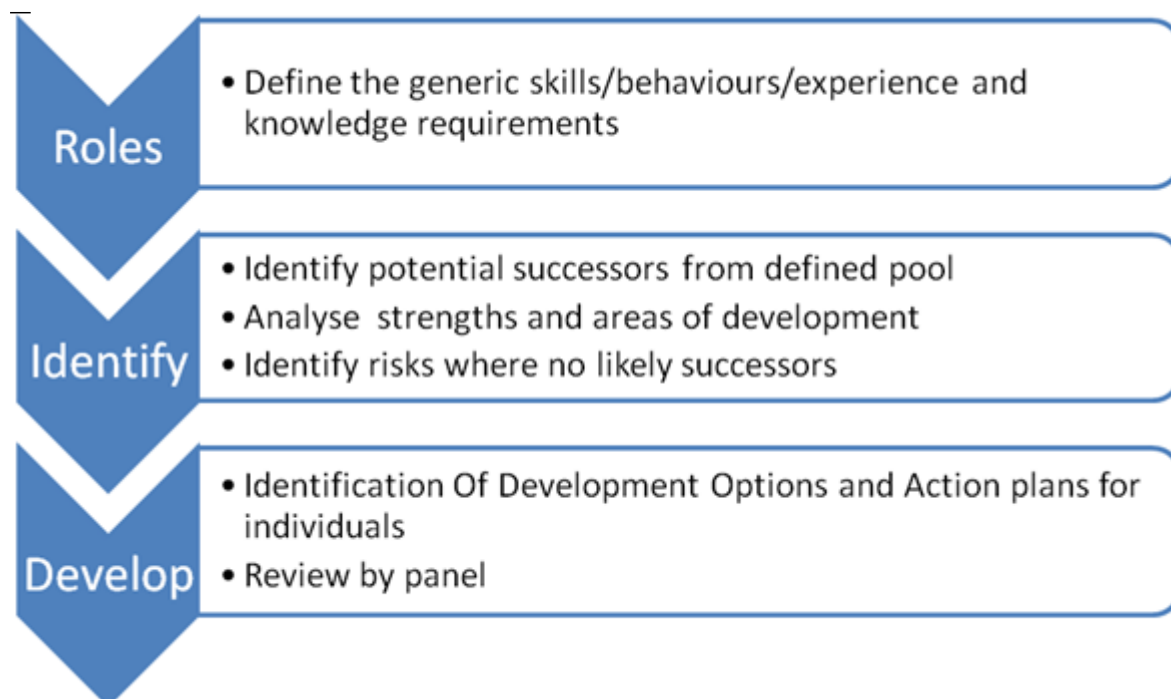
In this proposal, for succession into Executive Leaders roles then perhaps those currently operating at around Tier 2 of the Bury Behaviours framework (Heads of Service) would be considered and their current potential analysed for possible succession for these broader roles.

Various tools would be used to identify whether an individual was a potential successor including a modified Employee Review process that includes a discussion with the employee about aspirations and potential and the use of Development Centres run by Corporate OD to assess and identify strengths and areas of development.

Each individual would then have a personal development plan formulated. Recognising that to meet the needs of these potential successors an organisational wide approach will be necessary a succession planning panel could be established. Full terms of reference would be drawn up but key features are likely to be;-

- Made up of key influencers in the Council and/or appropriate individuals from partner organisations
- Facilitated by Corporate OD
- Able to consider and facilitate organisational wide and even external interventions such as secondments or projects to develop individuals

The suggested approach can be summarised as follows:-



Next Steps

This is an outline proposal. If SLT agree that this is an appropriate approach we will put together a more comprehensive costed proposal with timescales and further detail of the process.

Appendix 3

Implementation of Talent management strategy

The talent Management Strategy will be 'implemented' when we are actively implementing each of the core components. The outstanding areas still to be launched are:

1. Workforce Planning
2. Succession Planning
3. Development centres (these will support Succession Planning)

TIMELINE	By end
Consult workforce development stakeholders regarding guiding principles and proposed goals relating to 1 and 2	Dec 2015
Agree principles and goals relating to 1 and 2 with WFD stakeholders	Jan 2016
Seek approval from SLT to progress with implementation according to guiding principles and to pursue stipulated goals	March 2016
Establish processes to formulate succession planning profiles and use them to create Executive Leader profile	March 2016
Take report to cabinet	April 13 2016
Consult Leader and Chief Executive on Executive Leader succession profile	April/May
Formulate succession planning panel composition proposals and intentions around specific indicators of success	May 2016
Consult WFD stakeholders regarding full range of proposed processes and measures	June 2016
Amend / finalise processes and measures	June 2016
Undertake final consultation with WFD stakeholders	July
Design interventions, documentation, evaluation methods for Exec Level Developments Centres (3)	August/September 2016
Run development centres for proposed pilot (exec level)	October 2016
Review and revise processes for subsequent levels of succession planning	October/November

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**DECISIONS AGREED AT THE GREATER MANCHESTER COMBINED
AUTHORITY MEETING HELD ON FRIDAY 26 FEBRUARY 2016 AT LEIGH
SPORTS VILLAGE, LEIGH**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Allen Brett
SALFORD CC	City Mayor Ian Stewart
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMFRA	Councillor David Acton
GMWDA	Councillor Nigel Murphy
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Margaret Asquith	Bolton Council
Mike Owen	Bury Council
Howard Bernstein	Manchester CC
Carolyn Wilkins	Oldham Council
Steve Rumbelow	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Sandra Stewart	Tameside MBC
Helen Jones	Trafford Council
Donna Hall	Wigan Council
Andrew Lightfoot	GM Director of Public Service Reform
Mark Hughes	Manchester Growth Company
Simon Nokes	New Economy
Adam Allen	Office of the Police & Crime Commissioner

Clare Regan	Office of the GM Interim Mayor
Pete O'Reilly	GM Fire & Rescue Service
David Taylor	GMWDA
Andrea Hefferan	GM Fire & Rescue Service
Steve Warrener	TfGM
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Julie Connor) Greater Manchester
Paul Harris) Integrated Support Team
Bridget Aherne) Integrated Support Team
Ross MacRae)

21/16 APOLOGIES

Apologies for absence were received on behalf of Richard Farnell (Rochdale), Theresa Grant (Trafford), Steven Pleasant (Tameside).

22/16 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

a) GM Air Quality Management Area Review (Minute Ref 30/16)

The Chair explained that he had allowed this item as urgent business in order for a revised Air Quality Management Area for Greater Manchester to be considered at the earliest opportunity.

23/16 DECLARATIONS OF INTERESTS

There were no declarations of interest received.

24/16 MINUTES OF THE GMCA MEETING HELD ON 29 JANUARY 2016

The minutes of the GMCA meeting, that was held on 29 January 2016 were submitted.

RESOLVED/-

To approve the minutes of the GMCA meeting held on 29 January 2016 as a correct record.

25/16 FORWARD PLAN OF STRATEGIC DECISIONS OF GMCA

Consideration was given to a report of Julie Connor, Head of the Greater Manchester Integrated Support Team, which set out the Forward Plan of those strategic decisions to be considered over the next four months.

RESOLVED/-

To note the Forward Plan of Strategic Decisions as set out in the report.

26/16 GMCA PORTFOLIOS

Consideration was given to Leader portfolio arrangements following the resignation of Jim McMahon, Oldham MBC.

RESOLVED/-

- 1) To agree that the GM Interim Mayor assumes the Transport portfolio until the June 2016 AGM.
- 2) To agree that Councillor Jean Stretton assumes the GM Communications portfolio until the June 2016 AGM.

27/16 NORTHERN POWERHOUSE – INDEPENDENT ECONOMIC REVIEW

Councillor Richard Leese, Portfolio Lead for Economic Strategy, presented a report which provided an update to GM Leaders on the Northern Powerhouse Independent Economic Review and the development of a Northern Powerhouse Economic Narrative. An update on wider developments with the Northern Powerhouse, including initiatives from UK Trade and Investment (UKTI), the National Infrastructure Commission, HMT, and Business North was also presented.

He pointed out that that the Independent Economic Review would provide the strategic context for the ongoing work of Transport for the North in terms of creating a strong evidence base for the Northern Transport Strategy. It also provides the evidence base for why schools are so important to achieving our skills and employment challenges..

RESOLVED/-

- 1) To note progress with the development of the Northern Powerhouse Independent Economic Review and that they will be asked to feed into the development of the Northern Powerhouse economic narrative.
- 2) To note the wider developments with the Northern Powerhouse, as set out in the report.

28/16 EMPLOYMENT AND SKILLS UPDATE

Members received an update from Councillor Sean Anstee, Portfolio Lead for Skills, Employment and Worklessness on employment and skills related issues, including an update on the GM Work and Skills priorities that have been developed using GM's vision and ambition around the creation of an integrated skills and employment system and took into account the implementation of the various GM devolution deals.

In addition, information was presented on various employment and skills activities, including the Area Based Review, European Social Fund (ESF) Work Programme Co-commissioning and the Working Well Expansion.

Leaders noted that they were invited to sign the Working Well Pledge at the rise of the meeting.

In response to an enquiry, it was noted that Job Centre Plus was now operating on a Greater Manchester footprint.

RESOLVED/-

- 1) To note the information set out in the paper, in particular the ten GM work and skills priorities set out in Annex 1.
- 2) To note that Members were invited to sign the Working Well Pledge document, as set out at Annex 2 to the report, at the rise of this meeting.

29/16 EUROPEAN UNION FUNDING ISSUES UPDATE

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance, presented a report which provided an update to the GMCA on the progress to date and associated issues with the Greater Manchester European Structural Investment Plan (ESIF) and the progress to date on securing Intermediate Body (IB) status for Greater Manchester.

RESOLVED/-

- 1) To note the update on EU funding issues.
- 2) To grant authority to the Portfolio Lead for Investment to make urgent representations to Ministers as needed in seeking early resolution of the issues, and if necessary to seek a meeting.

30/16 GM AIR QUALITY MANAGEMENT AREA REVIEW

The GM Interim Mayor presented a report which sought approval from GMCA to declare a revised Air Quality Management Area (AQMA) for Greater Manchester based on the extant level of exceedances of 35 micrograms per cubic metre and above. He added that the GM Strategy would be publically launched very soon.

RESOLVED/-

Members are requested to approve the declaration of a revised AQMA based on exceedances of 35 micrograms per cubic metre and above, as set out in the report.

31/16 GM HOUSING INVESTMENT FUND – INVESTMENT APPROVAL RECOMMENDATIONS

Councillor Sue Derbyshire, Portfolio Lead for Planning and Housing, presented a report which sought the approval of GMCA for a GM Housing Fund loan of £42.5m, in line with the agreed governance process for the GM Housing Fund, to WB Developments (Salford) Ltd for the delivery of its scheme at Wilburn Street Basin, Ordsall Lane (Salford), involving the construction of 491 residential units in four blocks occupying a 2.4 acre site next to the River Irwell where the cities of Manchester and Salford converge.

It was noted that planning consent for this scheme was obtained in November 2014.

RESOLVED/-

- 1) To grant approval of a GM Housing Fund loan of £42.5m, in line with the agreed governance process for the GM Housing Fund, to WB Developments (Salford) Ltd, as set out in the report.
- 2) To recommend to Manchester City Council that it prepares and effects the necessary legal agreements in accordance with its approved internal processes.

32/16 GM INVESTMENT FRAMEWORK AND CONDITIONAL APPROVAL

Councillor Kieran Quinn presented a report which sought conditional approval from the Greater Manchester Combined Authority to grant project funding loans to Sofaworks (£1,250,000) and littleblackdress (£1,000,000). Members noted that these loans will be made from recycled Regional Growth Fund (RGF) and Growing Places monies.

Members noted that further details of the projects are included as a more detailed report, considered in the confidential part of the agenda (Item 14) due to the information relating to the business affairs of the applicants

RESOLVED/-

- 1) To agree that the project funding application by Sofaworks, (loan of £1,250,000) be given conditional approval.
- 2) To grant authority to the Lead Chief Executive for Investment Strategy and Finance and the Combined Authority Treasurer to review the recommendations of the Chief Investment Officer in relation to the commercial terms of the proposed funding of the loan at 1) above and to agree the commercial terms;

- 3) To agree that the project funding application by littleblackdress (loan of £1,000,000) be given conditional approval and progress to due diligence;
- 4) To delegate authority to the Combined Authority Treasurer and 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 at 1) and 3) above.

33/16 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 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 of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

34/16 GM HOUSING INVESTMENT FUND – INVESTMENT APPROVAL RECOMMENDATIONS

Councillor Sue Derbyshire presented a report which provided further details on the proposed GM Housing Fund loan of £42.5m to WB Developments (Salford) Ltd for it Wilburn Street Basin development.

RESOLVED/-

To note the report.

35/16 GM INVESTMENT FRAMEWORK AND CONDITIONAL APPROVAL

Councillor Kieran Quinn presented a report which provided them with further detail on the funding applications from Sofaworks and littleblackdress.

RESOLVED/-

To note the report.

**DECISIONS AGREED AT JOINT GREATER MANCHESTER COMBINED
AUTHORITY AND AGMA EXECUTIVE BOARD MEETING HELD ON
FRIDAY 26 FEBRUARY 2016 AT LEIGH SPORTS VILLAGE, LEIGH**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Allen Brett
SALFORD CC	City Mayor Ian Stewart
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMFRA	Councillor David Acton
GMWDA	Councillor Nigel Murphy
TfGMC	Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Margaret Asquith	Bolton Council
Mike Owen	Bury Council
Howard Bernstein	Manchester CC
Carolyn Wilkins	Oldham Council
Steve Rumbelow	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Sandra Stewart	Tameside MBC
Helen Jones	Trafford Council
Donna Hall	Wigan Council
Andrew Lightfoot	GM Director of Public Service Reform
Mark Hughes	Manchester Growth Company

Simon Nokes	New Economy
Clare Regan	Office of the GM Interim Mayor
Pete O'Reilly	GM Fire & Rescue Service
David Taylor	GMWDA
Andrea Hefferan	GM Fire & Rescue Service
Steve Warrener	TfGM
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Julie Connor) Greater Manchester
Paul Harris) Integrated Support Team
Bridget Aherne) Integrated Support Team
Ross MacRae)

14/16 APOLOGIES

Apologies for absence were received on behalf of Councillor Richard Farnell (Rochdale), Theresa Grant (Trafford) and Steven Pleasant (Tameside).

15/16 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

There were no announcements from the Chair or any items of urgent business.

16/16 DECLARATIONS OF INTERESTS

There were no declarations of interest received.

17/16 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD MEETING HELD ON 29 JANUARY 2016

The minutes of the Joint GMCA and AGMA Executive Board meeting held on 29 January 2016 were submitted for consideration.

RESOLVED/-

To approve the minutes of the Joint GMCA and AGMA Executive Board held on 29 January 2016.

18/16 FORWARD PLAN OF STRATEGIC DECISIONS OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD AND AGMA EXECUTIVE BOARD

Consideration was given to a report of Julie Connor, Head of the Greater Manchester Integrated Support Team, which set out the Forward Plan of those strategic decisions to be considered over the next four months.

RESOLVED/-

To note the Forward Plan of Strategic Decisions as set out in the report.

19/16 MINUTES OF THE JOINT GMCA AND AGMA SCRUTINY POOL MEETINGS HELD ON 12 FEBRUARY 2016

RESOLVED/-

To note the minutes of the Joint GMCA and AGMA Scrutiny Pool meeting held on 12 February 2016.

20/16 TRANSFORMATION CHALLENGE AWARD: USE OF LOCALITY FUNDING

The GM Interim Mayor presented a report which provided Members with an overview of the use that had been made of the £12.4 million Transformation Challenge Award (TCA) funding in localities.

Members noted that in May 2015 it was agreed that £4 million of this TCA funding would be allocated to local authorities on a proportional basis, to be for the purpose of reform activity. Local authorities have allocated funding in a range of different ways, though a number of themes have emerged: -

- A widely adopted use of funding is related to **Health and Social Care reform**. Bolton has used funding to establish a Local Authority Trading Company for adult social care. Manchester has chosen to dedicate some of their funding to a feasibility study related to the Living Longer Living Better Programme and the integration and co-location of the Care Management and Neighbourhood Teams, and Reablement and Intermediate Care, respectively. Oldham has used its allocation of the funds to develop their Early Help Offer, with an emphasis on mental health and drug and alcohol issues. In addition, Trafford has been working with Pennine Care Foundation Trust (PCFT) to develop an integrated all age health and social care delivery model as part of the CFW Integration Programme. Wigan's use of TCA funding in relation to Health and Social Care has resulted in the creation of additional capacity for social care and the training of 800 social care staff to support their movement from 'assessment' based

intervention to new conversations with residents.

- **The creation of Public Service hubs** was a key use of TCA funding across several authorities. Bolton and Salford have used the funding to begin the process of establishing a multi-agency hub, and community hub respectively, while Wigan have used the funding to further support their ongoing Platt Bridge place-based pilot hub. Similarly, Manchester has taken a large percentage of their allocation to establish three early help hubs through the Estates Review Board.
- **Data and Digital Information** was another area that a number of local authorities invested in. Bolton invested to ensure more streamlined ways of working with partner organisations, whereas both Stockport (Digital by Design Programme) and Manchester (iBase Development) have created new programmes to develop the availability and analysis possible with data sharing. Salford has also invested in digital services.
- to change the way in which citizens interact with Public Services. Rochdale has used funding to maximise the effectiveness of the new data warehouse: 'Think Family System'.

A number of places invested in **training**. Bolton, Manchester and Wigan have all invested portions of their TCA funding in training. Bolton trained staff to develop leadership skills, whereas Manchester has invested heavily in strength based conversation training for 2000 staff members and intensive training for 70 key workers. Tameside has also invested in training (but for residents rather than staff training), allocating funds to the Tameside Youth Employment Scheme (YES) which will target residents aged 16-24 and not in education, employment or training to find them a minimum of 6 months paid employment while also working with local businesses to generate more job opportunities and apprenticeship schemes for local young people.

A Member highlighted that Greater Manchester was the leading city region in terms of Public Service Reform. Identifiable outcomes and financial benefits were required and that it would be beneficial if this matter remained a regular item for consideration at future meetings.

RESOLVED/-

To note the update on the use of the Transformation Challenge Award funding, as set out in the report.

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