

## AGENDA FOR

## CABINET

Contact: Andrew Woods  
Direct Line: 0161 253 5134  
E-mail: a.p.woods@bury.gov.uk  
Web Site: www.bury.gov.uk

**To: All Members of Cabinet**

**Councillors** : R Shori (Leader and Cabinet Member for Business Engagement and Regeneration (Chair)), J Lewis (Deputy Leader and Cabinet Member for Finance and Human Resources), S Walmsley (Cabinet Member for Strategic Housing and Support Services), A Quinn (Cabinet Member for Environment), T Holt (Cabinet Member for Health & Wellbeing), S Briggs (Cabinet Member for Children and Families), T Tariq (Cabinet Member for Communities), T Pickstone (without portfolio) and I Gartside (without portfolio)

Dear Member

### **Cabinet**

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

<b>Date:</b>	Wednesday, 7 September 2016
<b>Place:</b>	Meeting Rooms A and B, Town Hall, Knowsley Street, Bury BL9 0SW
<b>Time:</b>	6.00 pm
<b>Briefing Facilities:</b>	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.
<b>Notes:</b>	

## **AGENDA**

**1 APOLOGIES FOR ABSENCE**

**2 DECLARATIONS OF INTEREST**

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

**3 PUBLIC QUESTION TIME**

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

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

**4 MINUTES** *(Pages 1 - 6)*

To approve as a correct record the minutes of the meeting held on 20 July 2016.

**5 GREATER MANCHESTER ESTATES WORK STREAM - MEMORANDA OF UNDERSTANDING** *(Pages 7 - 44)*

**6 ITEM WITHDRAWN**

**7 PEOPLE STRATEGY : ONE YEAR ON** *(Pages 45 - 66)*

**8 BURY BEHAVIOURS** *(Pages 67 - 92)*

**9 DRAFT HIGHWAY ASSET MANAGEMENT POLICY, DRAFT STRATEGY AND DRAFT COMMUNICATIONS STRATEGY - INCLUDING IMPLICATIONS FOR DEPARTMENT FOR TRANSPORT FUNDING**  
*(Pages 93 - 118)*

**10 CORPORATE FINANCIAL MONITORING REPORT - APRIL 2016 TO JUNE 2016** *(Pages 119 - 148)*

**11 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY**  
*(Pages 149 - 168)*

To consider the minutes of meetings of the Joint GMCA/AGMA Executive Board and Greater Manchester Combined Authority held on 29 July 2016.

**12 URGENT BUSINESS**

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

**13 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.

**14 BUTTERSTILE PRIMARY SCHOOL - EXTENSION AND REMODELLING WORK TO SUPPORT THE INCREASE IN PUPIL NUMBERS AT THE SCHOOL - CAPITAL PROJECT STAGE TWO APPROVAL** (*Pages 169 - 174*)

This page is intentionally left blank

<b>Minutes of:</b>	<b>THE CABINET</b>
<b>Date of Meeting:</b>	20 July 2016
<b>Present:</b>	Councillor R Shori (in the Chair) Councillors I Gartside, T Holt and J Lewis
<b>Also Present:</b>	Councillor E O'Brien (Deputy Cabinet Member - Children and Families)
<b>Apologies:</b>	Councillors K S Briggs, T Pickstone, A Quinn, T Tariq and S Walmsley
<b>Public attendance:</b>	4 members of the public were in attendance.

---

#### **CA.151 DECLARATIONS OF INTEREST**

Councillor Shori declared a personal interest that his partner is an employee of Bury Council.

#### **CA.152 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.

No questions were asked.

#### **CA.153 MINUTES**

##### **Delegated decision:**

That the minutes of the meeting held on 8 June 2016 be approved and signed by the Chair as a correct record.

#### **CA.154 ACTION PLAN FOLLOWING THE OFSTED INSPECTION OF SERVICES FOR CHILDREN IN NEED OF HELP AND PROTECTION, CHILDREN LOOKED AFTER AND CARE LEAVERS AND REVIEW OF LOCAL SAFEGUARDING BOARD**

The Cabinet Member (Children and Families) submitted a report presenting an action plan following the Ofsted inspection of Bury Council's Children's Services relating to children in need of help and protection, children looked after and care leavers and a review of the Local Safeguarding Board. The inspection took place between 22 February and 17 March 2016 and determined that children and young people in Bury are safe.

The proposed action plan incorporates the recommendations from Ofsted inspection and will assist the Council in ensuring all services to children and young people are good or outstanding.

Cabinet 20 July 2016

The plan identifies funding from reserves in 2016/17 for the provision of additional short term posts (6 months). The total request of resources from reserves for the action plan is £195K in 2016/17.

**Delegated decision:**

1. That approval be given to the action plan which has been written in response to the Ofsted report on Bury Council's Children's Services.
2. That approval be given to the allocation of £195K from reserves to fund the work identified in the action plan in 2016/2017.

**Reason for the decision:**

The Council is required to submit an action plan to Ofsted within 70 working days of the publication of the report on Children's Services. The deadline for the response is 23 August 2016.

**Other options considered and rejected:**

To reject the action plan in whole or in part. The Council would then be unable to comply with Ofsted requirements.

**CA.155 VISION, PURPOSE AND VALUES PERFORMANCE MANAGEMENT - 2015/16 QUARTER 4**

The Leader of the Council and Cabinet Member (Business Engagement and Regeneration) submitted the 2015/16 Quarter 4 performance report for Vision, Purpose and Values (VPV). The report marked the end of the first year of the VPV and highlighted the key performance of the Council across the six corporate priorities and provided an update on future development of performance management within the organisation.

**Delegated decision:**

1. That the report be noted.
2. That the performance update in relation to the Vision, Purpose and Values for 2015/16 be noted.

**Reason for the decision:**

A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers.

**Other options considered and rejected:**

To reject the recommendation.

**CA.156 CAPITAL OUTTURN 2015/16**

The Deputy Leader of the Council and Cabinet Member (Member for Finance for Finance and Housing) submitted a report providing details of:

- The capital outturn figures in respect of the last financial year 2015/16;

- Major variances between the Revised Estimate and the Outturn;
- The financing of the Capital Programme in 2015/16;
- Re-profile of budgets/allocations and slippage of funding into 2016/17;
- Details of the capital receipts realised during the year.

**Delegated decisions:**

1. That the final capital outturn for 2015/2016, and explanations for major variances (as detailed in Appendix A of the report submitted) be noted.
2. That the financing of the Capital Programme in 2015/16 (as detailed in paragraph 3.5 of the report) be noted.
3. That approval be given to requests for re-profiling (£1.321m) and slippage (£15.694m) into 2016/17, along with the associated funding (as detailed in Appendix A).

**Reason for the decision:**

The presentation of an annual report on the Capital Outturn is a requirement of the Council's Financial Regulations, as part of the Council's Financial Procedure Rules.

**Other option considered and rejected:**

To reject or amend the recommendations.

**CA.157 REVENUE AND HOUSING REVENUE ACCOUNT OUTTURN 2015/16**

The Deputy Leader of the Council and Cabinet Member (Member for Finance for Finance and Housing) submitted a report providing details of:

- The revenue outturn figures in respect of the last financial year (2015/2016);
- Major variances between the revised estimate and the outturn;
- The level of school balances;
- Housing Revenue Account outturn for the year;
- The minimum level of balances in the light of risk Assessments.

The figures provided in the report submitted were consistent with the figures included within the Statement of Accounts approved by the Responsible Finance Officer on 27 May 2016 and Audit Committee on 19 July 2016.

**Delegated decisions:**

1. That the final outturn for 2015/2016, and explanations for major variances (as detailed in Appendices A, B and C of the report submitted) be noted.

Cabinet 20 July 2016

2. That the recommendations of the Interim Executive Director of Resources and Regulation for the minimum level of balances in light of the review of the corporate risk assessments and departmental risk assessments (Section 4 of the report) be endorsed.
3. That the final Revenue Outturn and Housing Revenue Account outturn for 2015/16 be noted along with explanations for major variances.
4. That the level of the General Fund balances be noted.
5. That the minimum level of the General Fund balance calculated at £4.250m for 2016/2017 be subject to regular review as part of the budget monitoring process.

**Reason for the decision:**

The presentation of an annual report on the Revenue and HRA Outturn is a requirement of the Council's Financial Regulations, as part of Council's Financial Procedure Rules.

**Other option considered and rejected:**

To reject or amend the recommendations.

## **CA.158 TREASURY MANAGEMENT ANNUAL REPORT 2015/2016**

The Deputy Leader of the Council and Cabinet Member (Member for Finance for Finance and Housing) submitted a report reviewing the Council's Treasury Management activities during 2015/2016.

**Delegated decision:**

That the Treasury Management Annual report 2015/2016 be noted.

**Reason for the decision:**

The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management requires that the Council receives an annual review report of the previous year by 30 September.

**Other option considered and rejected:**

To amend or reject the recommendations.

## **CA.159 EXCLUSION OF PRESS AND 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 involved the likely disclosure of exempt information as detailed in the conditions of category 3.



**CA.160 APPROVAL OF FUNDING AND OTHER MATTERS TO ENABLE THE  
E COUNCIL TO DELIVER A NEW EXTRA CARE SCHEME, HAWORTH  
CLOSE, BURY**

The Cabinet Member (Cabinet Member for Strategic Housing and Support Services) submitted a report seeking approval to capital funding in order for the Council to deliver a new extra care scheme at Haworth Close, Bury.

**Delegated decisions:**

1. That approval be given to capital funding as detailed in the report submitted.
2. That approval be given for the Council to enter into an agreement with the Homes and Communities Agency under the Affordable Homes Programme 15-18 and to apply to the Homes and Communities Agency to transfer grant funds from Six town Housing to the Council.
3. That approval be given for the Council to enter into a contract, as detailed in the report, in respect of the works contract.

**Reason for the decision:**

The Council can deliver this significant scheme, with more robust management and mitigation of risks and with the added advantage of the asset being held within the Council.

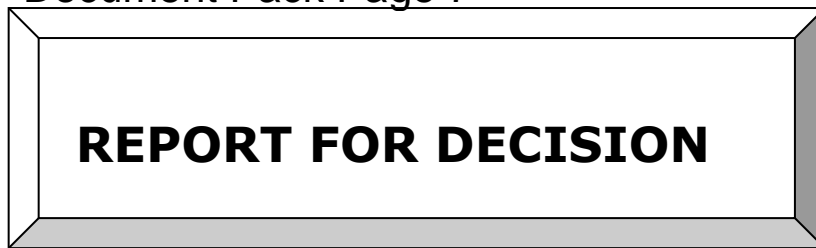
**Other option considered and rejected:**

To reject or amend the recommendations.

**COUNCILLOR R SHORI**  
**Chair**

(Note: The meeting started at 6.00pm and ended at 6.30pm.)

This page is intentionally left blank



<b>DECISION OF:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>7 September 2016</b>
<b>SUBJECT:</b>	<b>Greater Manchester Estates Work Stream – Memoranda of Understanding</b>
<b>REPORT FROM:</b>	<b>Councillor Rishi Shori Leader of Council</b>
<b>CONTACT OFFICER:</b>	<b>Alex Holland Head of Property &amp; Asset Management</b>
<b>TYPE OF DECISION:</b>	<b>Cabinet (Key Decision)</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	<b>For publication</b>
<b>SUMMARY:</b>	The purpose of this report is to update Cabinet on progress made with the Greater Manchester Estates work stream which forms part of the Enabling Better Care priority of the Health and Social Care Strategic Plan. In particular it recommends approval to the Council's participation in the Memorandums of Understanding (MoUs) as described below and appended to this report.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	<p><b>Option 1</b> Cabinet is asked to:</p> <ol style="list-style-type: none"> <li>1. Note the contents of the report; and</li> <li>2. Approve the MOUs</li> </ol> <p><b>Option 2</b> Not to approve the MoUs</p> <p><b>Recommended Option</b> <b>Option 1</b> is recommended to enable GM to work with</p>

	local partners and Central Government to enable us to effectively deliver the estates strategy
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? Yes
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	There are no immediate financial implications arising from the MoU.
<b>Health and Safety Implications</b>	No
<b>Statement by Executive Director of Resources</b>	The MOU establishes a framework for the management of Health & Social Care assets under the GM devolution agenda.  The MOU is not binding upon the Authority
<b>Equality/Diversity implications:</b>	No
<b>Considered by Monitoring Officer:</b>	Yes JH There are no legal implications at this stage as the memoranda are not intended to be legally binding.
<b>Wards Affected:</b>	All wards within the Borough
<b>Scrutiny Interest:</b>	Internal Scrutiny

SK

**TRACKING/PROCESS**

**DIRECTOR: Interim Executive Director Resource & Regulation**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners and Specific User Groups
Briefing	Briefing	Briefing August 15	Briefings October 15
Workforce	Scrutiny Committee	Cabinet/Committee	Council
Ongoing briefings		<b>September 2015</b>	

**1.0 BACKGROUND**

1.1 The GM Health and Social Care Strategic Plan "Taking Charge" will require a reconfiguration of the health and social care estate in order to ensure that we can deliver our shared vision from a property base that is fit for purpose in

terms of location, configuration and specification. It will be key to the delivery of clinical and financial sustainability by 2021.

- 1.2 Implementation of the transformation themes and locality plans will have significant capital and estates requirements – as an example, the Healthier Together (Acute Standardisation) transformation theme requires an estimated £63m capital.
- 1.3 Estate transformation will also contribute to our devolution agreements on the GM Land Commission and One Public Estate, helping to join up the management of the public sector estate as a whole to underpin the reform of public services.
- 1.4 The GM Transformation Fund has no capital element, and it is clear from the work so far that the capital requirements for estate transformation cannot be met from the normal sources of public sector capital funding over the next five years, either locally or nationally. A new approach to capital funding is therefore needed to drive estates transformation at the desired pace, whilst managing risk appropriately.
- 1.5 The development of a robust pipeline of Estates development opportunities will be key to the success of the Estates strategy. The pipeline will be developed to ensure the estate is underpinning the development of new service models and reducing the cost of delivery in support of 'Taking Charge'. A strong pipeline will also be critical to the development of the Capital Finance Strategy that will give GM a greater opportunity to access the capital it needs to transform the estate.
- 1.6 The Strategic Partnership Board has received regular updates on the progress being made with this work, and in particular the development of the two Memorandums of Understanding and the Capital Finance Strategy. This paper presents the latest position on these two issues and seeks approval to proceed with the GM MOU.

## **2. MEMORANDUM OF UNDERSTANDING**

- 2.1 A Memorandum of Understanding (MOU) is a formal, but not legally binding, agreement between two or more parties that sets out clear principles and ways of working. We have developed two MOUs that will help us create a robust and consultative process for delivering our estates strategy.
- 2.2 A National MoU between GM and the Department of Health (DH)/ NHS Improvement/NHS England/Treasury/Department for Communities and Local Government has been agreed. A second GM MoU will help us create a robust and consultative process for delivering our estates strategy.
- 2.3 A working group, including DH, has developed the MoUs and co-ordinated an engagement programme with the key stakeholders across GM, utilising existing meetings and governing bodies.
- 2.4 The final MOUs are included in Appendices 1 and 2. An Executive summary of their content is attached at Appendix 3

## **3 GM HEALTH AND SOCIAL CARE ESTATES GOVERNANCE**

- 3.1 New governance structures will enable the parties to work together to make decisions in relation to the GM health and social care estate that are strategically co-ordinated and aligned to maximise benefit across GM. An innovative governance framework will be key to success.
- 3.2 A GM Health and Social Care Strategic Estates Board has been established which represents all stakeholders and is responsible for high level strategic estates planning (not the management of the Estate).
- 3.3 Each of the ten GM localities has established Strategic Estates Groups (SEGs). These are collaborative forums of public sector occupiers charged with using public property assets more efficiently based on the needs of each community. The SEGs will develop locality-based strategic estate plans and delivery programmes which will flow from the Locality Plans. The work at locality level will be supported by work at GM level to understand the scale of the estate requirements and to secure the investment needed.
- 3.4 Community Health Partnerships (CHP) and NHS Property Services (NHS PS) are national companies wholly owned by the DH who own, lease or are head tenants for significant property interests in GM which are used for the delivery of health and social care services. The MOUs will help GM to establish strategic relationships with both organisations that is different to the more transactional relationship we have with them today. We will want these organisations involved early in our service transformation discussions helping GM to develop the most practical and beneficial way of utilising the full extent of its estate. Simplifying lease and licence arrangements and associated buildings variations to speed up service moves, ensuring value for money from lease and services charges and rapid disposal of vacant property are key issues that will help towards realising our ambitions with more pace.
- 3.5 Cabinet is asked to approve the MOUs in Appendices 1 and 2. The MOUs are being presented to the governance bodies of the GM organisations that are party to the agreements. In parallel the Department of Health will agree the National MOU through the relevant government departments.

## **4. CAPITAL FINANCE STRATEGY**

- 4.1 Work is continuing on the development of a Capital Finance Strategy to show how capital investment needed to support H&SC transformation in GM might be funded. Work has been informed by consideration of a number of illustrative case studies, discussions with stakeholders and potential funders.
- 4.2 The illustrative case studies have highlighted a number of challenges that will need to be addressed by GM to attract additional capital and enable it to be deployed to a wide range of projects in a way that aligns the commercial interests of individual organisations with the need to deliver the clinical and financial benefits within the Strategic Plan. Challenges identified are both investment related (e.g. investing across boundaries, capturing benefits, maximising returns and managing risk) and technical (e.g. balance sheet treatment, taxation and demonstrating value for money). Potential investor soundings have been very positive but highlight the need to develop a robust pipeline of capital investment opportunities to secure a commercial investment partner.

- 4.3 This work is ongoing and next steps to address identified challenges to include:
- 4.4 Further pipeline development to enable delivery of GM strategic Plan "Taking Charge"; aided by the SEG's ongoing work on locality plans, the recent tender for additional support to develop local implementation plans and engagement with potential project sponsors;
- 4.5 Development of a clear capital regime to support additional investment across GM. This would consider the project and technical funding issues identified and seek to provide sponsors and funders a clearer framework for investment; focus capital investment on maximising GM H&SC transformation benefits and consider how additional capital funding should be deployed alongside any revenue funding from the £450 Transformation Fund (recognising many projects may need both revenue and capital); and continued engagement with potential funders; to monitor potential market interest as work progresses and to inform thinking in advance of any future partner procurement process.

## **5. IMPLEMENTATION**

- 5.1 The MOUs include an Estates Governance Structure that has been developed by the SEGs and the GM Health and Social Care Strategic Estates Board. This places the SPB at the heart of the decision making process, informed by the developing locality Plans and focused on delivery of 'Taking Charge'.
- 5.2 The SPB will receive regular reports from the Strategic Estates Board so that it well informed about the progress of the plans and will be involved in major investment/disinvestment decisions. Cabinet will receive updates.
- 5.3 The changes determined by 'Taking Charge' will be driven by both the GM-wide transformation programmes and the ten Strategic Estates Groups (SEGs) supporting delivery of the Locality Plans. A GM Strategic Estates Board has been established to take responsibility for translating the estates plans of the SEGs and those of the evolving Locality Plans into a set of strategic requirements for GM. A Delivery Unit will provide strategic capacity and multi-disciplinary expertise to support the existing estates capacity across GM statutory public bodies.
- 5.4 The MOUs will help to create new coordinating governance and capacity to overcome the fragmentation and complexity of health estate ownership and management.

## **6.0 RECOMMENDATION**

- 6.1 Cabinet is recommended to approve the MOU's to enable GM to work with local partners and Central Government to enable us to effectively deliver the estates strategy

---

### **List of Background Papers:-**

- The GM Estates Memoranda of Review

- Summary of the Memoranda

## **Contact Details:-**

### **Alex Holland**

Head of Property & Asset Management

E-mail: [a.holland@bury.gov.uk](mailto:a.holland@bury.gov.uk)

Telephone 0161 253 5992

## **Appendix 1**

### **National Memorandum of Understanding**



160712 National  
MOU final.docx

## **Appendix 2**

### **Local GM Memorandum of Understanding**



160712 GM MOU  
final.docx

## **Appendix 3**

### **Memoranda of Understanding – Executive Summary**



160704 MOU -  
summary documents.



**GREATER MANCHESTER HEALTH AND SOCIAL CARE DEVOLUTION****MEMORANDUM OF UNDERSTANDING - ESTATES****BETWEEN GREATER MANCHESTER AND NATIONAL BODIES****1. Introduction**

The overriding purpose of the initiative represented in this Memorandum of Understanding (MOU or Memorandum) is to ensure that the effective management of the Greater Manchester (GM) health and social care estate enables the greatest and fastest possible improvement to the health and wellbeing of the 2.8 million citizens of GM.

This requires a more integrated approach to the use of the existing health and social care estate, which will be a critical component in delivering transformational changes to the way in which services are delivered across GM.

To facilitate this, this MOU creates a framework for achieving the dialogue and consensus between all parties that will be required to drive forward, at pace, an effective GM estates strategy. It sets out the process for collaborative working to ensure that the maximum value is derived from the changes to the GM health and social care estate that will be necessary if the ambitions in the GM health and social care strategy 'Taking Charge' are to be realised. Furthermore this MOU underpins a second MOU that will be agreed between GM's health and social care organisations that will help shape the development of the GM estate.

All parties to this MOU agree to act in good faith to support the objectives and principles set out here, for this MOU for the benefit of all GM patients and citizens.

**2. Parties**

The Parties<sup>1</sup> to the Memorandum are:-

***GM Combined Authority (GMCA)***

***The 10 GM Local Authorities***

***Association of GM CCGs***

***The 12 GM CCGs***

***GM NHS Provider Trusts***

***The 15 GM NHS Provider Trusts***

***Association of Greater Manchester Local Medical Committees***

***Department of Health (DH)<sup>2</sup>***

***NHS England (NHSE)***

***NHS Improvement (NHSI)***

***HM Treasury (HMT)***

***Department for Communities and Local Government (DCLG)***

---

<sup>1</sup> Appendix 1 includes a full list of organisations that are party to this Memorandum

<sup>2</sup> DH is the sole shareholder for NHS Property Services (NHS PS) and Community Health Partnerships (CHP). Both organisations have important roles to play in the development of the GM estate, but are represented in this MOU by DH.

There will also be an MOU between GM partner organisations setting out in more detail how they will work together on management of the GM public sector estate. The parties to the GM Memorandum will be:-

***GM Combined Authority (GMCA)***

***The 10 GM Local Authorities***

***Association of GM CCGs***

***The 12 GM CCGs***

***GM NHS Provider Trusts***

***The 15 GM NHS Provider Trusts***

***NHS Property Services (NHSPS)***

***Community Health Partnerships (CHP)***

***Association of Greater Manchester Local Medical Committees***

### **3. Context**

Estates development is a key enabler for the successful implementation of the GM Health and Social Care Strategic Plan “Taking Charge” and the closure of the £2bn gap in five years and will also have a wider impact on GM economic outcomes (e.g. housing delivery, economic space).

The key features of estate changes needed for health and social care in GM are that:

- through the combined effect of a radical upgrade in prevention of demand for health and social care services, scaling up primary care, the integration of community health and social care and the standardisation of clinical support and back office services, there should be a reduced need for hospital capacity due to inappropriate demand; and
- there will be requirements for multi-purpose community based hubs accommodating, for example, integrated primary care, community health and adult social care services and enhanced provision of step down services preventing inappropriate demand for acute beds.

However, the current structure of the health and social care system can make strategic investment/disinvestment decisions in multiple ownership situations challenging. The existence of multiple and different decision points for estate development or changes and the plurality of processes for agreeing business cases for investment and disposal can result in difficulties in whole-system planning. There are currently few existing incentives for unified strategic estate planning across the diverse spectrum of health and social care partners.

There is unlikely to be sufficient capital available within existing sources to deliver the estate changes desired for the health estate in GM. GM will therefore develop a capital investment strategy for estates that considers the availability and affordability of capital budget (Capital Departmental Expenditure Limit known as CDEL) and where appropriate and value for money and create appropriate funding platforms in open consultation and collaboration with NHSE, NHSI, DH and HMT.

This MOU sets out the overarching principles so that there is the necessary leadership and coordination needed to maximise the opportunities the GM estate offers.

In that context this MOU:

- establishes the way in which GM and national organisations will adopt a collaborative approach to the management of the GM estate with the wider GM strategy in mind; and

- clarifies the process by which the disposal of GM health and social care estate will be managed.

It should be read in conjunction with the MOU for the GM health and social care devolution, and the MOU for Estates between GM parties.

#### 4. Vision and Objectives

A vision for GM Health and Social Care estates has been agreed at the Strategic Estates Group Chairs' workshop in October 2015:

*'Greater Manchester will seek to drive maximum value from the public estate by enabling its more efficient use in order to deliver local strategic objectives and national policy objectives'.*

The parties to this MOU share the following objectives:

- Better manage the public sector estate so that it enables the reforms needed to deliver:
  - Improved health and wellbeing outcomes for the people of GM,
  - better utilisation of the current health and social care estate,
  - Achieve clinical and financial sustainability for the GM health and social care system by 2020;
- Make more efficient use of the public sector health and social care estate in order to deliver 'Stronger Together: Greater Manchester Strategy', 'Taking Charge' of our Health and Social Care in Greater Manchester, the delivery of our ten Locality Plans and national policy objectives included in the 'Better Quality Care for Patients' the Five Year Forward View;
- Identify and release surplus land to optimise receipts and deliver economic growth and value for money;
- Enable GM to optimise site value and to help DH meet its targets for receipts from land disposals and housing, and delivery of key worker housing if required; and
- Deliver plans that are consistent with and support any overarching health and social care estate or public sector targets, estates sales plans and place based collaborations.

#### 5. Overarching Principles

The MOU is underpinned by the following principles which will support the vision of driving maximum value from the public estate:

##### Collaboration

- GM will work collaboratively with local non-GM bodies and take into account the impact of GM decisions upon non-GM bodies and their communities;
- All parties will engage in collaborative, constructive conversations about the optimum use of public sector assets across GM to maximise value (minimising delivery risks with appropriate financial risks);
- All parties commit to optimise the scale and value of disposals from surplus land, including, where appropriate, housing
- A commitment for all parties to take a transparent and open book approach in relation to land and property assets, including early notification of possible land and buildings for disposal with clear recognition of the need to protect commercial confidentiality;

#### Decisions

- All parties will work collectively to ensure that decisions relating to estates taken at both locality and GM level will focus on the delivery of the GM strategic plan, Stronger Together: Greater Manchester Strategy and Taking Charge<sup>3</sup> of our Health and Social Care in Greater Manchester and the delivery of our ten Locality Plans and therefore the interests and outcomes of patients and people in GM, not organisational self-interest alone;
- The delivery of ‘Taking Charge’ and of the ten Locality Plans will be considered as a significant priority for investment and strategic estates decisions<sup>4</sup>;
- There is no requirement for GM health and social care estate ownership to change;
- The MOU does not affect the autonomy of any GM organisation, nor will it interfere with the rights and duties of any party to the MOU to determine what relevant estate is disposed of, or when; and
- So far as is consistent with any statutory or other legal obligations on them. all parties will seek to optimise the utilisation of assets where long term commitments exist, such as PFIs, LIFT etc.

## 6. Scope

The MOU relates to all investment and disposals in health and social care estate (buildings and land) in GM that is owned by the public sector or GP practices.<sup>5</sup>

In relation to disposals it does not cover any other buildings or land owned by independent or private sector organisations from which health and social care services are delivered.

It is recognised that there are organisations outside of GM that may have health and social care estate in GM. The parties to this memorandum are expected to collaborate with such parties even though they are not party to this memorandum.

The MOU relates to strategic decisions on the GM estate’s health and social care buildings and land, not operational management of the estate or facilities management.

In all cases, decisions by the parties in pursuance of this MOU must be consistent with their respective statutory and other legal obligations, rights and objectives.

## 7 . What the MOU Delivers

#### Terms of the Memorandum

All parties will seek to drive maximum value from the public estate by:

- acting in good faith to support the objectives and principles of this MoU for the benefit of all GM patients and citizens;
- working collaboratively and transparently to deliver effective management of the public estate aligned with the ‘Stronger Together’ and ‘Taking Charge’, delivery of the ten Locality Plans and the principles of the GMCA Devolution agreement;

---

<sup>3</sup> ‘Taking Charge’ is GM’s five year strategic plan for health and social care. As it develops it will mirror the requirements of the Sustainability Transformation Plan (STP) guidance that other areas are producing. GM will not be producing a separate STP.

<sup>4</sup> NHS providers also have commitments/responsibilities to patients/residents beyond GM. There may be estate decisions taken regionally that we would want to be complementary but would not be incorporated into either Taking Charge, the STP or Locality Plans.

<sup>5</sup> This recognises that GP practices may be owned privately but still provide public health services.

- facilitating an ongoing dialogue with relevant bodies managing the GM health and social care estate;
- taking decisions at a GM level in respect of the health and social care estate where the GM place-based approach is optimum for its residents, recognising regional and national objectives;
- developing a partnership for strategic estate planning, aligned with sub-regional strategies;
- committing to a process designed for reaching agreement as to how GM will contribute to the DH estate disposal and housing targets. (See appendix 2 for proposed process); and
- agreeing to open discussions on issues that will help GM accelerate the pace of change, or to overcome national constraints that inhibit the development of the GM strategy. Current examples of this are:
  - Capital Resource Limit - All parties will work together to agree how the NHS Capital Resource Limits relating to GM NHS Trusts and NHS Foundation Trusts can be confirmed as soon as possible, and to investigate how a GM wide allocation can be made in the future; and
  - Approval process for Capital Projects - GM will work with DH, NHSE and NHSI with the intention of streamlining approval processes for NHS Primary Care capital projects by ensuring they are fully aligned to 'Taking Charge', locality plans and national directives and thus are ready for approval

## 8. Implementation.

Appendix 2 outlines the process relating to the disposal of surplus property and the handling of receipts

## 9. Governance

New governance structures will enable the parties to work together to make decisions in relation to the GM health and social care estate that are strategically co-ordinated and aligned to maximise benefit across GM. An innovative governance framework will be key to success.

- The governance of GM health and social care will form part of the governance arrangements for the GM Land Commission (GMLC). The GMLC will provide greater local oversight and accountability for estates management strategies, including approaches to disposals and generation of capital receipts.. The GMLC will provide a strategic link between GM and Government Departments / Non-Departmental Public Bodies to facilitate the better use of the public estate to help meet national and local policy objectives. A GMLC / One Public Estate (OPE) framework is currently being developed comprising GM and local strategy and delivery capability. The emerging framework is shown at Appendix 4 to this MOU.
- A dispute resolution process is shown at Appendix 3
- A GM Land and Property Board responsible for delivering the OPE agenda in GM, accountable to the GMCA. It will support the GMLC and has responsibility for implementing the strategic direction for land and property set by GMCA in consultation with GMLC.
- A GM Health and Social Care Strategic Estates Board has been established which represents all stakeholders and is responsible for high level strategic estates planning (not the management of the estate).

- Each of the ten GM localities have established Strategic Estates Groups (SEGs). These are collaborative forums of public sector occupiers charged with using public property assets more efficiently based on the needs of each community. The SEGs will develop locality-based strategic estate plans and delivery programmes which will flow from the Locality Plans. The work at locality level will be supported by work at GM level to understand the scale of the estate requirements and to secure the investment needed.

**Appendix 1 – Parties to the Memorandum**

<b>GM Combined Authority</b>	<b>Association of GM CCGs</b>	<b>GM NHS Provider Trusts</b>
<ul style="list-style-type: none"> <li>•Bolton Council</li> <li>•Bury Council</li> <li>•Manchester City Council</li> <li>•Oldham Council</li> <li>•Rochdale Borough Council</li> <li>•Salford City Council</li> <li>•Stockport MBC</li> <li>•Tameside MBC</li> <li>•Trafford Council</li> <li>•Wigan Council</li> </ul>	<ul style="list-style-type: none"> <li>•NHS Bolton CCG</li> <li>•NHS Bury CCG</li> <li>•NHS Central Manchester CCG</li> <li>•NHS Heywood, Middleton and Rochdale CCG</li> <li>•NHS North Manchester CCG</li> <li>•NHS Oldham CCG</li> <li>•NHS Salford CCG</li> <li>•NHS South Manchester CCG</li> <li>•NHS Stockport CCG</li> <li>•NHS Tameside and Glossop CCG</li> <li>•NHS Trafford CCG</li> <li>•NHS Wigan Borough CCG</li> </ul>	<ul style="list-style-type: none"> <li>•Bolton NHS FT</li> <li>•Central Manchester University Hospitals NHS FT</li> <li>•Greater Manchester West Mental Health NHS FT</li> <li>•Manchester Mental Health and Social Care Trust</li> <li>•North West Ambulance Trust</li> <li>•Pennine Acute Hospitals NHS Trust</li> <li>•Pennine Care NHS FT</li> <li>•Salford Royal NHS FT</li> <li>•Stockport NHS FT</li> <li>•Tameside Hospital NHS FT</li> <li>•The Christie NHS FT</li> <li>•University Hospital of South Manchester NHS FT</li> <li>•Wrightington, Wigan and Leigh NHS FT</li>   <li>•5 Boroughs Partnership NHS FT</li> <li>•Bridgewater Community Healthcare NHS FT<sup>6</sup></li> </ul>

Association of Greater Manchester Local Medical Committees (LMCs)

Department of Health (DH)

NHS England (NHSE)

NHS Improvement (NHSI)

HM Treasury (HMT)

Department for Communities and Local Government (DCLG)

<sup>6</sup> 5 Boroughs and Bridgewater are formally located in Cheshire and Merseyside but are parties to this Memorandum as they have estate within GM.

**Appendix 2 –**

**PROCESS FOR GM TO CONTRIBUTE TO THE CAPITAL RECEIPT AND HOUSING TARGET FOR DH**

1. Introduction

- 1.1 The national MOU will determine a collaborative way of working – principles, scope etc. The MOU will ensure that decisions are taken with the wider GM strategy in mind. It will establish an “Open book process” to optimise the speed and value of disposals in GM, helping DH meet its targets.
- 1.2 DH has a challenging Spending Review target which includes £2bn asset sales and disposal of land to deliver 26,000 new homes. GM has a 220,000 new homes target as part of the Devolution agreement. There is a need to consider the interplay (and any potential overlap) between this target and the NHS target.

2. Disposals

- 2.1 For disposals involving one organisation the capital receipt flow and contribution to the DH receipts and housing targets is illustrated in Table 1. The contribution to the DH target is notional as funds remain with the organisation making the disposal
- 2.2 Where the disposal involves approval for housing on land owned by NHS bodies or NHS PS the housing numbers will contribute to the DH target.

3. Disposals involving multiple sites

- 3.1 Where a disposal follows site assembly by GM of one or more sites in the ownership of different public sector ownership, including NHSPS, ‘marriage value’<sup>7</sup> may be created i.e. added value above that which might have been obtained from individual transactions (including the usual overage).
- 3.2 In these cases, the capital receipts relating to the un-enhanced value (plus usual overage<sup>8</sup>) of the individual sites will flow to the individual site owners. The share of the marriage value - ‘gainshare’ will be shared as agreed between the parties.

4. Delivery

---

<sup>7</sup> ‘Marriage Value’ is the value released by the merger of two or more interests in land, often when combining land parcels to assemble a development site.



- 4.1 Establish a working group composed of: DH, CHP, NHS PS, Provider Trusts and the GM Health and Social Care Partnership team. The group will report into the MOU Working Group.
- 4.2 GMGM will establish an evidence based list of DH identified NHS sites, or disposal or housing development covering the period 2016-2020. The sites will be identified from the twelve GM interim Local Estates Strategies dated December 2015 and sites reported to HSCIC as surplus as part of the annual surplus land data exercise, refined through further Trust visits by the DH Provider Engagement Programme and by reference to the 'Taking Charge' strategy, which will include the national requirements for Sustainable Transformation Plans, and through updates to the Local Estates Strategies..
- 4.3 Agree monitoring of receipts, through an agreed 'Disposals Framework', for NHS sites identified for disposal/housing development from April 2016 onwards..

Table 1

Current GM H&SC Estate owner	Capital Receipts from disposals	Counts towards DH targets
<b>NHS Foundation Trusts</b>	FT retains	✓
<b>NHS Trusts</b>	Trust retains, with NHSI consent	✓
<b>NHS Property Services</b>	NHS Property Services Ltd.	✓
<b>Local Authority</b>	LA retains	✗
<b>CHP</b>	CHP	✗
<b>Primary Care (GP owned)</b>	GP partner	✗

**NATIONAL ESTATES MOU DRAFT v6 FOR DISCUSSION**

<b>Primary Care (not GP owned)</b>	Freeholder	*
<b>CCGs</b>	n/a	Dependent on freeholder

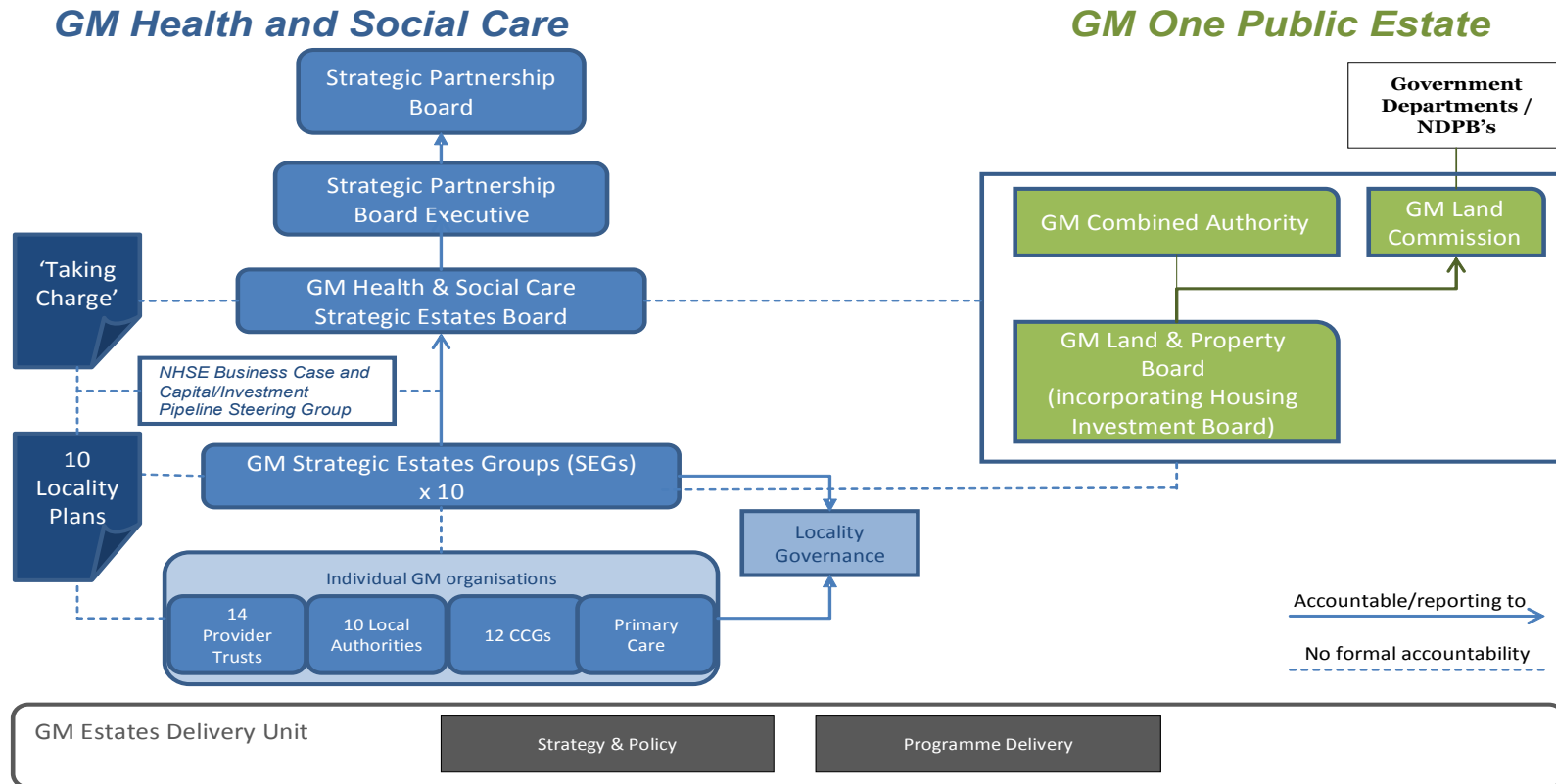
**Appendix 3**

**Dispute Resolution**

1. Any dispute arising out of or in connection with this contract shall, at first instance, be referred to a mediator for resolution. The parties shall attempt to agree upon the appointment of a mediator, upon receipt, by either of them, of a written notice to concur in such appointment. Should the parties fail to agree within fourteen days, either party, upon giving written notice, may apply to the President or the Vice President, for the time being, of the Chartered Institute of Arbitrators, for the appointment of a mediator.
2. Should the mediation fail, in whole or in part, either party may, upon giving written notice, and within twenty eight days thereof, apply to the President or the Vice President, for the time being, of the Chartered Institute of Arbitrators, for the appointment of a single arbitrator, for final resolution. The arbitrator shall have no connection with the mediator or the mediation proceedings, unless both parties have consented in writing. The arbitration shall be governed by both the Arbitration Act 1996 and the Controlled Cost Rules of the Chartered Institute of Arbitrators (2014 Edition), or any amendments thereof, which Rules are deemed to be incorporated by reference into this clause. The seat of the arbitration shall be England and Wales. "

Appendix 4 – Proposed GM Estates Governance Structure

Estates Governance framework



## NATIONAL ESTATES MOU DRAFT v6 FOR DISCUSSION

<b>1</b>	<b>GM Land Commission (GMLC)</b>	<ul style="list-style-type: none"> <li>• The GMLC will provide a strategic link between GM and HMG Departments / NDPB's to facilitate the better use of the public estate to help meet national and local policy objectives. It will:                             <ul style="list-style-type: none"> <li>– Support GM with discussions with HMG Departments to unlock barriers or resolve centrally determined estates issues impacting on the successful delivery of GMCA land and property programmes;</li> <li>– Provide a mechanism for HMG Departments to link, and support delivery of, departmental estate disposal programmes with locally led housing, economic growth and public service reform initiatives.</li> </ul> </li> </ul>
<b>2</b>	<b>GM Land &amp; Property Board</b>	<ul style="list-style-type: none"> <li>• Responsible for delivering the One Public Estate agenda in GM, accountable to the GMCA.</li> <li>• Supports the GMLC and has responsibility for implementing the strategic direction for land and buildings set by GMCA in consultation with GMLC.</li> <li>• Develops and monitors a range of targets on behalf of the GMCA, in relation to the strategic management of public land and property assets in GM, and the delivery of key land and property programmes. Holds GM delivery function to account.</li> </ul>
<b>3</b>	<b>GM Delivery Unit (Strategy and Planning Programme Delivery PMO)</b>	<ul style="list-style-type: none"> <li>• Delivery function providing appropriate strategic capacity and multi-disciplinary expertise to support the existing estates capacity across GM. The Delivery Unit will work within national guidance to provide the support required to deliver 'Taking Charge'.</li> <li>• Core responsibilities include i) Support the planning and delivery of key estate programmes including local estate strategies; ii) Planning and delivery of strategic estates programmes iii) Design, implement and embed common standards and practices for estates planning and delivery.</li> </ul>
<b>4</b>	<b>GM Health and Social Care Strategic Estates Board</b>	<p>The GM Health and Social Care Strategic Estates Board will:</p> <ul style="list-style-type: none"> <li>• Provide strategic oversight and leadership to the development and delivery of the GM Health and Social Care Estates Strategy, and to ensure that the MoU developed between GM and DoH, is supported by a corresponding intra GM MoU that defines how GM will work together.</li> <li>• Be responsible for delivery and oversight of the GM/DoH MoU, and the delivery of the intra GM MoU.</li> <li>• Have oversight for the production of the ten Strategic Estates plans, and be responsible for ensuring that there is a consistency in ambition and content. In support of this the SEG Chairs Group will be represented on the Board.</li> <li>• Have oversight of and be responsible for ensuring the estates elements of the Strategic/Implementation plans are produced and hold the Delivery Unit to account for developing them.</li> <li>• Have oversight of any national policy development that impacts on health and care GM organisations and their estate.</li> <li>• Not be responsible for the development of a GM Spatial Framework, its responsibility extends to the strategic management of the health and care estate only.</li> <li>•</li> </ul>
<b>5</b>	<b>Strategic Estates Groups (SEGs)</b>	<ul style="list-style-type: none"> <li>• Collaborative forums of public sector occupiers charged with using public estates more efficiently based on the needs of each community. Develop locality-based strategic estate plans and delivery programmes that are aligned to the Locality Plans and 'Taking Charge'.</li> </ul>
	<b>NHS England Business Case and Capital/Investment Pipeline Steering Group</b>	<ul style="list-style-type: none"> <li>• The group oversees the governance arrangements of the Capital/Investment pipeline across Lancashire &amp; Greater Manchester. It's main aim is to provide strategic oversight to ensure capital investment is made in line with the strategic direction of NHS England; to ensure investment is targeted at the areas of greatest need; and to ensure value for the NHS and that any investment has the maximum benefit to the NHS and its patients</li> </ul>

This page is intentionally left blank

**GREATER MANCHESTER HEALTH AND SOCIAL CARE DEVOLUTION**  
**MEMORANDUM OF UNDERSTANDING BETWEEN GM BODIES - ESTATES**

## 1. Introduction

The overriding purpose of the initiative represented in this Memorandum of Understanding (MOU) is to ensure that the effective management of the Greater Manchester (GM) health and social care estate enables the greatest and fastest possible improvement to the health and wellbeing of the 2.8 million citizens of GM.

This requires a more integrated approach to the use of the existing health and social care estate, which will be a critical component in delivering transformational changes to the way in which services are delivered across GM.

To facilitate this, the MOU creates a framework for achieving the dialogue and consensus between all parties to the MOU that will be required to drive forward, at pace, an effective GM estates strategy. It sets out the process for collaborative working to ensure that the maximum value is derived from the changes to the GM health and social care estate that will be necessary if the ambitions in the GM health and social care strategy 'Taking Charge' are to be realised.

All parties to this MOU agree to act in good faith to support the objectives and principles set out here, for the benefit of all GM patients and citizens.

## 2. Parties

The Parties<sup>1</sup> to this Memorandum are:-

- GM Combined Authority (GMCA)
- The 10 GM Local Authorities
- Association of GM CCGs
- The 12 GM CCGs
- GM NHS Provider Trusts
- The 15 GM NHS Provider Trusts
- NHS Property Services (NHSPS)
- Community Health Partnerships (CHP)
- Association of Greater Manchester
- Local Medical Committees

There will also be an MOU between GM partner organisations and national bodies setting out how they will work together. The parties to this Memorandum will be:-

- GM Combined Authority (GMCA)
- The 10 GM Local Authorities
- Association of GM CCGs
- The 12 GM CCGs
- GM NHS Provider Trusts
- The 15 GM NHS Provider Trusts
- Association of Greater Manchester Local Medical Committees

---

<sup>1</sup> Appendix 1 includes a full list of organisations that are party to this Memorandum

- Department of Health (DH)
- NHS England (NHSE)
- NHS Improvement (NHSI)
- HM Treasury (HMT)
- Department for Communities and Local Government (DCLG)

### 3. Context

Estates development is a key enabler for the successful implementation of the GM Health and Social Care Strategic Plan “Taking Charge” and the closure of the £2bn gap in five years and will also have a wider impact on GM economic outcomes (e.g. housing delivery, economic space).

The key features of estate changes needed for health and social care in GM are that:

- through the combined effect of a radical upgrade in prevention, scaling up primary care, the integration of community health and social care and the standardisation of clinical support and back office services, there should be a reduced need for hospital capacity due to inappropriate demand; and
- there will be requirements for multi-purpose community based hubs accommodating, for example, integrated primary care, community health and adult social care services and enhanced provision of step down services preventing inappropriate demand for acute beds.

However, the current structure of the health and social care system can make strategic investment/disinvestment decisions in multiple ownership situations challenging. The existence of multiple and different decision points for estate development or changes and the plurality of processes for agreeing business cases for investment and disposal can result in difficulties in whole-system planning. There are currently few existing incentives for unified strategic estate planning across the diverse spectrum of health and social care partners.

There is unlikely to be sufficient capital available within existing sources to deliver the estate changes required for the health estate in GM. GM will therefore develop a capital investment strategy for estates that considers the availability of capital budget (Capital Delegated Expenditure Limit known as CDEL) and creates appropriate funding platforms in open consultation and collaboration with NHSE, NHSI, DH and HMT.

This MoU sets out the overarching principles needed to provide the leadership and coordination needed to maximise the opportunities the GM estate offers.

In that context this MoU:

- establishes the way in which GM organisations will adopt a collaborative approach to the management of the GM estate with the wider GM strategy in mind; and
- clarifies the process by which the disposal of GM health and social care estate will be managed.

It should be read in conjunction with the MOU for the GM health and social care devolution, and the National MOU for Estates.

### 4. Vision and Objectives

A vision for GM Health and Social Care estates has been agreed at the Strategic Estates Group Chairs’ workshop in October 2015:

*‘Greater Manchester will seek to drive maximum value from the public estate by enabling its more efficient use in order to deliver local strategic objectives and national policy objectives’.*



The parties to this MOU share the following objectives:

- Better manage the public sector estate so that it enables the reforms needed to deliver;
  - Improved health and wellbeing outcomes for the people of GM,
  - Better utilisation of the current health and social care estate,
  - Achieve clinical and financial sustainability for the GM health and social care system by 2020,
- Make more efficient use of the public sector health and social care estate in order to deliver ‘Stronger Together: GM Strategy’, ‘Taking Charge’ of our Health and Social Care in GM and the delivery of our ten Locality Plans and national policy objectives included in the ‘Better Quality Care for Patients’ the Five Year Forward View; and
- Use surplus land to optimise capital receipts and deliver economic growth value for money.

## 5. Overarching Principles

The MOU is underpinned by the following principles which will support the vision of driving maximum value from the public estate:

### Collaboration

- GM will work collaboratively with local non-GM bodies and take into account the impact of GM decisions upon non-GM bodies and their communities;
- All parties will engage in collaborative, constructive conversations about the optimum use of public sector assets across GM to maximise value;
- All parties, including NHSPS and CHP, will collaborate when considering investment priorities and will consider the ambition of ‘Taking Charge’; and
- A commitment for all parties to take a transparent and open book approach in relation to land and property assets, including early notification of possible land and buildings for disposal;

### Decisions

- All parties will work collectively to ensure that decisions relating to estates taken at both locality and GM level will focus on the delivery of the GM strategic plan, ‘Stronger Together’ and ‘Taking Charge’<sup>2</sup> and the delivery of our ten Locality Plans and therefore the interests and outcomes of patients and people in GM, not organisational self-interest alone;
- The delivery of ‘Taking Charge’ and of the ten Locality Plans will be considered as a significant priority for investment and strategic estates decisions<sup>3</sup>;
- Requirements, based on delivering wider GM objectives, to be prioritised through the Strategic Estates Groups, comprising Local Authorities, CCG’s, provider representatives, and wider public sector representation;
- There is no requirement for GM health and social care estate ownership to change;
- The MOU will not impact the sovereignty of any Trust or organisation, nor will it interfere with the sovereign rights of an organisation to determine what estate is disposed of, or when; and
- All parties will seek to optimise the utilisation of assets where long term commitments exist, such as PFIs, LIFT etc.

## 6. Scope

---

<sup>2</sup> ‘Taking Charge’ is GM’s five year strategic plan for health and social care. As it develops it will mirror the requirements of the Sustainable Transformation Plan (STP) guidance that other areas are producing. GM will not be producing a separate STP.

<sup>3</sup> NHS providers also have commitments/responsibilities to patients/residents beyond GM. There may be estate decisions taken regionally that we would want to be complementary but would not be incorporated into either Taking Charge, the STP or Locality Plans.

The MOU relates to all investment and disposals in health and social care estate (buildings and land) in GM that is owned by the public sector or GP practices.<sup>4</sup>

In relation to disposals it does not cover any other buildings or land owned by independent or private sector organisations from which health and social care services are delivered.

It is recognised that there are organisations outside of GM that may have health and social care estate in GM. The parties to this memorandum are expected to collaborate with such parties even though they are not party to this memorandum.

The MOU relates to strategic decisions on the GM estate's health and social care buildings and land, not operational management of the estate or facilities management.

## 7. What the MOU Delivers

Terms of the Memorandum

All parties will work together to drive maximum value from the public estate by:

- acting in good faith to support the objectives and principles of this MOU for the benefit of all GM patients and citizens;
- working collaboratively and transparently to deliver effective management of the public estate aligned with the 'Stronger Together' and 'Taking Charge', delivery of the ten Locality Plans and the principles of the GMCA Devolution agreement, in particular to help the achievement of clinical and financial sustainability for the GM health and social care system by 2020,
- facilitating an ongoing dialogue with relevant bodies managing health assets and the health estate across GM, including the option for surplus land to be acquired by mutual consent, between GM organisations;
- taking decisions at a GM level in respect of the health and social care estate where the GM place-based approach is optimum for its residents, recognising regional and national directives;
- developing a partnership for strategic estate planning, aligned with sub-regional strategies;
- developing a range of commercial models for accessing capital funding, which may include working with institutional investors to create a fund or an SPV to provide investment in new facilities in return for long term revenue streams. This will be in addition to accessing existing sources i.e. borrowing by Foundation Trusts, NHSE capital for primary and community care developments, LIFT type schemes and prudential borrowing via LAs; and
- Agreeing a process for developing a pipeline of GM estate projects that will support the delivery of 'Stronger Together', 'Taking charge' and locality plans and the wider GM health and social care strategy.

## 8. Implementation

This MOU agreed between GM partner organisations will:

- be agreed by and apply to all public sector health and social care organisations across GM;
- ask GM organisations to formally agree that they will consider the delivery of the locality plan as a significant priority for investment;
- imply a different approach to disposal in some instances, and a clear agreement that we will work together across GM to maximise value, possibly over time rather than simply maximise cash up front;
- expect organisations to consolidate around those parts of the estate that we are legally committed to retain;
- seek agreement from organisations to agree that a primary purpose for the deployment of resources is the delivery of the capital strategy underpinning the Locality plan; and

---

<sup>4</sup> This recognises that GP practices may be owned privately but still provide public health services.

- develop a process and framework that provides the ability to flex between individual organisational interest ( which must always be respected) and the interest of the wider economy.

The GM Estates Strategy Delivery Unit will support the identification and disposal of public sector land in GM. The Unit will provide appropriate strategic capacity and multi-disciplinary expertise to support the existing estates capacity across GM statutory public bodies in the delivery of housing, public service reform, and growth ambitions. Core responsibilities will include:

- Strategic planning of key land and property programmes including oversight of and direction for local estate strategies to ensure alignment with ‘Taking Charge’ and Locality Plans;
- Programming and delivery of strategic estates programmes; and
- Designing and embedding common standards and practices for estates planning and delivery.

The following processes will be agreed in order to deliver the vision and objectives:

- How the parties will share benefits of improved outcomes that accrue from the result of GM devolution – referred to as ‘Gainshare; and
- How any disputes will be resolved

## 9. GM Health and Social Care Estates Governance

The GM Strategic Partnership Board is accountable for the delivery of ‘Taking Charge’. New governance structures will enable the parties to work together to make decisions in relation to the GM health and social care estate that are strategically co-ordinated and aligned to maximise benefit across GM. An innovative governance framework will be key to success.

- The governance of health and social care will form part of the governance arrangements for the GM Land Commission (GMLC). The GMLC will provide a strategic link between GM and Government Departments / Non Departmental Public Bodies to facilitate the better use of the public estate to help meet national and local policy objectives. A GMLC / One Public Estate (OPE) framework is currently being developed comprising GM and local strategy and delivery capability. The emerging framework is shown at Appendix 2 to this MOU.
- A GM Land and Property Board responsible for delivering the OPE agenda in GM, accountable to the GMCA. It will support the GMLC and has responsibility for implementing the strategic direction for land and property set by GMCA in consultation with GMLC.
- A GM Health and Social Care Strategic Estates Board has been established which represents all stakeholders and is responsible for high level strategic estates planning (not the management of the Estate).
- Each of the ten GM localities have established Strategic Estates Groups (SEGs). These are collaborative forums of public sector occupiers charged with using public property assets more efficiently based on the needs of each community. The SEGs will develop locality-based strategic estate plans and delivery programmes which will flow from the Locality Plans. The work at locality level will be supported by work at GM level to understand the scale of the estate requirements and to secure the investment needed.

**Appendix 1 – Parties to the Memorandum**

<b>GM Combined Authority</b>	<b>Association of GM CCGs</b>	<b>GM NHS Provider Trusts</b>
<ul style="list-style-type: none"> <li>• Bolton Council</li> <li>• Bury Council</li> <li>• Manchester City Council</li> <li>• Oldham Council</li> <li>• Rochdale Borough Council</li> <li>• Salford City Council</li> <li>• Stockport MBC</li> <li>• Tameside MBC</li> <li>• Trafford Council</li> <li>• Wigan Council</li> </ul>	<ul style="list-style-type: none"> <li>• NHS Bolton CCG</li> <li>• NHS Bury CCG</li> <li>• NHS Central Manchester CCG</li> <li>• NHS Heywood, Middleton and Rochdale CCG</li> <li>• NHS North Manchester CCG</li> <li>• NHS Oldham CCG</li> <li>• NHS Salford CCG</li> <li>• NHS South Manchester CCG</li> <li>• NHS Stockport CCG</li> <li>• NHS Tameside and Glossop CCG</li> <li>• NHS Trafford CCG</li> <li>• NHS Wigan Borough CCG</li> </ul>	<ul style="list-style-type: none"> <li>• Bolton NHS FT</li> <li>• Central Manchester University Hospitals NHS FT</li> <li>• Greater Manchester West Mental Health NHS FT</li> <li>• Manchester Mental Health and Social Care Trust</li> <li>• North West Ambulance Service</li> <li>• Pennine Acute Hospitals NHS Trust</li> <li>• Pennine Care NHS FT</li> <li>• Salford Royal NHS FT</li> <li>• Stockport NHS FT</li> <li>• Tameside Hospital NHS FT</li> <li>• The Christie NHS FT</li> <li>• University Hospital of South Manchester NHS FT</li> <li>• Wrightington, Wigan and Leigh NHS FT</li>   <li>• 5 Boroughs Partnership NHS FT</li> <li>• Bridgewater Community Healthcare NHS FT<sup>5</sup></li> </ul>

NHS Property Services (NHSPS)

Community Health Partnerships (CHP)

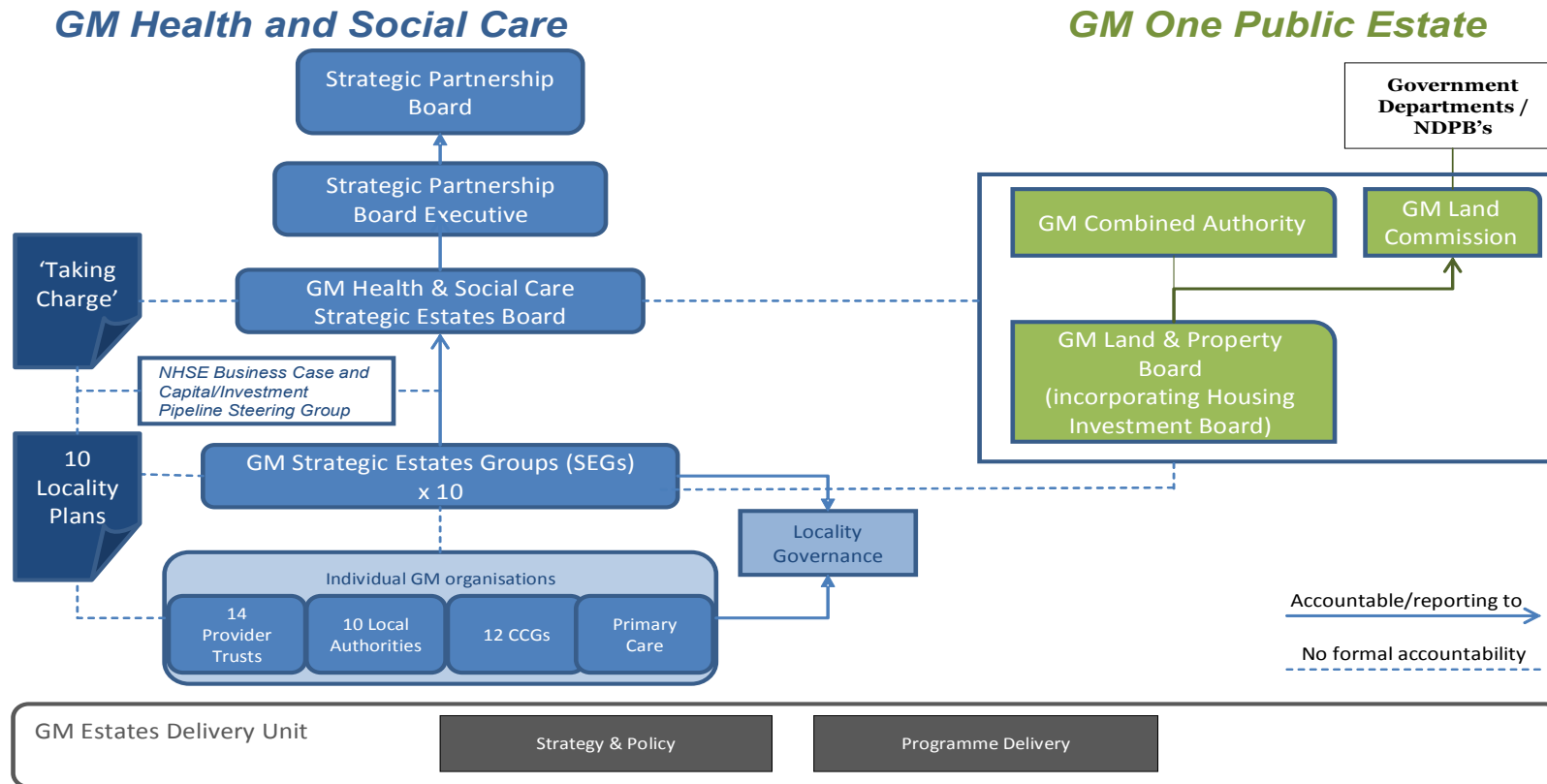
North West Ambulance Trust

Association of Greater Manchester Local Medical Committees (LMCs)

<sup>5</sup> 5 Boroughs and Bridgewater are formally located in Cheshire and Merseyside but are parties to this Memorandum as they have estate within GM.

Appendix 2 - Proposed GM Estates Governance Structure

Estates Governance framework



## INTRA GM ESTATES MOU – DRAFT

<b>1</b>	<b>GM Land Commission (GMLC)</b>	<ul style="list-style-type: none"> <li>• The GMLC will provide a strategic link between GM and HMG Departments / NDPB's to facilitate the better use of the public estate to help meet national and local policy objectives. It will:                             <ul style="list-style-type: none"> <li>– Support GM with discussions with HMG Departments to unlock barriers or resolve centrally determined estates issues impacting on the successful delivery of GMCA land and property programmes;</li> <li>– Provide a mechanism for HMG Departments to link, and support delivery of, departmental estate disposal programmes with locally led housing, economic growth and public service reform initiatives.</li> </ul> </li> </ul>
<b>2</b>	<b>GM Land &amp; Property Strategy Board</b>	<ul style="list-style-type: none"> <li>• Responsible for delivering the One Public Estate agenda in GM, accountable to the GMCA.</li> <li>• Supports the GMLC and has responsibility for implementing the strategic direction for land and property set by GMCA in consultation with GMLC.</li> <li>• Develops and monitors a range of targets on behalf of the GMCA, in relation to the strategic management of public land and property assets in GM, and the delivery of key land and property programmes. Holds GM delivery function to account.</li> </ul>
<b>3</b>	<b>GM Delivery Unit (Strategy and Planning Programme Delivery PMO)</b>	<ul style="list-style-type: none"> <li>• Delivery function providing appropriate strategic capacity and multi-disciplinary expertise to support the existing estates capacity across GM. The Delivery Unit will work within national guidance to provide the support required to deliver 'Taking Charge'.</li> <li>• Core responsibilities include i) Support the planning and delivery of key estate programmes including local estate strategies; ii) Planning and delivery of strategic estates programmes iii) Design, implement and embed common standards and practices for estates planning and delivery.</li> </ul>
<b>4</b>	<b>GM Health and Social Care Strategic Estates Board</b>	<p>The GM Health and Social Care Strategic Estates Board will:</p> <ul style="list-style-type: none"> <li>• Provide strategic oversight and leadership to the development and delivery of the GM Health and Social Care Estates Strategy, and to ensure that the MoU developed between GM and DoH, is supported by a corresponding intra GM MoU that defines how GM will work together.</li> <li>• Be responsible for delivery and oversight of the GM/DoH MoU, and the delivery of the intra GM MoU.</li> <li>• Have oversight for the production of the ten Strategic Estates plans, and be responsible for ensuring that there is a consistency in ambition and content. In support of this the SEG Chairs Group will be represented on the Board.</li> <li>• Have oversight of and be responsible for ensuring the estates elements of the Strategic/Implementation plans are produced and hold the Delivery Unit to account for developing them.</li> <li>• Have oversight of any national policy development that impacts on health and care GM organisations and their estate.</li> <li>• Not be responsible for the development of a GM Spatial Framework, its responsibility extends to the strategic management of the health and care estate only.</li> </ul>
<b>5</b>	<b>Strategic Estates Groups (SEGs)</b>	<ul style="list-style-type: none"> <li>• Collaborative forums of public sector occupiers charged with using public estates more efficiently based on the needs of each community. Develop locality-based strategic estate plans and delivery programmes that are aligned to Locality Plans and 'Taking Charge'.</li> </ul>
	<b>NHS England Business Case and Capital/Investment Pipeline Steering Group</b>	<ul style="list-style-type: none"> <li>• The group oversees the governance arrangements of the Capital/Investment pipeline across Lancashire &amp; Greater Manchester. It's main aim is to provide strategic oversight to ensure capital investment is made in line with the strategic direction of NHS England; to ensure investment is targeted at the areas of greatest need; and to ensure value for the NHS and that any investment has the maximum benefit to the NHS and its patients</li> </ul>
<b>6</b>	<b>Organisation specific property asset management</b>	<ul style="list-style-type: none"> <li>• Deliver local property and asset management services in respect of detailed local strategies for housing delivery, economic growth and public service reform.</li> <li>• Engage with, and supported by, GM Delivery Unit through SEGs.</li> </ul>

***Appendix 3- Dispute Resolution***

Any dispute arising out of or in connection with this contract shall, at first instance, be referred to a mediator for resolution. The parties shall attempt to agree upon the appointment of a mediator, upon receipt, by either of them, of a written notice to concur in such appointment. Should the parties fail to agree within fourteen days, either party, upon giving written notice, may apply to the President or the Vice President, for the time being, of the Chartered Institute of Arbitrators, for the appointment of a mediator.

Should the mediation fail, in whole or in part, either party may, upon giving written notice, and within twenty eight days thereof, apply to the President or the Vice President, for the time being, of the Chartered Institute of Arbitrators, for the appointment of a single arbitrator, for final resolution. The arbitrator shall have no connection with the mediator or the mediation proceedings, unless both parties have consented in writing. The arbitration shall be governed by both the Arbitration Act 1996 and the Controlled Cost Rules of the Chartered Institute of Arbitrators (2014 Edition), or any amendments thereof, which Rules are deemed to be incorporated by reference into this clause. The seat of the arbitration shall be England and Wales. "

This page is intentionally left blank



National Estates MOU

**Executive Summary**

**1. Parties**

The Parties to the Memorandum are:-

GM Combined Authority (GMCA)  
The 10 GM Local Authorities  
Association of GM CCG's  
The 12 GM CCG's  
GM NHS Provider Trusts  
The 15 GM NHS Provider Trusts  
Association of Greater Manchester Local Medical Committees  
Department of Health (DH)  
NHS England (NHSE)  
NHS Improvement (NHSI)  
HM Treasury (HMT)  
Department for Communities and Local Government (DCLG)

**2. Context**

This MOU sets out the overarching principles needed to provide the leadership and coordination needed to maximise the opportunities the GM estate offers. It:

- establishes the way in which GM and national organisations will adopt a collaborative approach to the management of the GM estate with the wider GM strategy in mind; and
- clarifies the process by which the disposal of GM health and social care estate will be managed.

**3. Vision and Objectives**

A vision for GM Health and Social Care estates has been agreed at the Strategic Estates Group Chairs' workshop in October 2015:

*'Greater Manchester will seek to drive maximum value from the public estate by enabling its more efficient use in order to deliver local strategic objectives and national policy objectives'.*

The parties to this MOU share the following objectives:

- Better manage the GM public sector estate so that it enables the reforms needed to deliver:
  - Improved health and wellbeing outcomes for the people of GM,
  - The most efficient utilisation of the current health and social care estate,
  - Achieve clinical and financial sustainability for the GM health and social care system by 2020;
- Make more efficient use of the public sector health and social care estate in order to deliver 'Stronger Together: Greater Manchester Strategy', 'Taking Charge' of our Health and Social Care in Greater Manchester and the delivery of our ten Locality Plans and national policy objectives included in the 'Better Quality Care for Patients' the Five Year Forward View;
- Identify and release surplus land to optimise receipts and deliver economic growth and value for money;
- Enable GM to optimise site value and to help DH meet its targets for receipts from land disposals and housing units, and delivery of key worker housing if required; and
- Deliver plans that are consistent with any overarching health and social care estate or public sector targets, estates sales plans and place based collaborations.

#### **4. Overarching Principles**

The MOU is underpinned by the following principles which will support the vision of driving maximum value from the public estate:

##### **Collaboration**

- GM will work collaboratively with local non-GM bodies and take into account the impact of GM decisions upon non-GM bodies and their communities;
- All parties will engage in collaborative, constructive conversations about the optimum use of public sector assets across GM to maximise value (minimising delivery risks with appropriate financial risks);
- All parties commit to optimise the scale and value of disposals from surplus land, including ,where appropriate, housing
- A commitment for all parties to take a transparent and open book approach in relation to land and property assets, including early notification of possible land and buildings for disposal with clear recognition of the need to protect commercial confidentiality;

##### **Decisions**

- All parties will work collectively to ensure that decisions relating to estates taken at both locality and GM level will focus on the delivery of the GM strategic plan, Stronger Together: Greater Manchester Strategy and Taking Charge<sup>1</sup> of our Health and Social Care in Greater

---

<sup>1</sup> 'Taking Charge' is GM's five year strategic plan for health and social care. As it develops it will mirror

Manchester and the delivery of our ten Locality Plans and therefore the interests and outcomes of patients and people in GM, not organisational self-interest alone;

- The delivery of 'Taking Charge' and of the ten Locality Plans will be considered as a significant priority for investment and strategic estates decisions<sup>2</sup>;
- There is no requirement for GM health and social care estate ownership to change;
- The MOU does not affect the autonomy of any GM organisation, nor will it interfere with the rights and duties of any party to the MOU to determine what relevant estate is disposed of, or when; and
- So far as is consistent with any statutory or other legal obligations on them. all parties will seek to optimise the utilisation of assets where long term commitments exist, such as PFIs, LIFT etc.

## 5. Scope

The MOU relates to all investment and disposals in health and social care estate (buildings and land) in GM that is owned by the public sector or GP practices.<sup>3</sup>

In relation to disposals it does not cover any other buildings or land owned by independent or private sector organisations from which health and social care services are delivered.

It is recognised that there are organisations outside of GM that may have health and social care estate in GM. The parties to this memorandum are expected to collaborate with such parties even though they are not party to this memorandum.

The MOU relates to strategic decisions on the GM estate's health and social care buildings and land, not operational management of the estate or facilities management.

In all cases, decisions by the parties in pursuance of this MOU must be consistent with their respective statutory and other legal obligations, rights and objectives.

## 6. What the MOU Delivers

---

the requirements of the Sustainable Transformation Plan (STP) guidance that other areas are producing. GM will not be producing a separate STP.

<sup>2</sup> NHS providers also have commitments/responsibilities to patients/residents beyond GM. There may be estate decisions taken regionally that we would want to be complementary but would not be incorporated into either Taking Charge, the STP or Locality Plans.

<sup>3</sup> This recognises that GP practices may be owned privately but still provide public health services.

The MOU relates to all investment and disposals in health and social care estate (buildings and land) in GM that is owned by the public sector or GP practices.<sup>4</sup>

In relation to disposals it does not cover any other buildings or land owned by independent or private sector organisations from which health and social care services are delivered.

It is recognised that there are organisations outside of GM that may have health and social care estate in GM. The parties to this memorandum are expected to collaborate with such parties even though they are not party to this memorandum.

The MOU relates to strategic decisions on the GM estate's health and social care buildings and land, not operational management of the estate or facilities management.

In all cases, decisions by the parties in pursuance of this MOU must be consistent with their respective statutory and other legal obligations, rights and objectives.

## **7. Implementation.**

### **DH Targets**

The MOU outlines the process relating to the disposal of surplus property and the handling of receipts. (See full National MOU)

### **Governance**

New governance structures will enable the parties to work together to make decisions in relation to the GM health and social care estate that are strategically co-ordinated and aligned to maximise benefit across GM. An innovative governance framework will be key to success.

## **GM Estates MOU**

### **Executive Summary**

---

<sup>4</sup> This recognises that GP practices may be owned privately but still provide public health services.

## 1. Parties

The Parties to this Memorandum are:-

GM Combined Authority (GMCA)  
Association of GM CCG's  
GM NHS Provider Trusts  
NHS Property Services (NHSPS)  
Community Health Partnerships (CHP)  
North West Ambulance Trust  
Association of Greater Manchester Local Medical Committees

## 2. Context

This MoU sets out the overarching principles needed to provide the leadership and coordination needed to maximise the opportunities the GM estate offers. It:

- establishes the way in which GM organisations will adopt a collaborative approach to the management of the GM estate with the wider GM strategy in mind; and
- clarifies the process by which the disposal of GM health and social care estate will be managed.

## 3. Vision and Objectives

A vision for GM Health and Social Care estates has been agreed at the Strategic Estates Group Chairs' workshop in October 2015:

*'Greater Manchester will seek to drive maximum value from the public estate by enabling its more efficient use in order to deliver local strategic objectives and national policy objectives'.*

The parties to this MOU share the following objectives:

- Better manage the GM public sector estate so that it enables the reforms needed to deliver;
  - Improved health and wellbeing outcomes for the people of GM,
  - The most efficient utilisation of the current health and social care estate,
  - Achieve clinical and financial sustainability for the GM health and social care system by 2020,
- Make more efficient use of the public sector health and social care estate in order to deliver 'Stronger Together: GM Strategy', 'Taking Charge' of our Health and Social Care in GM and the delivery of our ten Locality Plans and national policy objectives included in the 'Better Quality Care for Patients' the Five Year Forward View; and
- Use surplus land to optimise capital receipts and deliver economic growth value for money.

#### 4. Overarching Principles

The MOU is underpinned by the following principles which will support the vision of driving maximum value from the public estate:

##### Collaboration

- GM will work collaboratively with local non-GM bodies and take into account the impact of GM decisions upon non-GM bodies and their communities;
- All parties will engage in collaborative, constructive conversations about the optimum use of public sector assets across GM to maximise value;
- All parties, including NHSPS and CHP, will collaborate when considering investment priorities and will consider the ambition of 'Taking Charge'; and
- A commitment for all parties to take a transparent and open book approach in relation to land and property assets, including early notification of possible land and buildings for disposal.

##### Decisions

- All parties will work collectively to ensure that decisions relating to estates taken at both locality and GM level will focus on the delivery of the GM strategic plan, 'Stronger Together' and 'Taking Charge' and the delivery of our ten Locality Plans and therefore the interests and outcomes of patients and people in GM, not organisational self-interest alone;
- The delivery of 'Stronger Together', 'Taking Charge' and of the ten Locality Plans will be considered as a significant priority for investment and strategic estates decisions;
- Requirements, based on delivering wider GM objectives, to be prioritised through the Strategic Estates Groups, comprising Local Authorities, CCG's, provider representatives, and wider public sector representation;
- There is no requirement for GM health and social care estate ownership to change;
- The MOU will not impact the sovereignty of any Trust or organisation, nor will it interfere with the sovereign rights of an organisation to determine what estate is disposed of, or when ;and
- All parties will seek to optimise the utilisation of assets where long term commitments exist, such as PFIs, LIFT etc.

#### 5. Scope

The MOU relates to all investment and disposals in health and social care estate (buildings and land) in GM that is owned by the public sector or GP practices.

In relation to disposals it does not cover any other buildings or land owned by independent or private sector organisations from which health and social care services are delivered.

It is recognised that there are organisations outside of GM that may have health and social care estate in GM. The parties to this memorandum are expected to collaborate with such parties even though they are not party to this memorandum.

The MOU relates to strategic decisions on the GM estate's health and social care buildings and land, not operational management of the estate or facilities management.

## **6. What the MOU Delivers**

### Terms of the Memorandum

All parties will work together to drive maximum value from the public estate by:

- acting in good faith to support the objectives and principles of this MOU for the benefit of all GM patients and citizens;
- working collaboratively and transparently to deliver effective management of the public estate aligned with the 'Stronger Together' and 'Taking Charge', delivery of the ten Locality Plans and the principles of the GMCA Devolution agreement;
- facilitating an ongoing dialogue with relevant bodies managing health assets and the health estate across GM, including the option for surplus land to be acquired by mutual consent, between GM organisations;
- taking decisions at a GM level in respect of the health and social care estate where the GM place-based approach is optimum for its residents, recognising regional and national directives;
- developing a partnership for strategic estate planning, aligned with sub-regional strategies;
- developing a commercial model for accessing capital funding, which may include working with institutional investors to create a fund or an SPV to provide investment in new facilities in return for long term revenue streams. This will be in addition to accessing existing sources i.e. borrowing by Foundation Trusts, NHSE capital for primary and community care developments, LIFT type schemes and prudential borrowing via LAs; and
- Agreeing a process for developing a pipeline of GM estate projects that will support the delivery of 'Stronger Together', 'Taking charge' and locality plans and the wider GM health and social care strategy.
- Agreement of a dispute resolution procedure in those cases where there is a clear conflict of interest between individual organisations interest and its potential negative impact on the GM strategic or Locality Plans.

## **7. Implementation.**

The GM Estates Strategy Delivery Unit will support the identification and disposal of public sector land in GM. The Unit will provide appropriate strategic capacity and multi-disciplinary expertise to support the existing estates capacity across GM statutory public bodies in the delivery of housing, public service reform, and growth ambitions. Core responsibilities

will include:

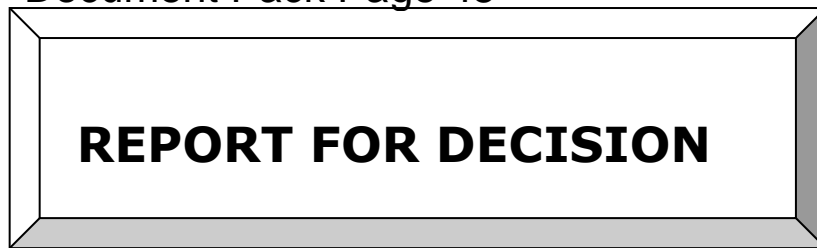
- Strategic planning of key land and property programmes including oversight of and direction for local estate strategies to ensure alignment with 'Taking Charge' and Locality Plans;
- Programming and delivery of strategic estates programmes; and
- Designing and embedding common standards and practices for estates planning and delivery.

## **8. GM Health and Social Care Estates Governance**

New governance structures will enable the parties to work together to make decisions in relation to the GM health and social care estate that are strategically co-ordinated and aligned to maximise benefit across GM. An innovative governance framework will be key to success. (Further details in section 5 of this report)

- A GM Health and Social Care Strategic Estates Board has been established which represents all stakeholders and is responsible for high level strategic estates planning (not the management of the Estate).
- Each of the ten GM localities have established Strategic Estates Groups (SEGs). These are collaborative forums of public sector occupiers charged with using public property assets more efficiently based on the needs of each community. The SEGs will develop locality-based strategic estate plans and delivery programmes which will flow from the Locality Plans. The work at locality level will be supported by work at GM level to understand the scale of the estate requirements and to secure the investment needed.





<b>Agenda Item</b>	
--------------------	--

<b>DECISION OF:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>7 September 2016</b>
<b>SUBJECT:</b>	<b>People Strategy : One Year On</b>
<b>REPORT FROM:</b>	<b>Councillor Jane Lewis, Deputy Leader – Finance &amp; Human Resources</b>
<b>CONTACT OFFICER:</b>	<b>Stephen Kenyon, Interim Executive Director of Resources &amp; Regulation</b>
<b>TYPE OF DECISION:</b>	<b>Key Decision</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	Within the public domain
<b>SUMMARY:</b>	<p>The purpose of this report is to update the Cabinet with progress made against the measures of success one year into our five year People Strategy and to highlight priorities for the coming twelve months.</p> <p>Cabinet are asked to endorse the direction of travel set out in the report as an appropriate way to achieve the vision, priorities and strategic outcomes set out in our People Strategy and to promote the strategy with particular reference to greater exposure of the People Charter.</p>
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	The recommended option is to endorse the strategy as the vehicle to support the corporate priorities and strategic outcomes of the council
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework?      Yes

<p><b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b></p>	<p>The Strategy will be developed and implemented within existing resources.</p> <p>Whilst it is difficult to quantify cashable benefits derived, research suggests every £1 spent generates a notional £4 value.</p>
<p><b>Health and Safety Implications</b></p>	<p>One of the strategic outcomes for the People Strategy relates to having a healthy environment and there are key measures in place to monitor our progress towards this outcome. The strategy is underpinned by the Bury Behaviours and Health and Safety is threaded through this framework.</p>
<p><b>Statement by Interim Executive Director of Resources &amp; Regulation</b></p>	<p>An effective People Strategy is critical as the Council seeks to modernise its workforce to address new service challenges.</p>
<p><b>Equality/Diversity implications:</b></p>	<p>Equality Analysis was carried out when the People Strategy was devised and has been revisited to check that it is still fit for purpose. Equality considerations are key to the success of the strategy.</p>
<p><b>Considered by Monitoring Officer:</b></p>	<p>Yes <span style="float: right;">JH</span> The recommendation is in accordance with the Policy Framework.</p>
<p><b>Wards Affected:</b></p>	<p>All</p>
<p><b>Scrutiny Interest:</b></p>	

**TRACKING/PROCESS**

**INTERIM EXECUTIVE DIRECTOR: R&R**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
SLT 20.6.16	HR Portfolio Meeting 12.8.16		
Scrutiny Committee	Cabinet/Committee	Council	
	Cabinet 7.9.16		

## 1.0 BACKGROUND

- 1.1 The People Strategy 2015 to 2020 was introduced a year ago. It is a five year strategy supporting the Council's Vision and Values and reflecting the national and local context and the changing world of work. As with the previous People Strategy it was agreed that progress would be reported every twelve months. The 'People Strategy One Year on' is therefore attached as an appendix to this report.
- 1.2 The People Strategy was communicated at the end of last year to employees and stakeholders alongside the new Vision and Values. This included forming an integral part of the workshops delivered to managers across the Council.
- 1.3 Since launching the People Strategy last year the Council has approved new Talent Management, Workforce Wellbeing, and Equality Strategies, all of which fall under the People Strategy and address our approach to these key strands of the strategy. Each of these lays out in more detail how the work in these areas will contribute towards the achievement of the vision, priorities and outcomes outlined in the People Strategy.
- 1.4 Since launching there have been further developments at national, regional, sub regional and local level, most recently in the further ambiguity we are seeing since the result of the EU referendum. We have considered these developments when looking at our strategy one year on.

## 2.0 ISSUES

- 2.1 The vision for the People Strategy 2015 to 2020 states that:

***We want our people to realise a prosperous and sustainable Bury together.***

It supports our corporate priority:

***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***

- 2.2 In order to make this vision a reality we defined what we would need to see happening in our organisation and therefore the four strategic objectives were set and these were:

***1. Inspirational, transparent and effective leaders at all levels.***

***2. An engaged, high performing and diverse workforce, empowered to deliver effective and affordable services.***

***3. Adaptable and proactive teams, committed to continuous improvement.***

***4. A healthy, vibrant and supportive workplace.***

- 2.3 When considering the strategy 'one year on' we considered these objectives and asked ourselves and others (including HR and OD Leaders and the Corporate Performance team) 'Are these the right outcomes? Do they encapsulate what we would need to see to demonstrate that we are achieving our priority and vision?'

- 2.4 We concluded that these outcomes were fit for purpose and represented what needs to be measured.
- 2.5 We then considered the measures we included in the strategy and have reported against these linking them more closely with each of the strategic outcomes.
- 2.6 Where we felt we needed further measures we have added these to ensure that we have an effective and robust means to demonstrate progress towards each of the four outcomes. We have reported progress on each of these measures and provided information on 'next steps'.
- 2.7 Going forward the 2016 Employee Survey will provide significant quantitative data to monitor progress towards our outcomes.
- 2.8 The People Charter which was included in the original People Strategy a year ago is included for further onward communication.

### **3.0 CONCLUSION**

- 3.1 The strategy is operating in the context of 'doing more with less' but also encompasses the recognition that on occasion it will be prudent to 'invest to save'. Investing in the workforce should potentially lead to fewer costly claims for example and a lesser reliance on expensive agency/consultant resource. Whilst productivity is notoriously difficult to measure studies show that for every £1 spent on engaging employees an organisation receives £4 in benefit.
- 3.2 A further review of the measures within the strategy will be carried out in twelve months time in the 'People Strategy two years on'.

---

### **List of Background Papers:**

#### **People strategy One Year On**

### **Contact Details:**

Tracy Murphy  
Assistant Director of Resources & Regulation (HR & OD)  
Resources & Regulation Department

Tel: 253 7775  
E-mail: [t.e.murphy@bury.gov.uk](mailto:t.e.murphy@bury.gov.uk)

Rosemary Barker  
Head of People Strategy  
Resources & Regulation Department

Tel: 253 5205  
E-mail: [r.barker@bury.gov.uk](mailto:r.barker@bury.gov.uk)

# People Strategy 2015-2020

## - One Year On!



Our people:  
realising a prosperous and sustainable Bury  
together

## Contents

---

Introduction	3
Where we want to be	4
Moving towards these outcomes	5
How we are getting there	10
Monitoring and further information	11
Appendix 1: Our People Charter	12
Appendix 2: Our Health and Wellbeing Pledge	13

## **Introduction**

---

Last year we set out our vision, priorities and strategic outcomes for our people strategy to take us from 2015 to 2020. We are now 'One Year On' and in a position to measure where we are in terms of working towards these outcomes and to focus on what needs to be done going forward.

The context in which we are operating continues to change with further developments at national, regional, sub regional and local level. The EU referendum result brings about further ambiguity in this regard. Over the last twelve months we have seen developments at GM level particularly with regard to integration of Health and Social care. Twelve months on it has become even clearer that we need an organisation that is innovative, agile, connected and transparent.

This document outlines the progress we have made against each of our strategic outcomes and highlights the priorities going forward.

## Where we want to be

---

**Our vision : We want our people to realise a prosperous and sustainable Bury together**

Our strategy continues to seek to ensure that we can meet our challenges over the next five years in line with our corporate priority:-

*'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.'*

### **Our strategic outcomes continue to be:**

- 1. Inspirational, transparent and effective leaders at all levels**
- 2. An engaged, high performing and diverse workforce, empowered to deliver effective and affordable services**
- 3. Adaptable and proactive teams, committed to continuous improvement**
- 4. A healthy, vibrant and supportive workplace**





## Moving towards these outcomes

We have been working hard to achieve our strategic outcomes and have already made strong progress ...

Measure	Baseline	Progress so far	What we will do now
<b>Inspirational, transparent and effective leaders at all levels</b>			
The majority of employees indicate, through the employee survey that they have had an employee review and that it was beneficial	<p>The 2013 survey found:</p> <ul style="list-style-type: none"> <li>▪ I receive regular and constructive feedback on my performance (1:1's etc)                             <ul style="list-style-type: none"> <li>- ACS - 76.4%; CS - 72.1%; CEs - 71.8%; DCN - 44.6%</li> </ul> </li> <li>▪ I have had regular employee reviews within the last 3 years - ACS - 87%; CS - 61.1%; CEs - 71.8%; DCN - 50%</li> </ul>		These questions will be asked again in the Sept 2016 survey
<p>The majority of employees, through the employee survey, feel confident that:</p> <ul style="list-style-type: none"> <li>▪ communication from senior management is effective</li> <li>▪ they have an Employee Voice</li> </ul>		<p>In the 2015 employee survey, we found that:</p> <ul style="list-style-type: none"> <li>▪ 55% of employees felt that they were satisfied with the information they receive from senior management</li> <li>▪ In terms of employee voice, 49% of employees felt that they have the opportunity to contribute their views</li> </ul>	These questions will be asked again in the Sept 2016 survey

		before changes are made which affect their job and 50% feel it is safe to speak up and challenge the way things are done	
A leadership programme for senior leaders is established and all of our senior leaders have undertaken the Leadership Development programme		The GM Leadership programme has been reviewed to ensure that our own programme complements the GM offer. Senior managers have begun to participate in the GM Leadership programme via masterclasses and the Aspire programme. Meetings with NWEO have been held to scope out a programme.	OD will liaise with SLT and NWEO to build on initial proposals and take a steer from SLT to enable development of a programme that is appropriate to the organisation going forward.
<b>An engaged, high performing and diverse workforce, empowered to deliver effective and affordable services</b>			
Employee engagement has increased	In the 2013 full staff survey, 57.9% of respondents were satisfied overall with Bury Council as an employer	The 2015 employee survey shows a good increase in employee engagement, with 64% of employees stating that they were satisfied overall with Bury Council as an employer	This question will be asked again in the Sept 2016 survey
The majority of employees, through the Employee survey, indicate that their work is: ▪ meaningful		In the 2015 employee survey, we found that: ▪ 89% of employees understand how their work contributes to the objectives	These questions will be asked again in the Sept 2016 survey

<ul style="list-style-type: none"> <li>▪ suits their skills and abilities</li> <li>▪ well supported</li> </ul>		<p>of their immediate team, and 83% understand how their work contributes to the success of Bury Council</p> <ul style="list-style-type: none"> <li>▪ 77% of employees felt that their job made good use of their skills and abilities</li> <li>▪ Employees generally feel well supported by colleagues, in that 83% of employees feel that the people in their immediate team cooperate to get the work done, and 78% feel that there is good cooperation between the teams they work with. However, in terms of line management support, 71% feel that their immediate manager communicates effectively and 65% believe that their immediate manager motivates and inspires them to be more effective in their job.</li> </ul>	
<p>Continue to support young people into employment through Backing Young Bury schemes eg. supported internships and apprenticeships</p>		<p>The Council continues to support many young people into employment:</p> <ul style="list-style-type: none"> <li>▪ In 2015 we launched a supported internship scheme for young people</li> </ul>	<p>We are currently recruiting 12 more apprentices. We are also making sure that we are best placed to manage the new Apprenticeship Levy and Public Sector Recruitment</p>

		<p>with learning difficulties, and currently have 5 young people on placement with us.</p> <ul style="list-style-type: none"> <li>▪ In 2016 we were nationally recognised as top apprenticeship employer by the Sunday Telegraph</li> <li>▪ We currently have 53 apprentices working for us.</li> </ul>	<p>Target.</p>
<b>Adaptable and proactive teams, committed to continuous improvement</b>			
<p>The Council will retain its Investors in People (IiP) award</p>	<p>The Council currently holds IiP status. It will expire in March 2017.</p>	<p>The Council continues to incorporate the principles of IiP in our people management strategies and practices. A report has been considered by SLT whether retaining IIP is still an appropriate utilisation of resources in the current climate. A cost benefit analysis has been carried out and SLT have asked OD to consider other potential options and report back</p>	<p>SLT will consider all of the available options and decide on the most appropriate way forward with regard to the standard. In any eventuality the council will continue to incorporate the IiP principles.</p>
<p>80% of learners and managers report that learning undertaken:</p> <ul style="list-style-type: none"> <li>▪ achieved the planned outcomes</li> </ul>	<p>Short term evaluation has been in place in Bury for many years which assesses the quality of the learning intervention. However,</p>	<p>Initially long term evaluation has been carried out on externally accredited programmes, or those for which there has been a</p>	<p>We will extend the ROI process to ensure learners and managers understand the importance of incorporating learning into</p>

<ul style="list-style-type: none"> <li>resulted in improved performance or service delivery was value for money</li> </ul>	<p>longer term evaluation which assesses return on investment and longer term impact of learning was only implemented in June 2015.</p>	<p>significant investment of time or other resource in order to test the process.</p> <p>Of the sample evaluated against these questions:</p> <p>Question 1 – Did the learning achieve the planned outcomes identified in section 1?</p> <p>83% of employees answered 'Yes' to this question</p> <p>6% of employees answered 'No' to this question</p> <p>11% of employees didn't respond to this question</p> <p>Question 2 – Has employee performance or service delivery improved?</p> <p>94% of employees answered</p>	<p>the workplace.</p>
--	---	--	-----------------------

		<p>'Yes' to this question</p> <p>6% of employees answered 'No' to this question</p>	
Continue to recruit, develop and actively retain talented employees	The Bury Behaviours framework is in place, and has been embedded in the employee review process since 2014 to ensure continuous development of employees.	<p>We are making increased use of the Bury Behaviours in the recruitment process, along with other relevant assessment tools, to enable us to recruit quality employees.</p> <p>We have also launched a Talent Management Strategy, to ensure that we are best placed to attract, recruit, select, retain and develop employees to meet our present and future needs. We have developed a succession planning process, which will be piloted with senior managers.</p>	We will prepare and implement development centres as part of the pilot for the approved succession planning process.
<b>A healthy, vibrant and supportive workplace</b>			
The Council remains an employer of choice for employees of all equality characteristics	In 2015, Bury Council came 62 <sup>nd</sup> in Stonewall's top 100	The Council came 60 <sup>th</sup> in the Stonewall 2016 Workplace Equality Index. This is an improvement on the previous year. We have also been showcased in The Times for	We plan to enter the Stonewall Workplace Equality Index 2017

		our good LGBT equality practice.	
We will have encouraged and actively supported our employees to become more physically active and to lead healthier lives, as set out in our Health and Wellbeing Pledge (see Appendix 2)		In April 2016 we launched the Council's Workforce Wellbeing Strategy 2016-2020.	We will deliver against the Workforce Wellbeing Strategy's action plan, to support the physical and emotional wellbeing of our employees.




## How we are getting there

---

This strategy is owned by the Cabinet and Senior Leadership Team, and progress against it is monitored by the Organisational Development Team. However, it is the responsibility of **all** the Council's managers and employees to ensure that the strategy is implemented fully and effectively. Everyone has their part to play in making sure that we have a workforce that is ready and able to deliver quality services to the people of Bury.

Supporting the People Strategy are a number of other important documents:

<b>People Strategy</b>	
<ol style="list-style-type: none"><li>1. Employee Engagement Strategy</li><li>2. Equality Strategy</li><li>3. Workforce Wellbeing Strategy</li><li>4. Talent Management Strategy</li><li>5. HR Policies and Procedures</li><li>6. Learning and Development Programme</li><li>7. Bury Behaviours</li></ol>	

All managers and employees should also be aware of and commit to our **People Charter** (see Appendix 1).

## Monitoring and further information

---

Further reports will be produced to outline our progress against the strategic outcomes set out in the People Strategy each year.

For further information about the People Strategy, please contact:

**Tracy Murphy, Assistant Director Resources and Regulation (HR and OD)**

 **0161 253 5160**

 **t.e.murphy@bury.gov.uk**



## Appendix 1: Our People Charter

### You can expect your manager to...

**B**e fair and treat you with dignity and respect, promote an appreciation of diversity and deal with inappropriate behaviour effectively

**U**se your skills, abilities and experience. Encourage you to think creatively, challenge constructively and help you to implement ideas that add value!

**R**ealise clear, aspirational targets with you and explain how they contribute to Bury's goals

**Y**our development – help you identify and engage in appropriate learning and development and help you use your learning in your job.

**M**ake sure plans and priorities are clearly and honestly communicated and provide constructive feedback on progress

**A**ct appropriately to ensure a safe and healthy working environment

**N**urture a culture of high quality outputs from the whole team that meet legal and safety requirements

**A**ccept responsibility for their actions and be diligent and focussed in achieving goals

**G**uide you through change and view opportunities to adapt to change positively.

**E**ffectively lead the team, balancing the interests of individuals, the team and the organisation

**R**espect your confidentiality, listen to and support you

### Your manager can expect you to...

**B**e hard working to achieve goals and continually improve your own and your team's performance

**U**nderstand our vision and outcomes and take an interest in what's happening across the whole of the organisation ... don't work in silos!

**R**espect others, treat everyone with dignity and behave in a professional manner at all times

**Y**our Council ... be an ambassador for Bury Council

**C**hallenge and support each other ... don't be a bystander

**O**wn our actions ... take full responsibility and don't blame others

**U**phold the Council's values in all that we do

**N**etwork: build good relationships with the team, teams across the council and with partner organisations

**C**ustomers: forge strong links, set realistic standards ... and achieve them

**I**nspire and innovate ... look at different ways of working and be flexible and adaptable ... take calculated risks!

**L**eadership and learning happens at all levels in the organisation ... continually develop your skills and competencies

## **Appendix 2: Our Health and Wellbeing Pledge**

Bury Council really values its employees and recognises that they are our most important asset.

We want to do everything we can to support and develop our staff and to improve their health and wellbeing. As well as being the right thing to do for people we value, we also recognise that proactively supporting employees' physical and mental wellbeing brings important organisational benefits, including reduced sickness absence, increased productivity, greater staff engagement and reduced staff turnover.

A fitter, healthier workforce is more engaged, efficient and productive.

This also sends a positive message about the importance of health and wellbeing to employees, customers and the wider community.

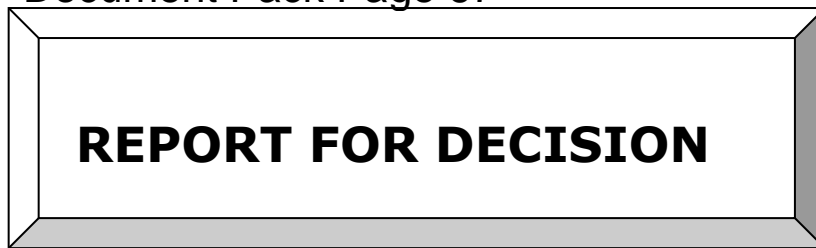
Our pledge:

**We will encourage and actively support our employees to become more physically active and to lead healthier lives**

Within this we will:

- Provide opportunities for our workforce to be physically active
- Provide information relating to physical exercise, health and wellbeing
- Enable our workforce to join the Active Lifestyle membership scheme to use Council leisure facilities at a discounted rate
- Seek to increase physical activity in the workplace, for example by promoting workplace champions, walking meetings and the use of flexible working opportunities
- Promote a culture that values and supports both physical and emotional wellbeing
- Assess ourselves against the Workplace Wellbeing Charter

This page is intentionally left blank



<b>DECISION OF:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>7 September 2016</b>
<b>SUBJECT:</b>	<b>Bury Behaviours</b>
<b>REPORT FROM:</b>	<b>Councillor Jane Lewis, Deputy Leader – Finance &amp; Human Resources</b>
<b>CONTACT OFFICER:</b>	<b>Rosemary Barker, Head of People Strategy</b>
<b>TYPE OF DECISION:</b>	<b>NON KEY DECISION</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	The 'Bury Behaviours' were introduced three years ago. This report is to update Cabinet on the progress to date and to share an updated and revised version of the framework which has been developed to reflect internal and external changes, feedback and learning from the last three years.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	<p>The options are to support or not support the newly revised framework.</p> <p>The recommendation is to support embedding of the framework as it details behaviours at all levels of the organisation that are and will be key to the Council achieving our priorities and vision going forward.</p>
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework?      Yes
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	Work on the Bury Behaviours is undertaken within existing budgetary provision.

<b>Health and Safety Implications</b>	Appropriate behaviours regarding Health and Safety are integrated into the framework. Adhering to the Bury Behaviours will support best practice in Health and Safety.
<b>Statement by Interim Executive Director of Resources &amp; Regulation (including Health and Safety Implications)</b>	The Bury Behaviours framework is key to the delivery of the People Strategy, and is essential in ensuring the Council has a fit for purpose and engaged workforce.
<b>Equality/Diversity implications:</b>	Values, Ethics and Diversity is one of the nine behavioural areas and the indicators express what is expected of employees and managers at all levels with regards to Equality and Diversity, promoting a positive culture and expecting and promoting positive behaviour. The Bury Behaviours is a key tool to ensure that we comply with our responsibilities under the Equality Act and the Public Sector Equality Duty.
<b>Considered by Monitoring Officer:</b>	Yes <span style="float: right;">JH</span> In today's environment, stakeholders and members of the public have high expectations that public bodies will be run in accordance with good corporate governance practices and ethical standards. The Bury Behaviours framework encourages and supports positive behaviours in terms of these.
<b>Wards Affected:</b>	All
<b>Scrutiny Interest:</b>	

**TRACKING/PROCESS**

**INTERIM EXECUTIVE DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
SLT 20/06/16	12/08/16		
Scrutiny Committee	Cabinet/Committee	Council	
	07/09/16		



## 1.0 BACKGROUND

- 1.1 The Bury Behaviours were designed in 2013 following a thorough job analysis exercise involving an occupational psychologist with expertise in the field. It consists of nine key behavioural areas divided into four tiers reflecting the complexity of the organisation.
- 1.2 The job analysis process involved a number of key elements including visionary interviews with senior leaders to 'future proof' the framework and focus groups with employees across the organisation. These focus groups helped ensure that the framework reflected Bury language and 'what good looked like' in terms of behaviour across the Council.
- 1.3 One of the key aims of the initial project was to have a framework that was fully integrated into our key people processes. Since its introduction the framework has been integrated into a revised Employee Review process which encourages managers and employees to use the framework as a tool to analyse areas of strength and areas of development.
- 1.4 The framework underpins our People Strategy (including our Employee Charter) and Learning and Development programme and runs through the Management and Leadership Development programme introduced since the launch of the behaviours.
- 1.5 The framework has been integrated into our redesigned recruitment and selection code of practice and is being increasingly used in Assessment Centres particularly through the mapping to the occupational personality questionnaire.
- 1.6 The framework has been a useful aid for coaching and mentoring and underpins our newly launched Talent Management Strategy. It will be key when rolling our succession planning pilot this year.
- 1.7 When considering the three year review of the framework we took into account the following:
  - That the original framework was 'future proofed' at the time of launching so is unlikely to be completely unfit for purpose now despite significant changes in the national and local context in which it operates.
  - That the framework is integrated into a number of key people processes and linked to the occupational personality questionnaire so to make radical changes at this stage would probably not be prudent.
  - That however the rate of change to the world of work has been (and continues to be) rapid and that the framework needs to reflect that.
  - That since its conception the council has adopted a five year Corporate Plan incorporating a revised Vision and revised Values and that these need to be reflected in the framework.
  - That a set of expectations for Greater Manchester Leaders has been developed and that the framework needs to reflect these. (**Appendix 2**)
  - That health and wellbeing and developing a culture of positive behaviour are (and will continue to be) key priorities for the council and that these should be firmly rooted in the framework.

- 1.8 Views on the framework and its usage were sought from workforce development teams and from managers across the council. Research was carried out into best practice in other organisations including the Civil Service, the NHS and a wide range of Local Authorities.
- 1.9 The findings from the 79 managers who responded can be summarised as follows:
- That 60% of the managers who responded to the survey had had a positive experience of the framework and found it helpful. 40% felt that it required improvement.
  - That 80% of those responded were using the framework for employee review with only a small percentage using the behaviours more widely.
  - The most frequent positive observations were around the useful language in the tool and the practical help it offered when conducting employee reviews, 1:1s and difficult conversations.
  - The most frequent negative observations concerned the complexity of the framework, the tiers, and the fact they considered it to be time consuming.

## 2.0 ISSUES

- 2.1 The framework has therefore been revised. The original structure of the framework including the number of tiers has been maintained. However the indicators in many cases have been revised in response to the changing landscape, our research into best practice and the feedback that we have received. The new version is attached as **Appendix 1**. Some of the key developments of the revised framework are:

There is significantly more emphasis on

- People management
  - Teamwork
  - Communication
  - Wellbeing
  - Promoting a positive culture
  - Management of place
- 2.2 In addition the framework has been strengthened to bring greater clarity to our expectations on efficiency in terms of elimination of waste, challenging bureaucracy and challenging inefficiency. Greater emphasis has been placed on decision making, digital transformation, preventing bullying and health and safety.
- 2.3 To reflect the comments on ease of use and complexity the intranet pages for Employee Review have been amended.
- 2.4 To develop further flexibility we have developed a number of 'behavioural spotlights' where we have put together some key indicators for a particular area. For example if a manager wished to focus specifically on 'communication' there is a one page 'spotlight' (**Appendix 3**). It is envisaged that these can be used as additional tools for managers in team meetings and 1 to 1s for example and they have been welcomed by workforce development teams as an

enhancement to our current offer. Another significant advantage of this enhancement is that these spotlight sheets are very easy to quickly pick up and use. We are also developing behavioural assessment tools to help managers gather team feedback.

- 2.5 The tiers have been re-described and renamed to emphasise that using indicators from multiple tiers is acceptable and can often be appropriate during an Employee Review. This aims to eliminate initial potential confusion around their significance which sometimes slow managers' early use of the framework as a whole.

### **3.0 MOVING FORWARD**

- 3.1 Following the review we propose to further embed the behaviours and to promote and encourage the use of the 'behavioural spotlights' at an individual and team level. This work will support the development of a culture which is enabling for the direction of travel for the Council.

---

#### **List of Background Papers:**

Bury Behaviours Framework (Revised)  
Expectations of Greater Manchester Leaders  
Spotlight on Communication (An example of one of a number of Behavioural spotlights developed)

#### **Contact Details:**

Rosemary Barker  
Head of People Strategy  
0161 253 5205  
r.barker@bury.gov.uk

This page is intentionally left blank

	Commercial Thinking and Analysis	Customer Service	Delivering Results	Values, Ethics and Diversity	Delivering a Quality Service (Continuous Improvement)	Planning	Developing self and others	Teams, Networking and Partnerships	Adapting to change
<p><b>Core Indicators</b></p> <p>Approved indicators often used for <b>officers without people-management responsibility</b></p> <p>Type: Focus on implementing and specialising.</p> <p>(Provides/implements the service at direct customer interface, whoever the customer may be – internal &amp; external. Identifies how a service can be improved at ground level. Clearly understands why they are being asked to do things and implements it. Communicates and gives feedback on how to continuously improve the service and make it more cost effective without impacting negatively on quality standards)</p>	-Is able to analyse and evaluate the validity of information that relates to their role (A6)	-Puts the customer first and adapts internal processes to suit customer needs (B6)	-Puts in maximum effort at all times and strives to be productive (C6)	-Upholds the values of the council and is aware of and abides by the Dignity At Work Policy and code of Conduct (D6)	- Suggests ways to improve the quality or efficiency of tasks (E6)	-Makes sure they have all the resources before starting activities (F6)	-Is willing to engage with and learn from other staff and teams with the goal of development (G6)	-Stores resources and information of potential use to the team in appropriate ways such as shared drives and folders (H6)	- Is alert regarding threats health and safety and responds to them effectively (I6)
	-Understands and evaluates the cost impacts of different options before making decisions (A5)	- Always responds and replies to calls, e-mails or other communications from internal/external customers (B5)	-Is flexible and adaptable when faced with challenging circumstance to ensure goals are met (C5)	-Promotes well-being by understanding others needs, culture and beliefs (D5)	-Ensures tasks are done with a focus on quality and efficiency without shortcuts or creation of unnecessary waste (E5)	-Manages their own time without close supervision (F5)	-Shares knowledge and experience and aims to help develop the team rather than just themselves (G5)	-Builds supportive relationships with the team including proactively offering help and sharing information (H5)	-Learns new procedures and seeks to understand and exploit new technologies (I7)
	- Asks questions and communicates with appropriate sources to gain a sound understanding before making decisions (A4)	-Takes customer complaints seriously and makes appropriate changes to improve (B4)	-Delivers work on time and takes calculated risks when appropriate to get results (C4)	-Treats others fairly, with dignity and respects individual differences (D4)	-Follows the final decisions of management and doesn't then continue to challenge (E4)	-Takes a methodical and consistent approach to work (F4)	-Identifies and is keen to undertake required professional development (G4)	-Builds good relationships with people from partnership organisations, collaborates when appropriate and maintains an appropriate level of awareness about relevant local and regional partnerships (H4)	-Is flexible: competent adjusting their priorities when circumstances dictate (I4)
	-Is aware of the overall financial position of the council (A3)	- Adapts behaviour and style of communication to accommodate different types of customer (B3)	-Challenges systems that get in the way of meeting goals and systems which create unnecessary waste (C3)	-Communicates about cultural issues and differences in an informed, sensitive and respectful manner (D3)	-Follows council procedures and policies when delivering work (E3)	-Provides feedback to managers if planned activities need reviewing (F3)	-Handles criticism well and is prepared to engage in activities to tackle skills gaps (G3)	-Is aware of how personal communication style impacts on others around them and maintains professional levels of emotional control (H3)	-Looks for the opportunities and remains solution-focused during periods of organisational change (I3)
	-Is able to understand when to call for help or more information when analysing a situation (A2)	-Works hard to identify and anticipate the needs of the customer, and strives to exceed customer expectations (B2)	- Keeps managers informed when project goals are unlikely to be met (C2)	-Works towards making the council socially and ethically responsible (E2)	-Understands and meets the legal obligations of the role (E2)	-Arrives at work and to meetings on time (F2)	-Proactively maintains their knowledge about available development options and available contacts (G2)	-Considers things from others viewpoint, values constructive conflict and respects differences in opinion (H2)	-Adapts working style, methods of communication and approach to decision-making to suit changing circumstances (I2)
	-Breaks problems down into smaller parts, tackling them in a structured way (A1)	-Proactively provides feedback to managers about customer service issues (B1)	-Provides operational information upwards, communicating to	-Maintains confidentiality and doesn't share sensitive information	- Concentrates on managing health and safety risks that pose a significant	-Plans their approach to tasks and considers things that could go wrong (F1)	-Is self-motivated to learn new skills and knowledge and identifies/requests development	-Is team focused rather than individualistic, demonstrating belief in co-	-Displays emotional control and appropriate behaviour when required to change direction

			help managers set appropriate objectives (C1)	inappropriately (E1)	threat (E1)		opportunities (G1)	operation rather than competition within the team (H1)	quickly (I1)
--	--	--	---	----------------------	-------------	--	--------------------	--	--------------

	Commercial Thinking and Analysis	Customer Service	Delivering Results	Values, Ethics and Diversity	Delivering a Quality Service (Continuous Improvement)	Planning	Developing self and others	Teams, Networking and Partnerships	Adapting to change
<p><b>Mid-level Indicators</b></p> <p>Approved indicators often used for <b>team leaders and supervisors</b></p> <p>Type: Focus is on facilitating performance.</p> <p>(Communicates and controls the practical implementation and the detail of the 'decisions being made' Takes it back to the teams to implement the decision. Challenges senior management on how to drive the operation through their teams and make the vision a reality. Communicates the message with very clear operational guidance)</p>	-Uses data analysis and evidence to create a robust understanding of the activity and performance of their team (A12)	-Creates an environment that is focused on delivering excellent customer service (B12)	-Will take informed risks when appropriate in order to meet deadlines and empowers their staff to do the same (C12)	-Is a role model for high standards of behaviour (D12)	-Pro-actively requests new ideas for improving quality, efficiency and Health and Safety (E12)	-Plans others' activities through effective 1-1s, Employee Reviews and communications in order to implement the strategy (F12)	-Uses Employee Review in conjunction with 1:1s and the Bury Behaviours or another required professional competency framework to provide direction to others development (G12)	-Involves the team in decision making, inviting suggestions and promoting the contribution of ideas (H12)	- Upholds the importance of health and safety at work, ensuring that employees are aware of how to act in managing risks and responding to emergencies (I12)
	-Manages the cost of implementing decisions (A11)	-Role models good customer service consistently (B11)	-Consistently achieves or exceeds goals, exemplifying good performance and commitment (C11)	-Encourages others to adhere to the values of the council and insists their team uphold ethical practices (D11)	-Supports others in putting new methods that improve quality, efficiency or team productivity into action (E11)	-Prioritises activities well to make the best of resources (F11)	-Ensures their team has the necessary professional knowledge and training and delegates appropriately to develop staff (G11)	-Proactively deals effectively with inappropriate behaviours within the team while also maintaining a climate where employees proactively contribute ideas (H11)	- Alters their plans to account for changing situations and supports their staff through changes in the council, seeking help in managing stress from appropriate services when needed (I11)
	- Understands when issues are part of a much larger problem before making decisions (A10)	-Reacts to feedback from their team about customer issues (B10)	-Sets objectives which are SMART and stretching for themselves and their team, to maximise performance and staff development (C10)	-Treats team members in a consistent and fair manner, managing people impartially while making appropriate adjustments for differing needs (D10)	- Identifies, communicates and drives good practice in terms of quality and efficiency to their team, and encourages other team members to follow suit (E10)	-Invites and objectively considers feedback from the team about potential issues with the plan (F10)	-Provides constructive feedback on behavioural performance and performance against SMART objectives to help the team understand their development needs (G10)	-Encourages staff to think of themselves as a team by promoting behaviours which will build team performance (H10)	-Keeps the team motivated and productive to deliver in changing circumstances (I10)
	- Communicates the key points of an issue accurately and comprehensively to their team , and takes account of their views (A9)	- Provides coaching, advice and guidance appropriately to help the team deal with customer complaints (B9)	- Is self-motivated to deliver work in a timely way and creates an environment where staff value and demonstrate self-motivation (C9)	- Takes steps to prevent bullying or harassment and creates a none-threatening environment of tolerance and respect (D9)	-Checks others work to check efficiency and ensure quality standards are being consistently met and processes are efficient (E9)	-Produces comprehensive project plans (F9)	-Prioritises people management activities and supports staff development through coaching and support of health and wellbeing (G9)	-Delegates work effectively, empowering staff to take control and providing the right levels of authority and responsibility for them to succeed (H9)	-Is willing to make difficult or unpopular decisions in times of change (I9)

	-Identifies commercial opportunities for the council and encourages their team to do the same (A8)	-Monitors team performance to ensure it meets or exceeds customer expectations (B8)	- Monitors progress of their team's work against objectives regularly and gives effective feedback about both good performance and needs for improvement (C8)	-Ensures staff treat others with dignity and respect, proactively communicating with their team about positive behaviours and championing them (D8)	-Takes responsibility for ensuring the team's work meets legal requirements (E8)	-Manages the deployment of people and resources appropriately in order to satisfy the planned activities (F8)	-Provides development opportunities for team members which are stretching and empowering whilst also being appropriate in terms of the overall goals of the Council (G8)	- Engages in collaborative projects/procurement when value can be added, builds a strong network of contacts and promotes the value of both internal and AGMA-wide networking and collaboration to their team (H8)	-Perseveres to ensure the job is done when situations change (I8)
	-Provides information upwards to their senior managers about commercial issues (A7)	-Builds a team strategy to anticipate future customer needs and issues (B7)	-Motivates their team to meet deadlines and holds them accountable for poor performance against agreed objectives (C7)	-Takes account of community impact and social value when making decisions (D7)	-Is receptive to suggestions of ways to improve quality, efficiency and Health and Safety and promotes suggestion-making. (E7)	-Uses a systematic, organised approach to work tasks and management of the team (F7)	-Uses mistakes as an opportunity for improving skills and knowledge, promotes a culture of solutions and support rather than blame, and encourages openness about development needs (G7)	-Encourages team members to co-operate when delivering tasks, fostering an environment of open and supportive communication (H7)	-Facilitates the use of appropriate new technologies to improve service delivery (I7)



Upper Indicators	Commercial Thinking and Analysis	Customer Service	Delivering Results	Values, Ethics and Diversity	Delivering a Quality Service (Continuous Improvement)	Planning	Developing self and others	Teams, Networking and Partnerships	Adapting to change
<p>Approved indicators often used for <b>Service/Section Managers</b></p> <p>Type: Focus is on shaping performance</p> <p>(Challenges and influences visionaries on the 'decisions being made'. Input on the feasibility of a decision in relation to the financial and people resources, and also the impact on the Council, Service or Department. Translates the message and communicates it to the front line supervisors / team leaders)</p>	<p>-Identifies commercial opportunities both inside and outside of the council (A18)</p>	<p>- Balances internal and external customers' needs (B18)</p>	<p>-Is willing to challenge both upwards and downwards to meet goals (C18)</p>	<p>-Shapes a culture of wellbeing, tolerance and consideration in the council, actively developing an environment in which managers and employees challenge inappropriate behaviours and bullying (D18)</p>	<p>- Shapes an environment where new ideas which create improvement, efficiency and productivity are fully supported (E18)</p>	<p>- Promotes a culture of effective planning regarding resource deployment, services and workforce structures (F18)</p>	<p>-Ensures their team is committed to self development and are skilled, informed identifiers of development needs in themselves and their staff (G18)</p>	<p>-Promotes and role models effective communication by adapting their style for different audiences and communicating proactively with the workforce about the right issues at the right time (H18)</p>	<p>-Provides support and guidance to help team cope with change, and maintains enough focus on a healthy, safe working environment (I18)</p>
	<p>-Sets budgets in line with strategic resources (A17)</p>	<p>-Influences upwards to ensure the strategy is customer focused and adequately future-proofed (B17)</p>	<p>-Motivates and challenges others to act on their own initiative to help fulfil the overall strategy on time (C17)</p>	<p>-Upholds the Council's Values and Priorities at all times including prioritising employee well-being and engagement (D17)</p>	<p>-Exemplifies continual improvement to help shape a culture of quality, innovation, productivity and efficiency and challenges others to do the same (E17)</p>	<p>-Communicates the plan to others to ensure prompt delivery (F17)</p>	<p>-Is informed about availability and sources of staff development options and management support tools, and questions upwards to ensure they are in place (G17)</p>	<p>- Drives a culture of effective partnership work, encouraging staff to collaborate when appropriate, build local or regional networks and leverage these networks to get results - supports their team(s) to do so (H17)</p>	<p>-Develops contingencies should plans need changing (I17)</p>
	<p>-Is comfortable researching and analysing incomplete or ambiguous information and promotes the importance of research and analysis when making decisions (A16)</p>	<p>-Proactively identifies strategic customer needs and anticipates future needs (B16)</p>	<p>-Drives a culture of performance management and creates strong criteria and measures to monitor progress (C16)</p>	<p>-Delivers strategy in line with environmental considerations and equality considerations within the community and organisation (D16)</p>	<p>-Ensures that the strategy complies with legal requirements (E16)</p>	<p>-Ensures critical resources are available for others to deliver the strategy (F16)</p>	<p>-Encourages a culture of continuous development and learning by conveying knowledge, enthusiasm and energy about it and articulating how it can support the Council's plan. (G16)</p>	<p>-Pushes empowerment and authority down the organisation, shaping an environment of trust and engagement (H16)</p>	<p>-Manages with confidence when working in ambiguous situations (I16)</p>
	<p>-Asks lots of questions upwards and downwards in order to understand issues more fully (A15)</p>	<p>-Monitors customer satisfaction across the council (B15)</p>	<p>-Is resilient to the pressure of tight deadlines and actively looks for opportunities to improve the overall resilience of their teams (C15)</p>	<p>-Makes strategic decisions that reflect the needs of the wider community (D15)</p>	<p>-Works with partners to make sure their quality standards are sound (E15)</p>	<p>-Keeps track of technological, operational and financial resources needed to deliver the strategy (F15)</p>	<p>-Undertakes council-approved succession planning activities to make sure their workforce is fit for the future (G15)</p>	<p>-Inspires enthusiasm and a positive attitude from staff by adopting approaches to motivate and engage people and role modelling</p>	<p>-Drives and directs change in the council, and leads the transformation of services to a digital approach where appropriate (I15)</p>

								approachability, enthusiasm and energy (H15)	
	-Provides feedback upwards on the feasibility of strategic decisions (A14)	-Ensures key themes in customer complaints are looked at strategically (B14)	-Perseveres and remains solution focused rather than problem focused when faced with setbacks and delays (C14)	-Promotes a culture of honesty, transparency and objectivity and personally presents informed, accurate and fact based accounts of situations and events (D14)	-Monitors quality standards across the whole service area and actively promotes quality, efficiency, innovation and productivity (E14)	-Resolves issues with resources that may result in missing project deadlines (F14)	-Actively advocates coaching as a powerful management skill and seeks to develop this approach to maximise performance in their team (G14)	-Monitors the effectiveness of team managers to ensure they are getting the best from their teams and promotes a strong focus on people-management competence (H14)	-Communicates change to strategic partners to keep them aligned with strategic goals (I14)
	-Helps to deliver the commercial strategy of the council and strives to develop commercial skills in the workforce (A13)	- Engages in robust evaluation of different service models before designing services (B13)	-Encourages a management culture of performance related dialogue: communication about objectives, measures and standards (C13)	-Role models personal integrity by keeping to agreements made with others even when under pressure not to (D13)	-Sets quality and efficiency driven targets to encourage others to deliver a good job (E13)	-Sets achievable timescales and identifies clear steps to deliver the strategy (F13)	-Identifies external development options provided by partner organisations to broaden their own and their team's skills/knowledge (G13)	-Has a broad network of internal and external contacts which they develop proactively, and continuously seeks out new networks (H13)	- Spots potential business opportunities arising out of changing circumstances and makes effective, comprehensive business cases for change (I13)

	Commercial Thinking and Analysis	Customer Service	Delivering Results	Values, Ethics and Diversity	Delivering a Quality Service (Continuous Improvement)	Planning	Developing self and others	Teams, Networking and Partnerships	Adapting to change
<p><b>Top Level Indicators</b></p> <p>Approved indicators often used for <u>organisation leaders / directors</u></p> <p>Type: Focus is on creating and visioning. (Sets the strategy, vision, policy &amp; direction for the Council or Service. Takes full responsibility for actions. Ensures message is communicated and tailored appropriately to all levels affected)</p>	-Understands how one issue may be part of a larger system (A24)	-Puts the customer first when designing the strategy (B24)	-Values and champions performance and sets challenging targets for themselves and the council (C24)	-Proactively champions and promotes the council's behavioural and ethical values inside and outside the council, including a zero-tolerance approach to bullying at work (D24)	-Takes an innovative approach to setting strategy and drives a culture of innovation, efficiency and value for money (E24)	-Is flexible in modifying the strategy where it is not working (F24)	- Promotes a strong focus on Talent Management, self development and positive behaviours and ensures their teams are well placed to do the same (G24)	-Proactively networks with internal and external contacts and drives a culture of awareness and understanding about local end regional partnerships and the Council's role within these (H24)	- Champions change and encourages others' contributions, empowering them to remain engaged (I24)
	-Makes decisions on strategy after analysing data and evidence (A23)	Is aware of a wide range of internal and external customers and stakeholders (Government, Electorate and different sectors) (B23)	-Communicates and expresses the goals of the Council and the big-picture context continuously and comprehensively to the workforce (C23)	-Draws on the diverse backgrounds, skills and knowledge of employees, partners and community, using personal difference for the benefit of the council (D23)	-Ensures the strategy is informed by existing quality solutions and successes in minimising waste (asset-based management principles) (E23)	-Is aware of external factors, and threats that may have an impact on delivering the strategic plan (F23)	-Champions the positive behaviours expressed in this framework, drives a culture of related staff development and sees these as key to delivering the strategy (G23)	-Builds strategic partnerships with external organisations to deliver the strategy, shaping regional governance and the role of Bury Council in the development of Bury and Greater Manchester (H23)	-Provides resources and support to those managing change and promotes management culture which supports change (I23)
	-Uses data from internal and external sources in order to make strategic decisions (A22)	- Shapes a culture of customer service which strategically aims to change community behaviours where appropriate (B22)	-Presents a solution focused and determined manner when things become challenging (C22)	- Balances the needs of the council with the wider needs of the community (D22)	-Is aware of current legislation and how it applies to the council (E22)	-Ensures strategic partners are aware of and signed up to the delivery plan (F22)	-Role models and demonstrates commitment to self-development by having their own development plan (G22)	-Presents self as approachable and consults the workforce widely and regularly, allocating time to encourage suggestions and listen to concerns about the strategy of the council (H22)	-Is able to react to changes in Government policy (I22)
	-Communicates the commercial strategy and ensures others fully understand the implications (A21)	-Takes overall responsibility for customer service in own area(B21)	-Identifies key deliverables to ensure the Council makes good progress towards achieving the strategy and vision (C21)	-Does not compromise ethical standards for personal gain (D21)	-Takes overall responsibility for quality delivery across the council, promoting a strong focus on quality and productivity (E21)	-Monitors the progress of strategic partners to deliver the council's plan (F21)	-Benchmarks the council commitment to development against external measures by being informed and knowledgeable about approaches in other Councils and public sector bodies (G21)	- Emphasises the importance and impact of others work and ideas by communicating employee successes to the workforce and driving a culture where best practice and achievements are recognised and shared (H21)	-Negotiates changes in strategic partner relationships due to changing circumstances (I21)

	-Has a deep understanding of profit and loss and added value in relation to own and others work (A20)	-Ensures key issues identified by measures of customer satisfaction are acted upon (B20)	-Works hard to deliver results (C20)	-Ensures the strategy of the council is sustainable and environmentally sound and uses effective Equality Analysis before making decisions (D20)	-Champions new ideas from inside and outside the Council in order to achieve improvements in quality and efficiency, keeping informed about methods used by local and GMCA partner organisations (E20)	-Embeds public sector reform principles and regional objectives into the strategic plan and benchmarks the plan against wide external measures (F20)	-Creates an environment which drives coaching and mentoring approaches - personally mentors and coaches key members of staff to ensure their continued development (G20)	-Measures, values and responds to staff engagement levels in the Council and promotes a strong focus on initiatives to support people's sense of wellbeing at work (H20)	-Is highly skilled in adapting their personal communication and presenting style to deal with council, Government and external stakeholders (I20)
	-Identifies commercial opportunities for the Council at a strategic level (A19)	-Monitors customer service levels in own and others' areas (B19)	-Challenges partners to drive delivery of shared strategic goals and balances GMCA objectives with borough objectives (C19)	-Promotes ethical decision making with external partners and ensures they uphold the values of the council (D19)	-Ensures strategic alliances contribute to quality and safety in the council (E19)	-Plans own time to ensure availability of strategic thinking time (F19)	-Proactively seeks feedback on their own performance, management style and style of communication in order to establish personal development needs (G19)	-Presents self in a confident manner especially when communicating to external audiences, and demonstrates sophisticated, accurate and impactful communication techniques (H19)	-Anticipates how the evolving political landscape will drive changes in the Council (I19)

# EXPECTATIONS

---



## 1. DELIVERS THE GM AMBITION

Understands the GM ambition and the need for it be delivered in all corners of GM.

## 2. LEADS FROM PLACE

Understands what it takes to transform places. Leads within, and on behalf of their organisations, systems and places.

## 3. TAKES AN ASSET BASED APPROACH

Recognises and values the strengths of people and places, enabling them to build on these to overcome challenges and make the most of opportunities.

## 4. UNDERSTANDS IMPACT

Makes decisions ensuring the impact on people and places informs professional / clinical information and judgments.

## 5. IS DEMOCRATICALLY ASTUTE

Creates a collective responsibility to deliver the GM ambition, understanding governance systems and accountability to people and places.

## 6. ACTS COLLABORATIVELY

Acts with authenticity, honesty and integrity to build strong collaborative relationships and connectivity across GM.

## 7. BUILDS TRUSTS

Has a deeply held sense of purpose and is able to share power in a way that supports citizens and others to create the best conditions for people to thrive.

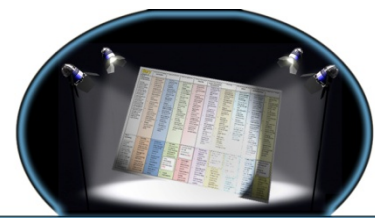
## 8. CONNECTS WITH PEOPLE

Connects with and respects other people's stories and history.

## 9. IS FOCUSED ON BETTER OUTCOMES

Is resilient, innovative, curious and relentless in getting better outcomes across GM.

This page is intentionally left blank



# Behavioural Spotlight



Focus On...**COMMUNICATION**

1. Always demonstrates the negative behaviour 2. Usually demonstrates the negative behaviour 3. Sometimes demonstrates the negative : sometimes the positive 4. Usually demonstrates the positive behaviour 5. Always demonstrates the positive behaviour

FOUNDATION INDICATORS:		1	2	3	4	5	
	Negative Indicators						Positive Indicators
A6	Takes information on face value without evaluating it						Is able to analyse and evaluate the validity of information that relates to their role
B5	Doesn't always respond or reply to communications from internal/external customers						Always responds and replies to calls, e-mails or other communications from internal/external customers
H5	Sees good relationships as less important if the goals are being met						Builds supportive relationships with the team including proactively offering help and sharing information
F3	Does not inform managers that objectives need changing or looking at						Provides feedback to managers if planned activities need reviewing
B3	Behaves the same regardless of the needs of the customer						Adapts behaviour and style of communication to accommodate different types of customer
B1	Keeps customer information to themselves without feeding back upwards						Proactively provides feedback to managers about customer service issues
C2	Fails to keep managers informed of delivery issues						Keeps managers informed when project goals are unlikely to be met
C1	Allows managers to set goals which are too easy or too difficult by not sharing information						Provides operational information upwards, communicating proactively to help managers set appropriate objectives
D3	Communicates about cultural issues and differences in an insensitive manner						Communicates about cultural issues and differences in an informed, sensitive and respectful manner
E1	Takes unnecessary risks that affect Health and Safety						Minimises safety risks by ensuring Health and Safety is a top priority
I2	Keeps the same working style and style of communication whatever the circumstances						Adapts working style, methods of communication and approach to decision-making to suit changing circumstances
E6	Accepts poor quality or efficiency without trying to improve it						Suggests ways to improve the quality or efficiency of tasks
G5	Keeps their knowledge to themselves without sharing skills						Shares knowledge and experience and aims to help develop the team rather than just themselves
MID-LEVEL INDICATORS:							
H12	Takes decisions without involving the team or asking their views						Involves the team in decision making, inviting suggestions and promoting the contribution of ideas
A9	Communication of important information lacks detail						Communicates the key points of an issue accurately and comprehensively to their team and takes account of their views
A7	Does not pass commercial information upwards						Provides information upwards to their senior managers about commercial issues
C8	Does not monitor progress of team towards objectives or give effective feedback about performance						Monitors progress of their team's work against objectives regularly and gives effective feedback about both good performance and needs for improvement
H7	Doesn't try to develop team members who have improvement needs relating to communication, co-operation and teamwork						Encourages team members to co-operate when delivering tasks, fostering an environment of open and supportive communication
D11	Encourages others to take short cuts or act unethically						Encourages others to adhere to the values of the council and insists their team uphold ethical practices
D8	Allows staff to show little respect for others and avoids communicating with employees about behavioural expectations						Ensures staff treat others with dignity and respect, proactively communicating with their team about positive behaviours and championing them
B10	Ignores feedback on customer experiences						Reacts to feedback from their team about customer issues
E7	Dismisses suggestions of new ideas to improve quality, efficiency or Health and Safety and doesn't encourage the team to make suggestions						Is receptive to suggestions of ways to improve quality, efficiency and Health and Safety and promotes suggestion-making.
G10	Fails to provide constructive feedback						Provides constructive feedback on behavioural performance and



	regarding behaviour and competencies						performance against SMART objectives to help the team understand their development needs
H10	Manages people as individuals rather than a team or tolerates behaviours which damage the team						Encourages staff to think of themselves as a team by promoting behaviours which will build team performance
I12	Doesn't uphold the importance of health and safety at work or ensure employees are aware how to react in emergencies						Upholds the importance of health and safety at work, and ensures employees are aware how to react in emergencies
G9	De-prioritises coaching, people management activities and promotion of health and wellbeing						Prioritises people management activities and supports staff development through coaching and support of health and wellbeing
E12	Makes little effort to encourage or consider new ideas for improving quality, efficiency and Health and Safety						Pro-actively requests new ideas for improving quality, efficiency and Health and Safety
E10	Allows poor practice to continue without checks and doesn't drive good practice						Identifies, communicates and drives good practice in terms of quality and efficiency to their team, and encourages other team members to follow suit
F12	Expects others to get on with the job without planning activities with them through effective 1-1s, Employee Reviews or communications						Plans others' activities through effective 1-1s, Employee Reviews and communications in order to implement the strategy
<b>UPPER-LEVEL INDICATORS</b>							
A16	Postpones decisions until the complete data is available and doesn't promote the importance of research or effective analysis when making decisions						Is comfortable researching and analysing incomplete or ambiguous information and promotes the importance of research and analysis when making decisions
A14	Does not provide feedback upwards about the strategy						Provides feedback upwards on the feasibility of strategic decisions
A15	Does not ask questions upwards and downwards in order to understand issues more fully						Asks lots of questions upwards and downwards in order to understand issues more fully
A14	Does not provide feedback upwards about the strategy						Provides feedback upwards on the feasibility of strategic decisions
C13	Doesn't embrace or promote performance related dialogue with the managers/supervisors they manage						Encourages a management culture of performance dialogue: communication about objectives, measures and standards
D18	Doesn't proactively combat unwanted behaviours, accepting an environment where managers and employees are inconsiderate of each others' wellbeing						Shapes a culture of wellbeing, tolerance and consideration in the council, actively developing an environment in which managers and employees challenge inappropriate behaviours and bullying
D14	Doesn't promotes a culture of honesty, transparency and objectivity or personally present informed, accurate accounts of situations and events						Promotes a culture of honesty, transparency and objectivity and personally presents informed, accurate and fact based accounts of situations and events
F18	Doesn't communicate the importance of planning services or workforce structures						Promotes a culture of effective planning regarding resource deployment, services and workforce structures
F17	Does not communicate the plan comprehensively to others						Communicates the plan to others to ensure prompt delivery
E14	Monitors quality in specific areas rather than across the whole service and doesn't promote quality, efficiency, innovation or productivity						Monitors quality standards across the whole service area and actively promotes quality, efficiency, innovation and productivity
G16	Sees development and learning as a hindrance to progressing tasks and doesn't recognise how it can support the Council's plan.						Encourages a culture of continuous development and learning by conveying knowledge, enthusiasm and energy about it and articulating how it can support the Council's plan.
G14	Does not provide their own team with coaching skills or foster a coaching approach to maximise performance in their team						Actively advocates coaching as a powerful management skill and seeks to develop this approach to maximise performance in their team
B17	Fails to influence visionaries on customer service strategy or design						Influences upwards to ensure the strategy is customer focused and adequately future-proofed
<b>HIGHEST INDICATORS:</b>							
A21	Fails to communicate effectively the commercial strategy						Communicates the commercial strategy and ensures others fully understand the implications
C23	Doesn't communicate and express the						Communicates and expresses the goals of the Council and the big-



	goals of the Council and the big-picture context continuously or comprehensively to the workforce						picture context continuously and comprehensively to the workforce
G19	Takes few measures to pro-actively seek feedback on own performance, management style and style of communication						Proactively seeks feedback on their own performance, management style and style of communication in order to establish personal development needs
D24	Is not pro-active in promoting the behavioural and ethical values of the council						Proactively champions and promotes the council's behavioural and ethical values inside and outside the council, including a zero-tolerance approach to bullying at work
D19	Places little emphasis on the ethics of suppliers and partners focussing more on getting a good deal						Promotes ethical decision making with external partners and ensures they uphold the values of the council
G23	De-prioritises staff development and undervalues behavioural competence						Champions the positive behaviours expressed in this framework, drives a culture of related staff development and sees these as key to delivering the strategy
H24	Reacts to networking opportunities rather than taking a pro-active approach and doesn't promote a culture of awareness about local or regional partnerships						Proactively networks with internal and external contacts and drives a culture of awareness and understanding about local end regional partnerships and the Council's role within these
H19	Is reserved and awkward when presenting externally and demonstrates a lack of skills in imparting information						Presents self in a confident manner especially when communicating to external audiences, and demonstrates sophisticated, accurate and impactful communication techniques
H18	Sticks to the same mode of communication regardless of the audience and doesn't proactively communicate about the right issues at the right time						Promotes and role models effective communication by adapting their style for different audiences and communicating proactively with the workforce about the right issues at the right time
H23	Makes few attempts to build strategic partnerships externally or shape the role of Bury Council in the development of Bury and Greater Manchester						Builds strategic partnerships with external organisations to deliver the strategy, shaping regional governance and the role of Bury Council in the development of Bury and Greater Manchester
I20	Keeps to the same way of communicating and presenting regardless of the audience						Is highly skilled in adapting their personal communication and presenting style to deal with council, Government and external stakeholders

This page is intentionally left blank

# Behavioural Spotlight



Focus On...**PEOPLE MANAGEMENT**

1. Always demonstrates the negative behaviour 2. Usually demonstrates the negative behaviour 3. Sometimes demonstrates the negative : sometimes the positive 4. Usually demonstrates the positive behaviour 5. Always demonstrates the positive behaviour						
MID LEVEL INDICATORS:		1	2	3	4	5
	Negative Indicators					Positive Indicators
E12	Makes little effort to encourage or consider new ideas for improving quality, efficiency and Health and Safety					Pro-actively requests new ideas for improving quality, efficiency and Health and Safety
E11	Is averse to trying new methods which could improve quality, efficiency of team productivity					Supports others in putting new methods that improve quality, efficiency or team productivity into action
E10	Allows poor practice to continue without checks and doesn't drive good practice					Identifies, communicates and drives good practice in terms of quality and efficiency to their team, and encourages other team members to follow suit
E9	Focuses more on quantity of others work than the quality and efficiency of the work					Checks others work to check efficiency and ensure quality standards are being consistently met and processes are efficient
G12	Treats 1:1s and or appraisals and competencies as a hindrance rather than supportive of performance and development					Uses Employee Review in conjunction with 1:1s and the Bury Behaviours or another required professional competency framework to provide direction to others development
G11	Does not monitor the team's qualifications and training					Ensures their team has the necessary professional knowledge and training and delegates appropriately to develop staff
G10	Fails to provide constructive feedback regarding behaviour and competencies					Provides constructive feedback on behavioural performance and performance against SMART objectives to help the team understand their development needs
G9	De-prioritises coaching, people management activities and promotion of health and wellbeing					Prioritises people management activities and supports staff development through coaching and support of health and wellbeing
G8	Fails to provide stretching or appropriate development opportunities for team members					Provides development opportunities for team members which are stretching and empowering whilst also being appropriate in terms of the overall goals of the Council
G7	Ignores mistakes or uses them to blame others rather than develop them, and doesn't encourage a culture of openness about development needs					Uses mistakes as an opportunity for improving skills and knowledge, promotes a culture of solutions and support rather than blame, and encourages openness about development needs
H12	Takes decisions without involving the team or asking their views					Involves the team in decision making, inviting suggestions and promoting the contribution of ideas
H11	Avoids and ignores conflict, or manages it in a way which discourages the contribution and discussion of ideas by the team					Proactively deals effectively with inappropriate behaviours within the team while also maintaining a climate where employees proactively contribute ideas
H10	Manages people as individuals rather than a team or tolerates behaviours which damage the team					Encourages staff to think of themselves as a team by promoting behaviours which will build team performance
H9	Keeps tasks to themselves or delegates to people who are less effective					Delegates work effectively, empowering staff to take control and providing the right levels of authority and responsibility for them to succeed
H8	Keeps a small circle of contacts within their own service and doesn't promote the benefits of networks to their team					Engages in collaborative projects/procurement when value can be added, builds a strong network of contacts and promotes the value of both internal and AGMA-wide networking and collaboration to their team (H8)
H7	Doesn't try to develop team members who have improvement needs relating to communication, co-operation and teamwork					Encourages team members to co-operate when delivering tasks, fostering an environment of open and supportive communication
I10	Fails to motivate the team when times are challenging					Keeps the team motivated and productive to deliver in changing circumstances
I9	Defers difficult decisions to others when circumstances change					Is willing to make difficult or unpopular decisions in times of change
UPPER LEVEL INDICATORS:						
G16	Sees development and learning as a hindrance to progressing tasks and					Encourages a culture of continuous development and learning by conveying knowledge, enthusiasm and energy about it and

# Document Pack Page 88

	doesn't recognise how it can support the Council's plan.						articulating how it can support the Council's plan.
H18	Sticks to the same mode of communication regardless of the audience and doesn't proactively communicate about the right issues at the right time						Promotes and role models effective communication by adapting their style for different audiences and communicating proactively with the workforce about the right issues at the right time
H16	Keeps a tight rein on the control and responsibilities of their staff						Pushes empowerment and authority down the organisation, shaping an environment of trust and engagement
H15	Fails to inspire enthusiasm and a positive attitude or to role model approachability, enthusiasm and energy						Inspires enthusiasm and a positive attitude from staff by adopting approaches to motivate and engage people and role modelling approachability, enthusiasm and energy
H14	Focuses largely on output rather than monitoring how well their staff are managing their people						Monitors the effectiveness of team managers to ensure they are getting the best from their teams and promotes a strong focus on people-management competence
D18	Doesn't proactively combat unwanted behaviours, accepting an environment where managers and employees are inconsiderate of each others' wellbeing						Shapes a culture of wellbeing, tolerance and consideration in the council, actively developing an environment in which managers and employees challenge inappropriate behaviours and bullying
D14	Doesn't promotes a culture of honesty, transparency and objectivity or personally present informed, accurate accounts of situations and events						Promotes a culture of honesty, transparency and objectivity and personally presents informed, accurate and fact based accounts of situations and events
<b>HIGH LEVEL INDICATORS:</b>							
D20	Designs a strategy that will have a negative impact on the environment, is unsustainable or fails to use effective Equality Analysis						Ensures the strategy of the council is sustainable and environmentally sound and uses effective Equality Analysis before making decisions
D19	Places little emphasis on the ethics of suppliers and partners focussing more on getting a good deal						Promotes ethical decision making with external partners and ensures they uphold the values of the council
D24	Is not pro-active in promoting the behavioural and ethical values of the council						Proactively champions and promotes the council's behavioural and ethical values inside and outside the council, including a zero-tolerance approach to bullying at work
D23	Builds teams with people who are similar and fails to use personal differences for the benefit of the council						Draws on the diverse backgrounds, skills and knowledge of employees, partners and community, using personal difference for the benefit of the council
C21	Does not establish clear criteria with which to measure progress						Identifies key deliverables to ensure the Council makes good progress towards achieving the strategy and vision
C20	Sits back whilst others deliver results						Works hard to deliver results
C19	Accepts the poor efficiency of strategic partners and doesn't balance regional objectives with borough objectives						Challenges partners to drive delivery of shared strategic goals and balances GMCA objectives with borough objectives
E23	Does not account for existing quality standards or successes in minimising waste when deciding on the strategy						Ensures the strategy is informed by existing quality solutions and successes in minimising waste (asset-based management principles)
B22	Does not shape a culture of customer service which aims to change community behaviours where appropriate						Shapes a culture of customer service which strategically aims to change community behaviours where appropriate
E22	Fails to apply current legislation to the strategy						Is aware of current legislation and how it applies to the council
E21	Blames others for poor quality delivery - doesn't role model and nurture a culture of quality and productivity						Takes overall responsibility for quality delivery across the council, promoting a strong focus on quality and productivity
E20	Dismisses new ideas from inside and outside the council, staying in favour of existing methods without focus on quality or efficiency improvement						Champions new ideas from inside and outside the Council in order to achieve improvement in quality and efficiency, keeping informed about methods used by local and GMCA partner organisations
E19	Accepts strategic alliances without influencing them to positively contribute to quality and safety in the council						Ensures strategic alliances contribute to quality and safety in the council
I20	Keeps to the same way of communicating and presenting regardless of the audience						Is highly skilled in adapting their personal communication and presenting style to deal with council, Government and external stakeholders
I19	Focuses on the here and now taking a short term view						Anticipates how the evolving political landscape will drive changes in the Council

# Behavioural Spotlight



Focus On...**POSITIVE BEHAVIOUR AND WELLBEING AT WORK**

1. Always demonstrates the negative behaviour 2. Usually demonstrates the negative behaviour 3. Sometimes demonstrates the negative : sometimes the positive 4. Usually demonstrates the positive behaviour 5. Always demonstrates the positive behaviour

<b>FOUNDATION INDICATORS:</b>							
	Negative Indicators	1	2	3	4	5	Positive Indicators
D6	Fails to uphold the values of the council or to abide by the Dignity at Work Policy or Code of Conduct						Upholds the values of the council and is aware of and abides by the Dignity At Work Policy and the Code of Conduct
D5	Makes assumptions about others needs, culture and beliefs or lacks interest						Promotes well-being by understanding others needs, culture and beliefs
D4	Does not respect individual differences that impact on relationships						Treats others fairly with dignity and respects individual differences
D3	Communicates about cultural issues and differences in an insensitive manner						Communicates about cultural issues and differences in an informed, sensitive and respectful manner
D2	Has little interest in social and ethical responsibility						Works towards making the council socially and ethically responsible
H2	Relies on their own viewpoint and finds it difficult to see or invite other perspectives						Considers things from others viewpoint, values constructive conflict and respects differences in opinion
H1	Demonstrates focus on their own rewards and interests rather contributing to a culture of teamwork						Is team focused rather than individualistic, demonstrating belief in co-operation rather than competition within the team
I1	Displays a lack of emotional control when required to make changes to the plan						Displays emotional control and appropriate behaviour when required to change direction quickly
<b>MID-LEVEL INDICATORS:</b>							
A9	Doesn't communicate the key points of an issue accurately or comprehensively to their team or takes account of their views						Communicates the key points of an issue accurately and comprehensively to their team and takes account of their views
B9	Expects their team to know how to deal with customer complaints without being given coaching, advice or guidance						Provides coaching, advice and guidance appropriately to help the team deal with customer complaints
C10	Sets objectives which aren't SMART, are easily attained or unsound						Sets objectives which are SMART and stretching for themselves and their team, to maximise performance and staff development
C8	Does not monitor progress of team towards objectives or give effective feedback about performance						Monitors progress of their team's work against objectives regularly and gives effective feedback about both good performance and needs for improvement
D12	Models unethical and poor behaviour						Is a role model for high standards of behaviour
D11	Encourages others to take shortcuts or act unethically						Encourages others to adhere to the values of the council and insists their team uphold ethical practices
D10	Is inconsistent when managing people or giving feedback about performance						Treats team members in a consistent and fair manner, managing people impartially while making reasonable adjustments for differing needs
D9	Makes judgements about personalities and fails to deal with staff who are judgemental and intolerant of others						Takes steps to prevent bullying or harassment and creates a none-threatening environment focused on nurturing tolerance and respect
D8	Allows staff to show little respect for others and avoids communicating with employees about behavioural expectations						Ensures staff treat others with dignity and respect, proactively communicating with their team about positive behaviours and championing them
E11	Is averse to trying new methods which could improve quality, efficiency of team productivity						Supports others in putting new methods that improve quality, efficiency or team productivity into action
E10	Allows poor practice to continue without checks and doesn't drive good practice						Identifies, communicates and drives good practice in terms of quality and efficiency to their team, and encourages other team members to follow suit
E7	Dismisses suggestions of new ideas to improve quality, efficiency or Health and Safety and doesn't encourage the team to make suggestions						Is receptive to suggestions of ways to improve quality, efficiency and Health and Safety and promotes suggestion-making.
F12	Expects others to get on with the job without planning activities with them						Plans others' activities through effective 1-1s, Employee Reviews and communications in order to implement the strategy

# Document Pack Page 90

	through effective 1-1s, Employee Reviews or communications						
G12	Treats 1:1s and or appraisals and competencies as a hindrance rather than supportive of performance and development						Uses Employee Review in conjunction with 1:1s and the Bury Behaviours or another required professional competency framework to provide direction to others development
G11	Does not monitor the team's qualifications and training						Ensures their team has the necessary professional knowledge and training
G10	Fails to provide constructive feedback regarding behaviour and competencies						Provides constructive feedback on behavioural performance and performance against SMART objectives to help the team understand their development needs
G9	De-prioritises coaching, people management activities and promotion of health and wellbeing						Prioritises people management activities and supports staff development through coaching and support of health and wellbeing
G8	Fails to provide stretching or appropriate development opportunities for team members						Provides development opportunities for team members which are stretching and empowering whilst also being appropriate in terms of the overall goals of the Council
H12	Takes decisions without involving the team or asking their views						Involves the team in decision making, inviting suggestions and promoting the contribution of ideas
H11	Avoids and ignores conflict, or manages it in a way which discourages the contribution and discussion of ideas by the team						Proactively deals effectively with inappropriate behaviours within the team while also maintaining a climate where employees proactively contribute ideas
H10	Manages people as individuals rather than a team or tolerates behaviours which damage the team						Encourages staff to think of themselves as a team by promoting behaviours which will build team performance
H9	Keeps tasks to themselves or delegates to people who are less effective						Delegates work effectively, empowering staff to take control and providing the right levels of authority and responsibility for them to succeed
H7	Doesn't try to develop team members who have improvement needs relating to communication, co-operation and teamwork						Encourages team members to co-operate when delivering tasks, fostering an environment of open and supportive communication
I12	Doesn't uphold the importance of health and safety at work or ensure employees are aware how to react in emergencies						Upholds the importance of health and safety at work, and ensures employees are aware how to react in emergencies
G7	Ignores mistakes or uses them to blame others rather than develop them, and doesn't encourage a culture of openness about development needs						Uses mistakes as an opportunity for improving skills and knowledge, promotes a culture of solutions and support rather than blame, and encourages openness about development needs

## UPPER LEVEL INDICATORS:

D18	Doesn't proactively combat unwanted behaviours, accepting an environment where managers and employees are inconsiderate of each others' wellbeing						Shapes a culture of wellbeing, tolerance and consideration in the council, actively developing an environment in which managers and employees challenge inappropriate behaviours and bullying
D17	Doesn't uphold the Council's Values and Priorities or prioritising employee well-being and engagement						Upholds the Council's Values and Priorities at all times including prioritising employee well-being and engagement
D14	Doesn't promotes a culture of honesty, transparency and objectivity or personally present informed, accurate accounts of situations and events						Promotes a culture of honesty, transparency and objectivity and personally presents informed, accurate and fact based accounts of situations and events
D13	Breaks agreements when under pressure of delivery						Role models personal integrity by keeping to agreements made with others even when under pressure not to
G14	Does not provide their own team with coaching skills or foster a coaching approach to maximise performance in their team						Actively advocates coaching as a powerful management skill and seeks to develop this approach to maximise performance in their team
G16	Sees development and learning as a hindrance to progressing tasks and doesn't recognise how it can support the Council's plan.						Encourages a culture of continuous development and learning by conveying knowledge, enthusiasm and energy about it and articulating how it can support the Council's plan.
H18	Sticks to the same mode of communication regardless of the audience and doesn't proactively communicate about the right issues at the right time						Promotes and role models effective communication by adapting their style for different audiences and communicating proactively with the workforce about the right issues at the right time
H16	Keeps a tight rein on the control and responsibilities of their staff						Pushes empowerment and authority down the organisation, shaping an environment of trust and engagement
H15	Fails to inspire enthusiasm and a positive attitude or to role model approachability,						Inspires enthusiasm and a positive attitude from staff by adopting approaches to motivate and engage people and role modelling

# Document Pack Page 91

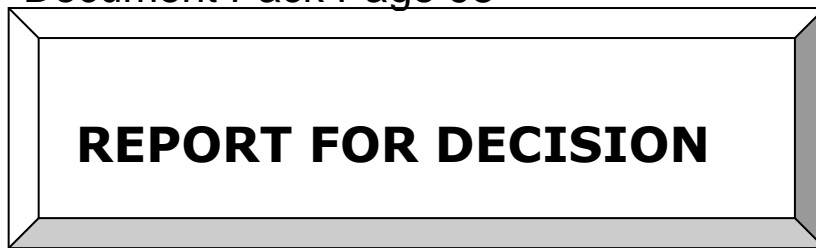
	enthusiasm and energy							approachability, enthusiasm and energy
H14	Focuses largely on output rather than monitoring how well their staff are managing their people							Monitors the effectiveness of team managers to ensure they are getting the best from their teams and promotes a strong focus on people-management competence
I18	Concentrates on their own issues in changing circumstances and doesn't maintain enough focus on a safe, healthy working environment							Provides support and guidance to help team cope with change, and maintains enough focus on a healthy, safe working environment

## HIGHEST INDICATORS

C23	Doesn't communicate and express the goals of the Council and the big-picture context continuously or comprehensively to the workforce							Communicates and expresses the goals of the Council and the big-picture context continuously and comprehensively to the workforce
C22	Gives up or becomes focused on negatives when things become challenging							Presents a solution focused and determined manner when things become challenging
D24	Is not pro-active in promoting the behavioural and ethical values of the council							Proactively champions and promotes the council's behavioural and ethical values inside and outside the council, including a zero-tolerance approach to bullying at work
G24	Does not promote a strong focus on Talent Management or provide development for their managers to develop their own teams							Promotes a strong focus on Talent Management, self development and positive behaviours and ensures their teams are well placed to do the same
G23	De-prioritises staff development and undervalues behavioural competence							Champions the positive behaviours expressed in this framework, drives a culture of related staff development and sees these as key to delivering the strategy
G20	Sees coaching and mentoring staff as insignificant and someone else's responsibility							Creates an environment which drives coaching and mentoring approaches - personally mentors and coaches key members of staff to ensure their continued development
G19	Takes few measures to pro-actively seek feedback on own performance, management style and style of communication							Proactively seeks feedback on their own performance, management style and style of communication in order to establish personal development needs
H22	Appears unapproachable and is too busy to listen to staff concerns – doesn't proactive encourage suggestions about strategy							Presents self as approachable and consults the workforce widely and regularly, allocating time to encourage suggestions and listen to concerns about the strategy of the council
H21	Doesn't give recognition for staff successes or promote and share them across the council							Emphasises the importance and impact of others work and ideas by communicating employee successes to the workforce and driving a culture where best practice and achievements are recognised and shared
H20	Reacts to issues only if they are directly reported and doesn't measure or seek to foster a sense of employee wellbeing within the workforce							Measures, values and responds to staff engagement levels in the Council and promotes a strong focus on initiatives to support people's sense of wellbeing at work
H19	Is reserved and awkward when presenting externally and demonstrates a lack of skills in imparting information							Presents self in a confident manner especially when communicating to external audiences, and demonstrates sophisticated, accurate and impactful communication techniques
I24	Likes to keep things familiar and ignores contributions from others which may indicate a need for change							Champions change and encourages others' contributions, empowering them to engage

This page is intentionally left blank





<b>DECISION OF:</b>	<b>CABINET</b>
<b>DATE:</b>	
<b>SUBJECT:</b>	<b>DRAFT Highway Asset Management Policy, DRAFT Strategy and DRAFT Communications Strategy Including Implications for Department for Transport Funding</b>
<b>REPORT FROM:</b>	<b>Cabinet members for:- Strategic Housing &amp; Support Services, Environment</b>
<b>CONTACT OFFICER:</b>	<b>David Giblin Head of Engineering</b>
<b>TYPE OF DECISION:</b>	<b>EXECUTIVE (KEY DECISION)</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain.
<b>SUMMARY:</b>	This report presents the draft Highway Asset Management Policy, draft Highway Asset Management Strategy and the draft Communications Strategy for approval. It seeks approval to consult with stakeholders with a view to returning to Cabinet with a final set of documents for endorsement and adoption.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	Option 1: approve the recommendations set out in paragraphs 3.1 – 3.5 of this report.  Option 2: members reject the recommendations set out in paragraphs 3.1 – 3.5 of the report and instruct officers <b>NOT</b> to follow DfT/HMEP guidelines.  Members are recommended to approve option 1.
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? <b>Yes</b> <b>No</b>
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	Failure to have an approved HAMP in place will mean reduced Government Capital Allocations in the future.
<b>Health and Safety Implications</b>	None

<b>Statement by Executive Director of Resources (including Health and Safety Implications)</b>	The HAMP is critical in identifying the future investment needs in Highways infrastructure.  An effective HAMP is essential to support the future growth plans of the Borough
<b>Equality/Diversity implications:</b>	Yes <b>No</b>
<b>Considered by Monitoring Officer:</b>	Yes <b>Comments</b>
<b>Wards Affected:</b>	ALL WARDS
<b>Scrutiny Interest:</b>	

**TRACKING/PROCESS**

**DIRECTOR: INTERIM EXECUTIVE DIRECTOR – Resources & Regulation**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
18 July 2016	Briefings provided for Cabinet members for Strategic Housing & Support Services and Environment		
Scrutiny Committee	Cabinet/Committee	Council	

**1.0 BACKGROUND**

1.1 Bury Council recognises the vital importance of the local highway network and the role that its maintenance and management plays in supporting the Council’s vision, purpose and values.

A Highway Asset Management Plan (HAMP) sets out how the Council will best manage the highway network whilst taking into account asset condition, users’ needs, local priorities, growth and financial pressures.

The HAMP is essentially an operational document containing a vast amount of detail and statistical information. In contrast to the full HAMP, Policy and Strategy documents show the much higher level approach that Bury will adopt in its stewardship of the highway network in order to deliver the maximum benefit to local communities and businesses within the constraints mentioned above.

It is the draft versions of the HAMP Policy, Strategy and Communications Strategy that elected members are being asked to consider.

1.2 Highway Asset Management is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and

enhancement of the highway infrastructure to meet the needs of current and future customers.

A Highway Asset Management Plan (HAMP) seeks to achieve the following;-

- Document the activities and processes of the Asset Management Framework.
- Provide detailed information to senior decision makers to support investment decisions and enable longer term planning.
- Allocate resources for asset management.
- Inform all staff involved in asset management about how the highway infrastructure is to be managed and their responsibilities.
- Provide information to support the procurement of maintenance activities.
- Facilitate communication with stakeholders.

It is a way of providing information and evidence on how the asset management process is applied in order to meet the wider objectives of the authority over the short, medium and long term. Typically, it sets out the agreed levels of service, performance targets, how these are met through lifecycle planning, and a forward and annual programme of work. It sets out how overall performance is monitored and any lessons learnt that have been captured.

- 1.3 A HAMP can have many supporting documents but there is no standard list of requirements and, consequently, every HAMP is different in this respect. Three documents that are supporting Bury's HAMP and are the subject of this report are;-

*a) The HAMP Policy*

The HAMP Policy is a short and concise document that describes the principles adopted in applying asset management to achieve the authority's strategic objectives. It is a high-level document.

*b) The HAMP Strategy*

The HAMP Strategy sets out the long term objectives for the highway asset and how they are met, including statutory obligations, stakeholder needs and the overall performance of highway infrastructure within the context of any constraints such as funding.

*c) The HAMP Communications Strategy*

The HAMP Communication Strategy lays out how the iterative process of initial consultation takes place allowing for a final set of documents to be compiled that have had stakeholder involvement.

The draft HAMP Policy, the draft HAMP Strategy and the draft HAMP Communications Strategy are attached as appendices to this report.

- 1.4 Relevant information associated with asset management should be actively communicated through engagement with stakeholders in setting requirements, making decisions and reporting performance. The Communications Strategy should provide clarity and transparency in how the Council will make decisions in the identification, assessment and repair of highway assets and how the public are involved in the decision making process.

This will enable greater public understanding of how the strategy is delivered in practice.

- 1.5 The document "Highways - Maintaining a vital asset (What should Councillors know about Asset Management)" published by Highways Maintenance Efficiency Programme (HMEP) is targeted at elected members and explains how asset management can help councils to improve highway maintenance, by ensuring best use of available funds and demonstrating need for investment. It is attached as an appendix to this report. [*HMEP is a £6million, Department for Transport funded and sector led transformation programme.*]
- 1.6 All HAMP documents are live, dynamic documents and have to be updated on a regular basis. For that reason, the HAMP documentation will be put before Cabinet on a biennial basis unless there are significant political, financial or technical changes that warrant a more immediate consideration by Cabinet.

## 2.0 ISSUES

- 2.1 Local Highways Maintenance Capital Funding has traditionally been a "needs-based" allocation from the Department for Transport (DfT) i.e. the level of funding is related to the total length of road, number of bridges, number of street lighting columns etc. that were maintained at the public expense by a Local Highway Authority (LHA).
- 2.2 In December 2014, the Secretary of State for Transport announced that £6 billion will be made available between 2015/16 and 2020/21 of which £578 million has been set aside for an Incentive Fund scheme, to reward councils who demonstrate they're delivering value for money in carrying out cost effective improvements.
- 2.3 Each LHA in England (excluding London) is invited to complete an annual Self-Assessment Questionnaire (SAQ), in order to establish their share of the Incentive fund they will be eligible for between 2015/16 and 2020/21.

Authorities, therefore, have to demonstrate that efficiency measures are being pursued in order to receive their full share of the funding.

The incentive funding awarded to each LHA will be based on their score in this questionnaire, and will be relative to the amount currently received through the needs-based funding formula.

In 2016/17, only authorities in Bands 2 and 3 will receive their full share of the £578 million, whilst authorities in Band 1 will receive 90% of their share. These percentages for Bands 1 and 2 decrease in each subsequent year, with only authorities in Band 3 being awarded their full share of the funding.

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Band 1	100%	90%	60%	30%	10%	0%
Band 2	100%	100%	90%	70%	50%	30%
Band 3	100%	100%	100%	100%	100%	100%

The questions are designed to enable authorities to assess their progress on the journey to the implementation of good practice, which will create an environment for effective and efficient delivery and enable capital funding to maximise its return. Underpinning this are the needs of stakeholders and the

communication of the importance of the highway service and the needs for well-maintained highways.

- 2.4 The SAQ contains 22 questions used to identify the level of asset management maturity of the LHA and available funding is dependent upon this score. The DfT also requires that the submission must have S151 officer sign-off.

### 2.5 Risk Management

There are potentially negative financial implications for the Council.

For Bury Council, over the 6 year DfT funding period 2015/16 to 2020/21, the difference between a Band 1 LHA and a Band 3 LHA equates to just over £1m. Bury currently stands at Band 1 in line with its SAQ submission for 2016/17. In order to achieve better scores and progress to higher Bands, a politically endorsed highway asset management strategy which has also been published on our website is a prerequisite.

- 2.6 As part of the Greater Manchester Combined Authority devolution deal, all 10 LHAs within Greater Manchester have been awarded a "virtual" Band 3 status and, as a consequence, none have experienced a loss of funding for 2016/17. It is not clear what the longevity of such a concession will be and it is understood that this arrangement is a source of tension between Central Government and the DfT. Consequently, this should be seen as a "windfall" but must not interfere with the asset management momentum Bury Council now have in developing systems, improving processes and seeking out collaboration where possible. A "Northern Cluster" has been established where Bolton, Bury, Oldham and Rochdale meet to discuss asset management principles and exchange ideas and information resulting in improved working practices for all and an ambition to attain Band 3 status within the next 2 years.

- 2.7 Resources are also a key restricting factor. Staff numbers within Engineering Services are extremely limited and a significant investment in staff time will be required to attain Band 3 status. However, an "invest-to-save" business case almost writes itself when considering expenditure now to assist in securing £1m over the 6 year funding period.

### 2.8 Equality and Diversity

There are no equality and diversity issues.

## 3.0 CONCLUSION

- 3.1 It is recommended that Cabinet demonstrate their commitment to highway asset management principles in line with the DfT SAQ and their support for officers in their continuing efforts to attain their ambition of asset management maturity commensurate with Band 3 status.

- 3.2 It is recommended that Cabinet endorse the ambition to attain Band 3 status as quickly as possible and empower officers to utilise existing Local Highways Maintenance Capital Funding to secure this goal where necessary via business case submissions to SLT for them to consider and approve if deemed appropriate.

- 3.3 It is recommended that Cabinet approve the draft Highway Asset Management Policy.

## Document Pack Page 98

- 3.4 It is recommended that Cabinet approve the draft Highway Asset Management Strategy.
- 3.5 It is recommended that Cabinet approve the draft Communications Strategy and authorise officers to begin the consultation exercise.
- 3.6 It is recommended that Cabinet delegate authority to the Cabinet Member for Strategic Housing & Support Services and the Cabinet Member for Environment to either endorse future papers (spawned through the HAMP as an overarching document) or have them brought before full Cabinet.

---

### List of Background Papers:-

Appendices

Appendix A	Draft Highway Asset Management Policy
Appendix B	Draft Highway Asset Management Strategy
Appendix C	Draft Highway Asset Management Communications Strategy
Appendix D	Highways - Maintaining A Vital Asset, HMEP, 2013
Appendix E	Highway Infrastructure Asset Management Guidance, HMEP / UKRLG, 2013
Appendix F	Highways Maintenance Capital Funding Self-Assessment Questionnaire for the Incentive Fund

### Contact Details:-

<b>David Fowler</b> Assistant Director (Localities) ext. 5518 d.w.fowler@bury.gov.uk	<b>David Giblin</b> Head of Engineering ext. 5798 d.r.giblin@bury.gov.uk
---	---

Last Updated 19.05.14



# DRAFT Highway Asset Management Policy 2016



# DRAFT HIGHWAYS ASSET MANAGEMENT POLICY



## Foreword

Bury Council recognizes the vital importance of the local highway network and the role that its maintenance and management plays in supporting the Council's vision, purpose and values.

This Highway Asset Management Policy sets out how the Council will best manage the highway network whilst taking into account asset condition, users' needs, local priorities, growth and financial pressures.

This policy document shows the high level approach that Bury will adopt in its stewardship of the highway network in order to deliver the maximum benefit to local communities and businesses within the constraints mentioned above.

## Asset Management Policy

The highway network is the most valuable asset under Bury's control and is currently valued at around nearly £1bn. Consequently, long term investment in its management, development and maintenance is essential in order to provide a network that is safe, serviceable and sustainable.

### Safe

- Fulfilling our legal obligations

### Serviceable

- Ensure highways remain available for use
- Maintain agreed levels of reliability
- Maintain target conditions for main assets

### Sustainable

- Minimising costs over life of asset
- Maximise value to local communities and the economy
- Minimise impact on the environment

In order to achieve and meet these objectives, the Council will need to adopt an effective Asset Management regime that covers the full lifecycle of all its major asset types; carriageways, footways, highway structures and street lighting.

This will include but not be limited to;-

- defining service levels for the various assets (in consultation with stakeholders).
- adopting a life-cycle approach to planning asset investment and management decisions
- balancing competing needs across the highway network and selecting options that best meet desired outcomes
- monitoring, evaluating and, where required, improving service delivery
- continuously review our approach to asset management policies and practices

## Bury Council - Major Asset Types

The table below outlines the extent of the various assets that fall under the stewardship of Bury Council.

Asset Type	Quantity
Carriageways	660 km
Footways	1,200 km
Highway Structures	228 no.
Road Gullies	36,500 no.
Lighting Columns	19,000 no.
Public Rights of Way	310 km
Guardrail	15 km
Signs & Bollards	24,000 no.



# DRAFT HIGHWAYS ASSET MANAGEMENT POLICY



## Aligning Policies

It is vital that Bury Council's Highway Asset Management Policy is consistent with corporate priorities where ever possible.

### Corporate Priorities for 2015-2020

- 1 Drive forward, through effective marketing and information, proactive engagement with the people of Bury to take ownership of their own health and wellbeing.
- 2 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.
- 3 Ensure new and affordable housing is developed to support growth in the Bury and Greater Manchester economy.
- 4 Build on the culture of efficiency and effectiveness through new, progressive and integrated partnership working models to drive forward the Council's and Greater Manchester Public Service growth and reform agenda.
- 5 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.
- 6 Work toward reducing reliance on government funding by developing new models of delivery that are affordable, add value and based on need.

To this end, the highway policies will assist the corporate priorities in the following manner;

A safe highway directly affects public health and well being. A well maintained street environment can act as a catalyst to encourage healthy behaviours such as increased cycling, walking and running. Consultation throughout the evolution of the HAMP will ensure that the public and key stakeholders can take an active role in influencing highway management strategies adopted.

Indirectly, sense of pride in ones surroundings can be engendered from a good environment which can be related to feelings of well being.

Poorly maintained roads have a direct impact on users in

terms of vehicle operating costs. Reliable and safe journeys are a fundamental element of a transport infrastructure that seeks to support commerce and invites inward investment. Well maintained highway assets provide many benefits including: promoting sustainable transport; promoting public transport; and promoting economic development by supporting a 24 hour economy.

We understand the role that effective asset management can play in maximising the standard of Bury's transport network within available resources, therefore playing a vital role in building and maintaining a strong local economy.

The highway network is intrinsic to the daily interactions of society. Besides the quality and repair of buildings adjoining the public highway, which the Council cannot readily influence, a major part of our living environment is the highway.

People's surroundings are known to influence their behaviours, feelings of pride in place and safety. By using asset management to ensure the best possible street scene environment, we can support this priority.

## Making a Difference?

Successful attainment of asset management principles should result in real, measurable differences. We should be able to;-

- maintain our assets using sustainable cost effective treatments and maximised the number of assets that we repaired for our given budget.
- hold accurate, reliable data that we used to support our decisions and demonstrated how we made these choices.
- show that the results collected via the National Highways & Transport Survey indicated that residents are satisfied with the work we did to our assets.
- show an improvement in the condition data and performance of our highway assets as a result of adopting rolling 5 year programmes of work.

This page is intentionally left blank

# DRAFT Highway Asset Management Strategy 2016





# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



## Introduction

The Metropolitan Borough of Bury is just under 100 km<sup>2</sup> in area and has a population of around 187,500. It is composed of six towns: Bury, Prestwich, Radcliffe, Ramsbottom, Tottington and Whitefield.

The highway network is one of the main elements underpinning the strong performing economy of Bury. It provides access to jobs, commerce, services, schools, health care and communities that are the drivers of the economy and is a major influencing factor on how the quality of everyday life within the Borough is perceived.

Effective and efficient management of the highway network is a key factor in the ability of the Council to deliver its services and enable the economy of the Bury to continue to thrive. A well maintained highway network plays an essential role in supporting growth and attracting increased investment in the Borough and it is the single most valuable asset owned and operated by Bury Council, currently valued at £921 million.

The highway network comprises all the carriageways, footways, street lights, cycleways, verges, signs, drains, road markings, street furniture, structures, verges and highway trees within the adopted highway maintained by Bury Council as a Local Highway Authority (LHA) at the public expense.

Asset Type	Quantity
Carriageways	660 km
Footways	1,200 km
Highway Structures	228 no.
Road Gullies	36,500 no.
Liahtina Columns	19,000 no.
Public Rights of Way	310 km
Guardrail	15 km
Signs & Bollards	24,000 no.

Table 1

Table 1 outlines the extent of the various assets that fall under the stewardship of Bury Council.

## Implementation of Highway Asset Management

In recognising the importance of asset management, and to support the Council's HAMP (Highway Asset Management Plan) policy, an asset management framework will be introduced as set out in this strategy to formalise asset management responsibilities and aims.

### Asset Management Framework for Bury

The Highway Maintenance Efficiency Programme (HMEP)<sup>1</sup> have identified in their Highway Infrastructure Asset Management Guidance publication, the need for asset management to be understood, championed and implemented at all levels of a Local Highway Authority in order to maximise efficiency gains. In accordance with the HMEP publication, **Figure 1** below shows the framework levels and relevant staff.



Figure 1

By defining these roles and responsibilities in the framework, asset management will become

<sup>1</sup> HMEP is a Department for Transport (DfT) funded and sector led transformation programme designed to maximise returns from highway investment and deliver efficient and effective services.

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



embedded in our day to day processes, allowing leadership and communication supporting a consistent approach and ensuring the longer term benefits of asset management are realised.

The tactical level staff will be responsible for review of all the processes supporting the framework and will feedback any deficiencies to the strategic levels. Where change is required this will then be cascaded through the levels ensuring the strategic approach is maintained.



Figure 2

## An Evolving Strategy Approach

Asset management policy and practice by definition will evolve to meet changing circumstances. Ongoing review and challenge of this HAMP will ensure strategies and practices are relevant, and that there is a continuous development of understanding, leading to better decision making.

## Good Asset Management Practice

Bury is committed to developing asset management practice taking opportunities to learn and share knowledge. Staff currently attend and contribute, where appropriate, on a regular basis at the following groups and bodies:

- Association of Greater Manchester Authorities (AGMA) Transport Groups
  - Asset Management Partnership
  - Highway Asset Management/Highway Maintenance
  - Highway Claims
- The Chartered Institute of Public Finance and Accountancy (CIPFA) Highway Asset Management Planning Network
- Highway Maintenance Efficiency Programme (HMEP)

We will continue to actively engage in activities where appropriate to ensure we progress in line with the DfT/HMEP aspirations.

## Legislation & Policies

There are a number of acts of law and regulations that impose duties on the council acting as the highway authority which are considered in this HAMP and the wider service policies. They are set out in Appendix G - Legislation & Policies Relevant to Highways Authority Services. Legislation will be kept under review and our HAMP will change to reflect anything new or changed where required.

## Whole of Government Accounts

From April 2016, the Authority will conform to legislation requiring the Whole of Government

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



Accounts (WGA) valuations to be formally adopted as the basis for accounting for highway assets.

## Financial Reporting Requirements

The Local Authority Accounting Code, to be implemented from 2016 requires asset management techniques to be established in order to provide auditable reporting information based on Depreciated Replacement Cost (DRC) and Gross Replacement Cost (GRC) of the highway asset.

- GRC: The cost of constructing an equivalent new asset.
- DRC: GRC less deductions for all physical deterioration and impairment.

The asset value will be reduced each year based on depreciation and impairments, and increased based on capital expenditure on improvement of the asset. Should depreciation and impairments be greater than capital expenditures, this will result in a charge to revenue of the difference, highlighting unfunded consumption being passed to future generations.

We will continue to improve our methods of calculation as better inventory and/or calculation techniques are established.

## Historical Funding Arrangements

Funding for highway maintenance in Bury has been provided historically from revenue and capital supplied centrally from the Government.

Revenue money is typically used to fund day to day reactive maintenance of the highway in order to meet the statutory requirements to provide a safe network for users.

Capital funds are used for more extensive and planned works typically extending the life of the asset or adding new components. Historic capital and revenue funding which has been used for highway works is shown in [Table 3](#).

## Lifecycle Approach

A key function of the asset management framework is to enable an understanding of the asset components' long term funding needs. With successful implementation of the Information Systems and Data Strategy for Asset Management set out in this document, more thorough and cost effective life cycle plans can be put in place that would allow such information to be readily available to key strategic decision makers, ensuring the most informed decisions can be taken at any given time.

This will only be achieved if all levels of the asset management framework understand the long term aims and ensure that regular and reliable data is recorded. Inventory has to be kept up to date and maintenance works and costs need to be recorded at the component level wherever possible in the Confirm<sup>2</sup> system, for Highway and Street Lighting assets, whilst Structures will instead use whichever system is selected for GM-wide use.

For the purposes of carriageway WGA calculations, rudimentary lifecycle plans for each DfT carriageway classification have been agreed by the AGMA asset management group. These lifecycle plans were considered as a near to optimal estimation based on current understandings of treatment design lives, and are used as parameters in the UKPMS<sup>3</sup> to calculate the depreciated value of the carriageway.

<sup>2</sup> Confirm is a software application that...

<sup>3</sup> United Kingdom Pavement Management System

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



June 2016 Valuations (Bury)		
Asset Group	WGA DRC £ million	WGA GRC £ million
Carriageway	623	674
Footway/Cycleways	135	161
Structures	91	120
Lighting	?	?
Traffic Management ***	0	0
Street Furniture	2	6
Land	723	723
<b>Total Excluding Land</b>	<b>1,574</b>	<b>1,684</b>

Table 2

Financial Year	Capital Outturn	Revenue Outturn
2007/08	£ 2.2M	£1.3M
2008/09	£ 1.7M	£1.4M
2009/10	£ 1.2M	£1.3M
2010/11	£ 1.5M	£1.3M
2011/12	£ 1.4M	£1.1M
2012/13	£ 1.4M	
2013/14	£ 1.3M	
2014/15	£ 1.2M	

Table 3

\*\*\* Traffic assets such as signals and some variable message signs are operated and maintained by Transport for Greater Manchester (TfGM).

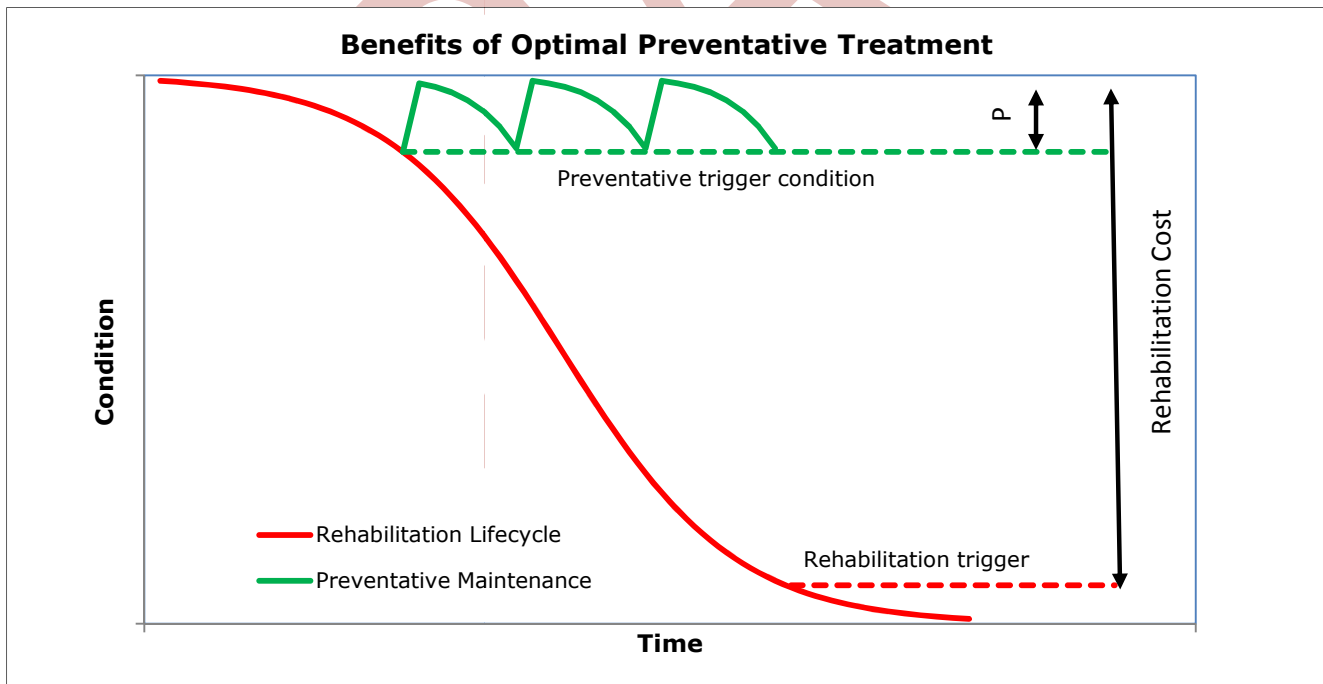


Figure 3

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



In the case of Bury's carriageways, this optimal maintenance plan amounts to an annualised average of £ 5.8 million.

Lifecycle plans have not yet been calculated for the other asset groups, though from this figure alone and the recent total capital annual maintenance funding for all highway assets, as shown in [Table 2](#) above, ranging from **£2.2 million in 2007/2008 to £1.2 million in 2014/2015**, it can be readily seen that an overall deterioration of the asset as a whole would be expected.

The carriageway condition data that is reported to the Government's single data list however, and is the basis of the WGA valuations does not show a deteriorating asset. Given the importance of the data to the HAMP we need to gain more understanding of this and be able to scrutinize unexpected change from year to year.

The long term effect of underfunding capital maintenance treatments is that assets are allowed to deteriorate beyond the point where cheaper whole life cost intervention treatments are feasible. Furthermore, in the case of carriageway and footway pavement assets, underlying layers that would otherwise have significantly longer life expectation than surface layers, will also deteriorate and may eventually fail.

The general concept of intervention treatment efficiency is shown in [Figure 3](#). In an optimal lifecycle plan, long term cost benefit of preventative maintenance is achieved, as treatment costs, although required more often, are many times cheaper than rehabilitation.

The overall network condition is also kept at a reasonable level, whereas following an approach of allowing assets to deteriorate to the point where full rehabilitation is required means they are in a poor condition for extended periods of time.

The HMEP lifecycle planning toolkit has given further weight to the use of Markov chain probabilistic methods, to estimate future condition of infrastructure assets based on deterioration. Bury has

further developed the method to model the improvement effect of investments alongside the deterioration over time. The tool will be developed over time to understand the trade off between capital investment and dependence on revenue funding for reactive maintenance, which is generally understood to be many more times expensive than planned interventions. Asset management staff will continue to develop such tools and contribute to their understanding through collaboration with AGMA colleagues and HMEP.

## Service Level Strategy

### Highway Assets

Capital funding allocated to highway maintenance is currently prioritised to DfT A, B & C classified roads, which are more strategically important to the region as they constitute the main distributor network and link roads.

We will however, chose a limited number of planned treatments for local unclassified roads using capital funding, in order to allow rectification of streets where it is no longer feasible to use reactive repair techniques. We have also started to apportion amounts upward of approximately £150k in each financial year for planned preventative maintenance of streets that are not necessarily those the public would identify as the worst.

Pressures on revenue funds available for highway maintenance have become so restrictive that they are limited to reactive maintenance and mainly focussed on carriageway and footway assets, with no revenue funding available for planned preventative maintenance. In the majority of cases having used HMEP 'Right First Time' guidance, reactive maintenance is carried out using sealed patches.

Preliminary modelling carried out on the effect our current methods are likely to have on carriageway assets does show that it is not a long term sustainable approach and we will now work on considering costs and outcomes of other service delivery options. Even using HEMP 'Right first time'



# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



principles, patch repairs have a relatively short lifecycle and contribute to an exponential rise in defects on a network that is not having full surface course treatments in a timely manner i.e. a deteriorating asset.

Our current service levels are described in [Appendix A – Service Levels](#).

In order to take a new approach to setting our levels of service, several options for engagement with the public, councillors, and senior management stakeholders will be considered:

- The National Highways & Transport Survey
- Consultation with the public using social media and online mapping interfaces.
- Regular Asset Management forums held with Members

The council will however, aim to fulfil the following broad principles:

- Ensure a safe and accessible highway network for the public.
- Ensure street works are managed in a way that as far as practicable does not unduly delay journey times.
- Ensure utility company reinstatements are routinely inspected, to ensure as far as possible compliance with the Streetworks code.
- Promote strong local communities.
- Promote economic development.

## Performance Management Strategy

Performance monitoring will be developed from the various ad-hoc methods currently used into a suite of performance indicators expanded upon in [Appendix D - Performance Management](#). The performance indicators will be automated through data collection used for other asset management and operational functions, aligning with and indicating our position in relation to the aims

established in [Technical Supporting Data Appendix A – Service Levels](#)

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



The measures will be in the following form:

## Strategic

- Annual performance
- Publicly available document
- Outcome and Efficiency based

## Tactical

- Regular performance information
- To inform decision making
- Review strategies and resource/investment against service levels

## Operational

- Speed/quantum of repairs
- Repair performance
- Internal and External service providers
- Public satisfaction

A regular review of the performance indicators will be conducted and published in a manner suitable for public, staff and service providers. Should there be a consistent failure to achieve the service levels, then a report to senior management will be prepared. A tactical level management review will then consider the attainability of the service levels and any changes required.

An annual review of the performance measurements will consider whether they are fit for purpose following the general tests:

- Is the measure clear unambiguous and specific?
- Is the measurement simple?
- Is the measure realistically attainable?
- Is the measure relevant to achieving the asset management objective?
- Is the measure bounded in a relevant timeframe?

Annual condition surveys will continue to be an important monitoring tool for the highway network and are also used to produce returns annually for the Government's single data list.

The Confirm asset system has been configured to allow geographical analysis of maintenance spend, accident occurrence and highway inspections. We will develop key reporting metrics from this data, in order to review our strategies and make changes if they are required to achieve better outcomes for the public.

## Risk Management Strategy

- Safety
- Reputation
- Asset loss or damage
- Service reduction or failure
- Operational
- Environmental
- Financial
- Contractual

Critical Assets Separate and more detailed

Risk = Likelihood x Consequence

## Communication Strategy

A draft communications strategy for the HAMP has been developed and is included at **Appendix ???**

## Information Systems and Data Strategy for Asset Management

Reliable, up to date asset data is essential to the asset management planning process. Data collection, storage, maintenance and reporting needs to be of a sufficient standard to support the asset management decision making processes, which will ensure that we can target future investment in a way that will be cost effective.

Our Asset Management approach will require the following types of asset data to be collected.

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



- Inventory
- Performance
- Financial

In order to produce an action plan for our data strategy, we need both to know information about our data (meta data) and also how fit for use that data is. **Table 3** below summarises the meta data for each dataset that will be documented further in an Asset Data Gap Analysis. **Table 4** below, defines how we describe the coverage, whilst **Table 5** defines how we rate the reliability of the data.

## Asset Meta Data

Asset Item	Asset Group, element or Attribute	Description of data
Records	Coverage	%
	Reliability	Poor/Good/Excellent
	Data Format	Paper/Electronic
	E System Name	
	Initial Collection Date	
	Last Updated	
	Update Frequency	Annual/Monthly/Quarterly/Weekly
	Data Owner	
	Schema	Path/Name
	WGA Compliance	Y/N/NA
	Improvement Notes	
Geography	Referenced to network	Y/N
	Reference Network	UKPMS/Gazetteer
	Accuracy	+/- % by unit of measure
	SQL db server/name	

Table 4

## Asset Data Coverage Criteria

Status	Definition
Nil	No data
Low	<45%
Medium	45 – 70
High	70 – 95
Complete	>95%

Table 5

## Asset Data Reliability

Status	Definition
Poor	Data is only sometimes correct
Good	Data is mostly correct
Excellent	Data is rarely incorrect

Table 6

In terms of the computer systems used to manage our assets, the disciplines of highways and street lighting commonly use Confirm, whereas structures assets are handled in a different system. For the purpose of this strategy, the two areas will be considered under separate headings.

## Highway & Street Lighting Asset Systems

The 'Confirm' asset management system has been developed to meet the principle that the same data should be used for asset management, financial management and financial reporting, with the more efficient management of assets being the key driver.

### Financial

- Linked to finance system
- Council Accounts
- WGA

### Mapping/GIS

- Scheme Identification
- Maintenance Records

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



## Asset Management Strategy

- Lifecycle Plans
- Performance Management

A geo-referenced inventory of the majority of the network assets is in place and has been recorded in Confirm. We are now in a position where that can be used to record all activities at a good level of detail following the CIPFA CoP guidance. This new approach to recording works will be implemented throughout the operational areas of the service from April 2015.

Further investment in hand held computers for operational staff will create a seamless, paperless service which will fully support the CIPFA CoP and the Authority's digital by default aspiration.

The Confirm system will be the focus of highway asset information, though some supporting systems will be necessary. The UKPMS system will support highway DRC calculation from condition survey data, scheme identification and lifecycle planning.

Confirm is automatically interfaced to the Authority's central finance system, which enables the cost data necessary for asset management analysis to be produced by re-measurements of works by operational staff in Confirm and transferred to the central finance system.

Using Confirm as the primary source for cost data, allows the use of other functionality such as work/resource programming and whole life costing. As Confirm is a geospatial system, all the data can also be used for publication in web map services to the public and other stakeholders.

Wherever possible, older paper based processes will be migrated to digital functions utilising mapping which will ensure the service is fit for a future whereby the public will access services and information from a spectrum of computer devices, streamlining communications and removing as far as possible the need for back office data punching operations to support such functions.

## Structures Systems

Presently, Bury holds all structures data (this includes both details of the structure and bridge inspection forms) in a Microsoft Access database called SAMIS which was developed by Stockport Borough Council and purchased by the majority of AGMA Authorities. The features of this database are limited and do not include such things as whole life costing/life cycle planning for example.

TfGM have lead on a project to purchase a bridge management system for the whole of Greater Manchester to use (10 AGMA Local Authorities plus TfGM).

The procured system is called Pontis developed by a company called Asset Plan and is programmed to be up and running at all 11 sites before the end of 2016.

## Forward Planning and Scheme Identification

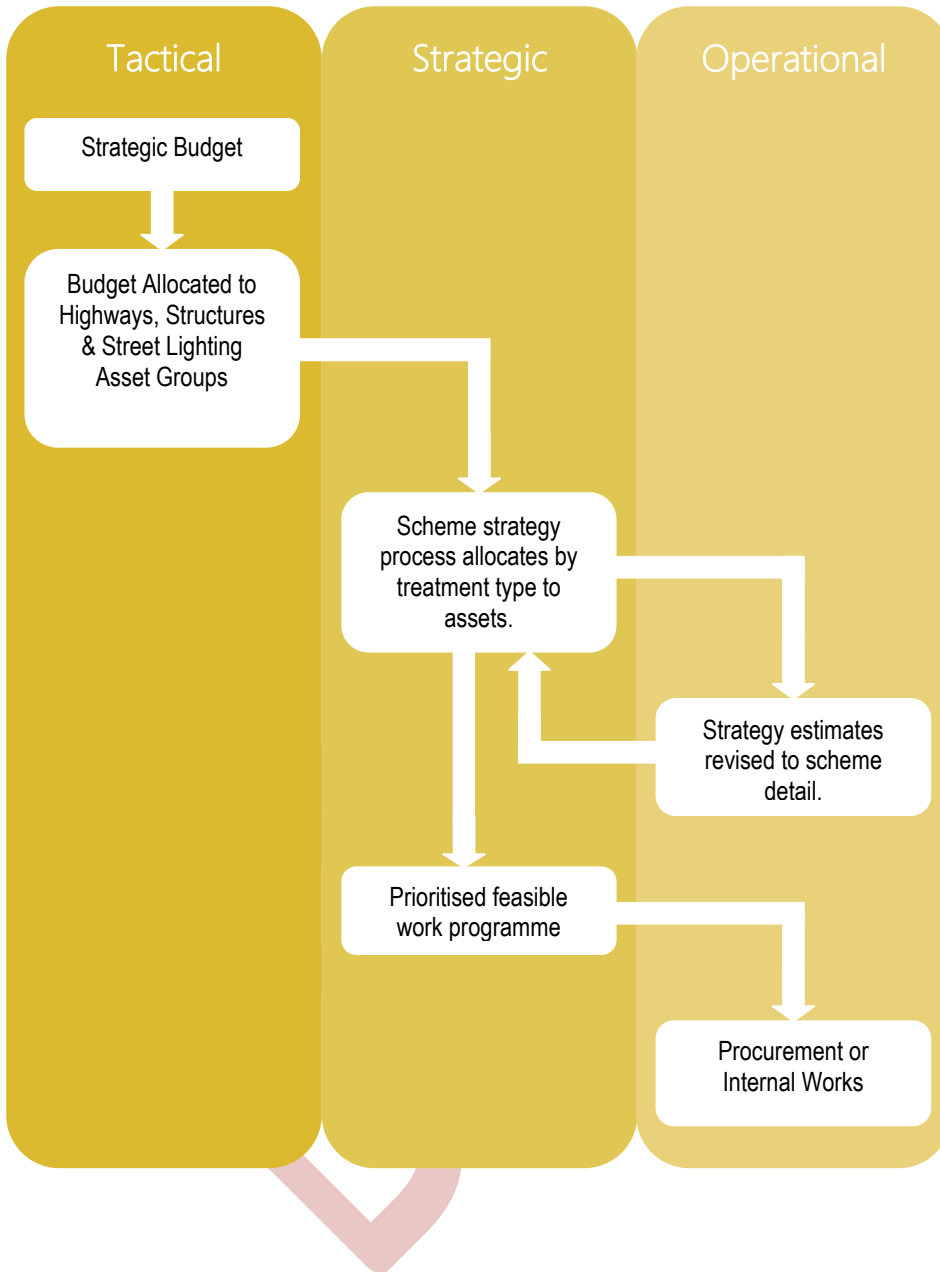
Scheme identification and forward planning of planned maintenance is an area where our asset management planning tools will be developed as our processes and the data they collect improves.

We will develop a planning toolkit that utilises our condition data, lifecycle data, deterioration models and ongoing reactive maintenance cost data that will allow GIS analysis to drive more intelligent decision making.

In developing our forward planning and prioritisation systems, we will use the HMEP lifecycle planning tools, incorporating deterioration modelling that have been developed to support Authorities exploring different maintenance and funding scenarios along with our own modelling tools.

It is understood that there may be a lengthy period where the new techniques are learnt and improved upon, during which time, it is essential that the framework roles are observed. For highway maintenance capital scheme selection the following process is laid out in [Figure 5](#)

# DRAFT HIGHWAYS ASSET MANAGEMENT STRATEGY



This page is intentionally left blank



# DRAFT Highway Asset Management Communications Strategy 2016



# DRAFT HAMP

## COMMUNICATIONS STRATEGY



### Introduction

The highway network is one of the main elements underpinning the strong performing economy of Bury. It provides access to jobs, commerce, services, schools, health care and communities that are the drivers of the economy and is a major influencing factor on how the quality of everyday life within the Borough is perceived.

Effective and efficient management of the highway network is a key factor in the ability of the Council to deliver its services and enable the economy of the Bury to continue to thrive. A well maintained highway network plays an essential role in supporting growth and attracting increased investment in the Borough and it is the single most valuable asset owned and operated by Bury Council, currently valued at £921 million.

The highway network comprises all the carriageways, footways, street lights, cycleways, verges, signs, drains, road markings, street furniture, structures and highway trees within the adopted highway maintained by Bury Council as Highway Authority (HA) at the public expense.

HAs are finding that they are having to exercise their duties to maintain, operate and improve their highway assets under ever increasing pressures, including:

- Mature, ageing networks with significant backlogs of maintenance.
- Increasing accountability to stakeholders and funding providers.
- Increasingly informed public with higher expectations.
- Inadequate budgets with funding diverted to support other services.
- Limited resources in both staff and skills.

Within these constraints, the adoption of asset management principles can aid in attaining a more beneficial service provision. However, it is also important to provide clarity and transparency for stakeholders regarding our asset management approach to highway maintenance in order that we can:

- Inform and support decisions that affect the stewardship of the highway network.
- Solidify the reputation of Bury Council's Engineering and Operational Services, and maintain a high profile and positive image.

- Demonstrate the Council have acted quickly, decisively and responsibly in improving asset condition.
- Have the ability to submit strong bids for funding both at national and regional levels.

### Consultation

The initial purpose of consultation is to help stakeholders understand the Council's policy/approach to asset management (i.e. where and why roads are being repaired) and to improve their understanding of how repairs are being made to the highway network. It is more of a "push" of information rather than engaging in full consultative dialogues but it is important to listen to people's concerns about the highway network.

### Who Will We Communicate With?

#### Internal Stakeholders

- Councillors
- Bury Council Departments
- Strategic Leadership Team

#### External Stakeholders

- Team Bury partners
- Local communities / residents
- Bury Business Leadership Group
- Emergency services (Police, Fire, Ambulance and Health service)
- Utilities
- Interest groups such as freight associations, pedestrian groups, cycling and motoring groups, disability and mobility groups and motoring groups
- MPs
- Neighbouring highway authorities
- Transport for Greater Manchester



# DRAFT HAMP COMMUNICATIONS STRATEGY



## What Will We Communicate?

- Funding - the Council does not have access to infinite funds and has to prioritise its works.
- Prioritisation - explain how we spend money to maximise the benefits to our asset/stakeholders
- Achievements - what have we achieved in the last 12 months? How has this benefitted stakeholders?
- Performance - how are we performing against the targets we set for ourselves?
- Lessons Learnt - what will we do differently next time and why.
- Programmes - inform stakeholders of when and where we will be carrying out works and explaining why we are carrying them out.
- Managing Expectations - deliver what we promise but never promise what we cannot deliver. Publicise these standards and levels of service to stakeholders.

Results are publicly available (via NHT’s website) and authorities can use the feedback to manage and improve local services.

## Getting The Message Out

The NHT survey indicates that satisfaction with the level of information on transport and highways is generally low. There are numerous methods that can be used to get the message out;-

- Our website at [www.bury.gov.uk](http://www.bury.gov.uk)
- Social media - Facebook and Twitter
- Discussions with neighbouring HAs
- Leaflets
- Local news items
- Local media features

## Information, Reporting and Feedback

### Public Opinion Survey

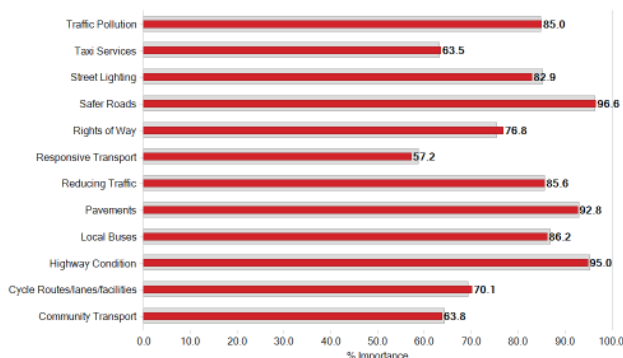
The National Highways and Transport (NHT) Public Opinion Survey is a collaborative venture by a number of local highway authorities (106 in 2016) to give residents the chance to comment on highways and transport services provided by their authority. It is governed by a local highway authority steering group and the same questionnaire is used across all authorities so that comparisons can be made. The survey analysis enables benchmarking, trending, mapping and overlaying of data from national down to local ward level.



The message should contain information on budget setting and the service levels and performance targets that have been set.

It should also set out how engagement with Councillors takes place to provide them with information and how they have the opportunity to inform and influence strategies.

The Bury website should contain information on our asset management policies and plans, activities undertaken and outline works programmes for current and future years. It already provides the opportunity for feedback and for reporting issues, defects and problems using the online tools.



Example results for just one of the thirty questions asked in the 2016 NHT survey

This page is intentionally left blank

**NOTICE OF KEY DECISION**



**MEETING:** **CABINET  
OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **7 SEPTEMBER 2016  
13 OCTOBER 2016**

**SUBJECT:** **CORPORATE FINANCIAL MONITORING REPORT –  
APRIL 2016 TO JUNE 2016**

**REPORT FROM:** **DEPUTY LEADER OF THE COUNCIL AND CABINET  
MEMBER FOR FINANCE AND HUMAN RESOURCES**

**CONTACT OFFICER:** **STEVE KENYON, INTERIM EXECUTIVE DIRECTOR  
OF RESOURCES & REGULATION**

**TYPE OF DECISION:** **FOR INFORMATION**

**FREEDOM OF INFORMATION/STATUS:** This paper is within the public domain

**SUMMARY:** The report informs Members of the Council's financial position for the period April 2016 to June 2016 and projects the estimated outturn at the end of 2016/17.

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

**OPTIONS & RECOMMENDED OPTION** Members are asked to note the financial position of the Council as at 30 June 2016

**IMPLICATIONS:**

**Corporate Aims/Policy Framework:**

Do the proposals accord with Policy Framework? Yes.

**Statement by the s151 Officer:**

The report has been prepared in accordance with all relevant Codes of Practice. There may be risks arising from remedial action taken to address the budget position; these will be identified by Directors at the quarterly Star Chamber meetings.

Additionally, a series of measures has been drawn up to address the extremely difficult financial situation facing the Council in 2016/17 and these are detailed in par. 3.5 on page 4 of this report.

**Statement by Interim Executive Director of Resources & Regulation:**

Successful budget monitoring provides early warning of potential major overspends or underspends against budgets which Members need to be aware of.

This report draws attention to the fact that, based on the most prudent of forecasts, several budget hotspots exist which will need remedial action.

Members and officers will be examining these areas in more detail at the council wide Star Chamber meeting.

**Equality/Diversity implications:**

No

**Considered by Monitoring Officer:**

Budget monitoring falls within the appropriate statutory duties and powers and is a requirement of the Council's Financial Regulations to which Financial Regulation B: Financial Planning 4.3. (Budget Monitoring and Control) relates. The report has been prepared in accordance with all relevant Codes of Practice.

**Are there any legal implications?**

Yes

**Wards Affected:**

All

**Scrutiny Interest:**

Overview & Scrutiny Committee

**TRACKING/PROCESS**

**EXECUTIVE DIRECTOR: Steve Kenyon**

Chief Executive/ Strategic Leadership Team	Cabinet	Overview & Scrutiny Committee	Council	Ward Members	Partners
<b>15/08/16</b>	<b>07/09/16</b>	<b>13/10/16</b>			

## 1.0 INTRODUCTION

- 1.1 This report informs Members of the forecast outturn for 2016/17 based upon current spend for the period 1 April 2016 to 30 June 2016 in respect of the revenue budget, capital budget and the Housing Revenue Account.
- 1.2 Projections are based on current trends, information, and professional judgement from service managers and finance staff.
- 1.3 The revenue budget projections highlight the fact that budget pressures exist in some key areas and it will be necessary to continue to examine options for improving the situation further.

## 2.0 BUDGET MONITORING PROCESSES

- 2.1 Reports will be presented quarterly to facilitate close monitoring of spend and implementation of action plans during the year.
- 2.2 Reports are also presented to the Strategic Leadership Team on a monthly basis and detailed monitoring information will also be discussed at Star Chamber meetings during the year.
- 2.3 It is intended that improvements will continue to be made to the budget monitoring process, building on the significant developments implemented over the past few years.

## 3.0 SUMMARY OF REVENUE BUDGET POSITION

- 3.1 The table below outlines the annual budget and forecast outturn based upon known factors and the professional views of service managers as at month 3:

Department	Budget £000	Forecast £000	Variance £000
Communities & Wellbeing	69,820	73,260	<b>+3,440</b>
Resources & Regulation	3,079	4,443	<b>+1,364</b>
Children, Young People & Culture	35,449	38,841	<b>+3,392</b>
Non Service Specific	17,188	15,387	<b>(1,801)</b>
<b>TOTAL</b>	<b>125,536</b>	<b>131,931</b>	<b>+6,395</b>

- 3.2 The projected overspend of **£6.395m** represents approximately **5.09%** of the total net budget of £125.536m.
- 3.3 An overview of the reasons for this variance is outlined in the table overleaf; more detailed analysis is provided in section 4 of the report.

<b>Reason</b>	<b>Communities &amp; Wellbeing £'000</b>	<b>Children Young People &amp; Culture £'000</b>	<b>Resources &amp; Regulation £'000</b>	<b>Non Service Specific £'000</b>	<b>TOTAL £'000</b>
Demand Pressures	3,149	1,427	376	0	<b>4,952</b>
Delayed achievement of cuts options	1,314	1,811	0	0	<b>3,125</b>
Income Shortfall	1,334	0	1,241	0	<b>2,575</b>
Planned use of one-off funding	-2,325	0	0	0	<b>-2,325</b>
Other	-32	154	-253	-1,801	<b>-1,932</b>
<b>TOTAL</b>	<b>3,440</b>	<b>3,392</b>	<b>1,364</b>	<b>-1,801</b>	<b>6,395</b>

- 3.4 Members need to be aware that financial reporting involves an element of judgement, and this particularly applies to the treatment of budget pressures. Often an area of overspending identified at this point in the year will be resolved before the end of the year following appropriate remedial action.
- 3.5 However it is felt appropriate to alert Members to potential problems at this stage so that they can monitor the situation and take ownership of the necessary remedial action and this is the basis on which the report is written.
- 3.6 Due to the extremely difficult financial situation facing the Council in 2016/17 the Senior Leadership Team has therefore agreed and drawn up an action plan with some immediate additional spending controls over & above usual controls.

These include:

1. Recruitment freeze on staff and new agency placements (exceptions to be signed off by SLT);
2. Release of all existing casual / agency staff (exceptions to be signed off by SLT);
3. Cease overtime / additional hours (exceptions to be signed off by SLT);
4. Enter into no new training commitments, and review existing arrangements (exceptions to be signed off by SLT);
5. Re-launch Work Life Balance options around reduced hours / purchase of leave;
6. Cease spend on discretionary budgets; stationery, office equipment etc;
7. Cease spend on IT / Communications (exceptions to be signed off by SLT);
8. Any spend greater than £250 to be signed off by Executive Director;

- 9. Any new contractual commitments greater than £5,000 (lifetime value of contract) to be signed off by SLT;
- 10. Consider "in year" budget options – e.g. previously unidentified efficiencies, review of non-key services.

3.7 These were communicated to staff on 9 August and compliance with these will be monitored throughout the year. It is expected that these actions will not only help to reduce the financial burden facing the Council within the current year but also for the coming years.

3.8 It is estimated that these additional measures will reduce spend pressures by approximately £1.5 million; and this is reflected in the minimum level of balances assessment at section 9.

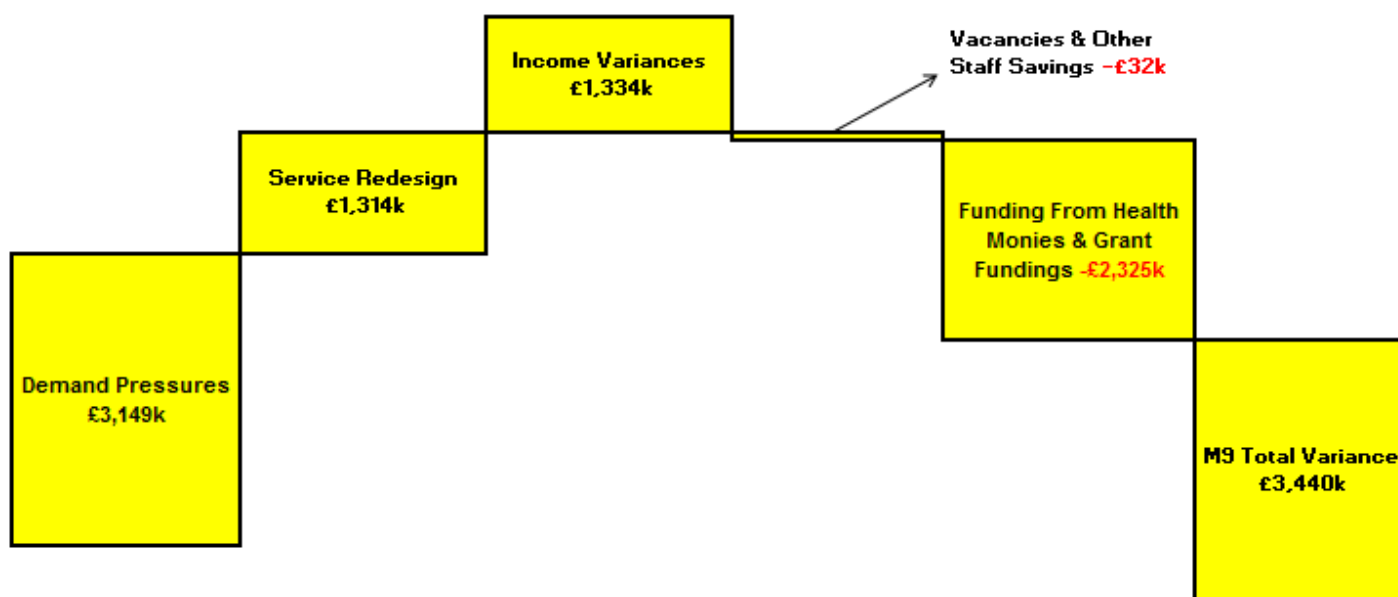
3.9 In addition to these measures, Executive Directors have been tasked with preparing "turnaround" plans as a matter of urgency for their Departments, to ensure that levels of expenditure are controlled and sustainable going forward.

#### 4.0 SERVICE SPECIFIC FINANCIAL MONITORING

##### 4.1 COMMUNITIES AND WELLBEING

4.1.1 The current projected overspend for Communities and Wellbeing is **£3.440m.**

4.1.2 Reasons for major variations are illustrated in the chart overleaf;



4.1.3 Further details by service area are outlined below, along with remedial action being taken.

Theme	Variance £'000	Reason	Action Being Taken
<p><b>Demand Pressures</b></p>	<p>+3,149</p>	<p>Care in the Community budgets particularly around Domiciliary Care, Residential Care and Self Directed Support Budgets - £2,743k.</p> <p>Training - £42k (Reason: Overspend on Premises Cost budget).</p> <p>Severance from Mutual Settlement within Grounds Maintenance - £18k.</p> <p>Budgets still to be identified from back office cuts - £60k.</p> <p>Killelea House Residential Care Home - £132k (Reason - Staffing Cost Pressure).</p> <p>Severance from 2 Mutual Settlements within Street Cleaning - £36k.</p> <p>Severance from Mutual Settlement within Highways Network Services - £18k.</p> <p>Changes in legislation regarding Leaf clearance has resulted in an increased disposal cost of £30 to £128 per tonne - £100k.</p>	<p>A range of preventative strategies continue to be introduced to manage this demand, such as reablement, triage, improved screening, 'signposting', and crisis response as well as a programme of training for front line staff around efficient support package planning. In addition, all existing high &amp; medium cost care packages are kept under regular review.</p> <p>Review budget provision for Bury Adult Learning Centre running costs.</p> <p>Prudent spending is to be exercised.</p> <p>A review of former EX DCN back office budgets is being undertaken.</p> <p>This service is under review.</p> <p>Prudent spending is to be exercised.</p> <p>A review of vacancies and ad hoc budgets is taking place.</p> <p>In 2015/16 additional costs re. leaf clearance received one-off funding. However for 2016/17 this support is currently not available.</p>
<p><b>Service redesign</b> (Note: A number of Budgets have yet to achieve cuts target against specific schemes, as a consequence this is partly/wholly the reason for the</p>	<p>+1,314</p>	<p>All service costs are being examined - £300k.</p> <p>Beverage and Cafe Service - £70k.</p> <p>Operations - £944k (Reason: cuts not identified).</p>	<p>All service costs are being examined.</p> <p>The Beverage service is being reviewed in line with the Civic review.</p> <p>An action plan is being developed to ensure the cuts target is achieved.</p>



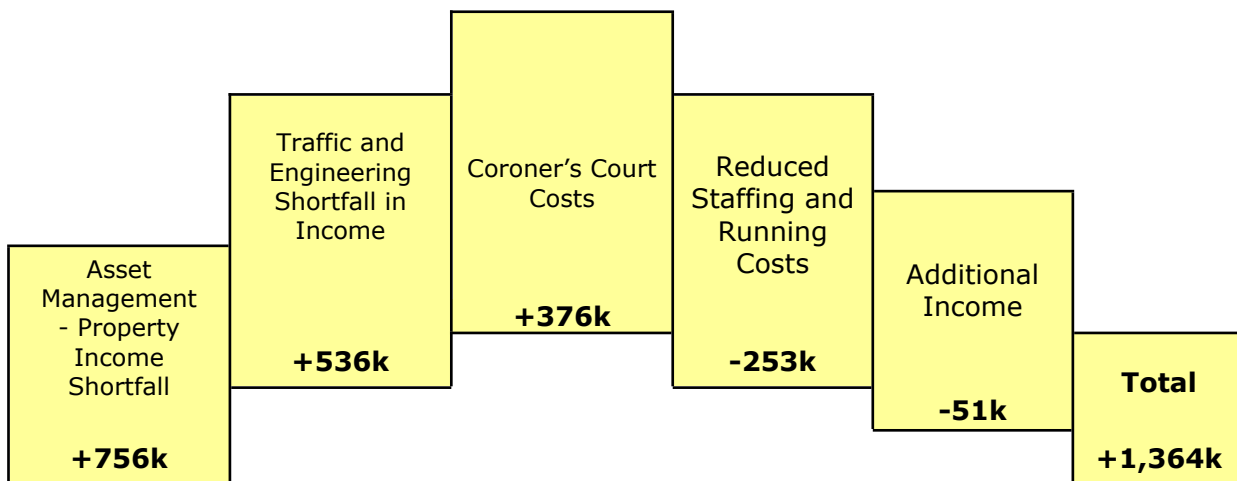
Theme	Variance £'000	Reason	Action Being Taken
overspends)			
<b>Income variances</b>	+1,334	<p>ACS Senior Management - £943k (Reason: Income budgets to be realigned due to the creation of Persona).</p> <p>Civics is experiencing difficulties in achieving income targets - £100k.</p> <p>Accommodation Team - (-£90k) Reason: One Off income.</p> <p>Bury Employment, Support &amp; Training - (-£69k).</p> <p>Leisure Services is experiencing difficulties in achieving income targets - £360k.</p> <p>Trade Waste is experiencing difficulties in achieving income target - £90k.</p>	<p>Community care client income budgets are being reconfigured in light of the creation of Persona.</p> <p>Service to be rationalised including a restructure of the management team (including budget provision for a marketing post) and the amalgamation of some budgets.</p> <p>One Off income regarding project for accommodating asylum seekers.</p> <p>The expectation is that further income can be generated from increased activity.</p> <p>A Growth and Investment plan is in place, which has identified various plans / objectives e.g. more commercially focused website, new classes / equipment / new sports technology, and up skilling staff.</p> <p>A deficit action plan has been put in place.</p>
<b>Vacancies and Other Staff Cost Savings</b>	-32	<p>Older People Fieldwork Team - (-£10k) Reason: Maternity Leave not Backfilled.</p> <p>Quality Assurance - (-£8k) Reason: Gap in Recruitment.</p> <p>Assessment &amp; Care Management Team - (-£14k) Reason: Gap in Recruitment.</p>	Forecast underspends will be used to offset pressures within other areas of the CWB budget.

Theme	Variance £'000	Reason	Action Being Taken
<b>Funding from Health Monies &amp; Grant Funding</b>	-2,325	Funding to Support the demand pressures of the Care in the Community budgets - (-£2,325k).	The funding to support pressures within the community care budget is derived from a combination of historic underspends from Adult Care specific grants and Health monies.

## 4.2 RESOURCES AND REGULATION

4.2.1 The Resources & Regulation Department is forecasting an overall overspend of **£1.364m.**

4.2.2 Reasons for major variations are illustrated in the chart below;



4.2.3 Reasons for major variations are illustrated in the table overleaf;

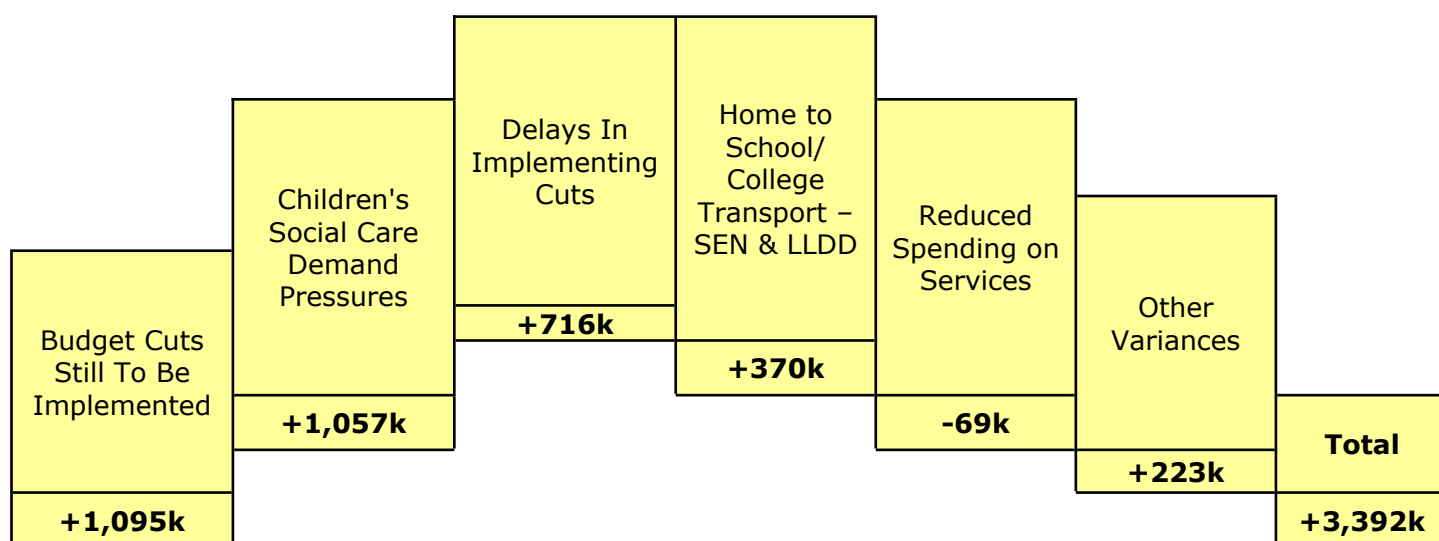
Activity	Variance £'000	Reason	Action Being Taken
Property Services	+756	Shortfall in income due to low level of rents that can be charged in the current economic climate.	<p>The Council has introduced two important strategies which will address the instability in property income.</p> <p>Through implementing the Estates Strategy the Council will identify high risk and underperforming investment assets and these will be disposed of. Initial tranche of properties identified.</p> <p>The Investment Acquisition Strategy will see the Council utilise existing capital currently invested in low return investments and receipts received from disposals. Three properties already acquired – expected to produce £330,000 p.a. in new income.</p>
Traffic & Engineering	+536	Estimated shortfalls in income relating to on- and off-street parking and parking fines (+£245k), Greater Manchester Road Activities Permit Scheme (GMRAPS) (+£92k), coring (+101k), bus lane enforcement (+£98k).	<p>Monitor income levels, and adjust expenditure where possible.</p> <p>GMRAPS scheme to be examined further.</p>

Coroners Court Costs	+376	There are legislative requirements around deaths occurring under Deprivation of Liberty Orders (DoL's) that are driving a significant increase in the volume of cases and thus costs.	Meetings being held between Coroner's Court and staff from Rochdale, Oldham and Bury Councils to assess the issue in more detail, and identify efficiencies in the service.
Reduced Staffing and Running Costs	-253	Vacant posts not filled and tightening of controllable expenditure across the department.  Salaries savings in Finance & Efficiency (£59k) from Internal Audit, Accountancy and Procurement, Customer Support & Collections (£85k), HR (£91k) and Stores (£18k).	To be used to assist in reducing the estimated overspend within the department in 2016/17 and part included within the 2017/18 cuts.
Additional Income	-51	Achieved from new business from the Alarm Monitoring service.	To be used to assist in reducing the estimated overspend within the department.

### 4.3 CHILDREN'S, YOUNG PEOPLE AND CULTURE

4.3.1 The overall Children's, Young People & Culture budget is currently projecting an overspend of **£3.392m**.

4.3.2 Reasons for major variations are illustrated in the chart below;



4.3.3 Further details of the major variations are provided in the table below:

Activity	Variance £'000	Reason	Action Being Taken
Budget Cuts Still to Be Implemented	+1,095		
	Made Up of:		
Catering	+100		<p>2016/17 cuts option - £200,000.</p> <p>A number of schools have decided to make their own arrangements for the provision of school meals in their school, which has reduced the contribution to the service's fixed costs thereby worsening the financial position.</p> <p>In addition, the new CYPAD system is not fully implemented and is struggling to interface with the existing financial management information systems, meaning that the intended efficiencies to pay for the CYPAD system are not yet occurring.</p>
Statutory & Regulatory	+660		<p>At the beginning of 2016, it became apparent that the financial problems within the Dedicated Schools Grant meant that the 2016/17 cuts option "External Funding Optimisation" amounting to £900,000 would not be achieved.</p>
Advice & Assessment	+106		
Social Care services	+100		
Libraries	+109		<p>The shortfall in the required budget cuts was treated as a generic budget saving and distributed amongst the Department.</p>
Emergency Duty Team	+20		<p>Many services have struggled to meet these budget adjustments, which has led to these areas overspending.</p>

Children's Social Care Demand Pressures	+1,057		
	Made Up of:		
Leaving Care	+851	Spending on housing and further education of 19+ students who have now left our care	<p>This budget is forecast to overspend significantly on housing as the service continues to support a number of young people in high cost placements who were previously accommodated within the Children's Agency Budget.</p> <p>In 2015/16, Leaving Care overspent its budget by £387,000.</p>
Safeguarding	+172		<p>The forecast overspend is due to the budget cuts of £37,000 that will be difficult to achieve in the light of the amount of agency staff cover.</p> <p>In 2015/16, Safeguarding overspent its budget by £130,000.</p>
Fostering	+34		<p>Based on current levels of payments to foster carers, special guardianships and family and friends' carers plus adoption allowances paid.</p> <p>In 2015/16, Fostering &amp; Adoption underspent its budget by £267,000.</p>

<p>Delays In Implementing Cuts</p>	<p>+716</p>		
	<p>Made Up Of:</p>		
<p>Children's Agency Placements</p>	<p>+514</p>	<p>Continuing increased demand</p>	<p>In 2015/16 Children's Agency overspent its budget by £207,000.</p> <p>During the consideration of the 2016/17 cuts options in September 2015, it was anticipated that this budget could manage to save £600,000 in the current financial year.</p> <p>Although higher than the budget, current spending levels are lower when compared to those in 2015/16.</p> <p>Greater savings are anticipated when the ASU (see below) becomes fully operational.</p>
<p>Reach Out project (Adolescent Support Unit - ASU)</p>	<p>+202</p>		<p>The Reach Out Project is an Invest-to-Save project setting up an ASU, with the set-up costings based on the centre beginning to operate from October 2016.</p> <p>Consequently savings have not yet been identified within the Children's Agency Placements (see above)</p>

Activity	Variance £'000	Reason	Action Being Taken
Home to School / College Transport	+370 Made Up Of:		
Home to School Transport – SEN	+300	Continuing increased demand	The forecast overspending is in line with previous years' levels. In 2015/16, the overspending was partially offset by underspendings in Bus Escorts, which are not now available in the current financial year.
Home to College Transport – LLDD	+70	Continuing increased demand	The forecast overspending is in line with previous years' levels.
Reduced Spending on Services	-69 Made Up Of:		
Home to School Transport (non-SEND)	-25		Projected underspend based on estimated cost predictions for the year.  In 2015/16, the service underspent its budget by £32,000.
Short Breaks service	-44		Small forecast underspending following £300,000 contribution from the High Needs Block of the DSG. In 2015/16, the service overspent its budget by £109,000 as the contribution from the DSG was not as great as 2016/17. Currently supporting 4 high cost end of life support packages.  Direct Payments is becoming the national direction of travel for key parts of the service - this will in effect reduce the costs per child/family unit of packages of care while improving outcomes and parental choice.



Other Variances	+223		
	Made Up Of:		
Gallery	+149		<p>An income budget of £135,000 was added to this budget in 2013 prior to the transfer to CYP&amp;C. This income budget has not been achieved since its introduction.</p> <p>Repairs to the Gallery due to falling stone at the entrance £10,000. On the 11th July (different part of the entrance to the Gallery), there was another incident of falling masonry; no estimate as yet to the cost of the repair.</p> <p>Dry rot in the Fusiliers' building will cost £4,000.</p>
Statutory & Regulatory	+35		<p>Overspend due to staffing recharges not being supported by a budget and the charge (£7,500) from NW Employers for NW Sector Led Improvement Support.</p>
Other	+39		

#### 4.4 NON-SERVICE SPECIFIC

- 4.4.1 There is a forecast net underspend of **£1.801m**, this relates primarily to the Council's Treasury Management activity (see Section 8.0, page 18 for further details).

#### 5.0 CAPITAL BUDGET

##### 5.1 Capital Programme

- 5.1.1 The revised estimated budget for the Capital Programme 2016/17 at the end of June is shown in the table below:

<b>2016/17</b>	<b>£m</b>
Original Capital Programme	25.192
Approved Slippage from 2015/16	17.015
In year adjustments and contributions	1.975
<b>Revised Capital Allocation at Quarter 1</b>	<b>44.182</b>
Estimated re-profiled projects into 2017/18	(11.848)
<b>Revised working budget for Year at Qtr 1</b>	<b>32.334</b>

5.1.2 The expenditure and funding profile for the Capital Programme together with a detailed breakdown of the Original Approved Programme, the Revised Estimate, Forecast Outturn, Actual Spend up to end of Month 3, and the estimated under/over-spend of the capital programme for 2016/17 is shown in Appendix A.

5.1.3 Members should note that given the complexity and size of some of the larger schemes currently in the Council's Capital Programme the information received from budget holders can vary significantly from one quarterly report to the next and should be read in this context.

5.1.4 At the end of Quarter 1, a total of £11.848m of the 2016/17 budget has been identified for re-profiling into 2017/18. Most of this amount is attributed to Children's Services Projects where the schemes are funded mainly by grants from Department of Education to a total of £9.952m. The remainder is attributable to Highways Traffic schemes namely the A56 Prestwich Village Corridor Improvements with a total of £1.132m, an amount of £0.617m on Empty Property Strategy schemes and £0.156m in respect of Philips Park scheme awaiting a bid to Heritage Lottery Fund.

## **5.2 Expenditure**

5.2.1 The Forecast Outturn as at Month 3 is indicated to be £32.102m and Budget Managers have reported that they expect to spend up to this amount by 31 March 2017.

5.2.2 The actual expenditure after accruals realised by the end of Month 3 totals £2.624m.

5.2.3 The main areas to record expenditure for the first quarter are:

- Property Redevelopment Schemes £1.390m
- Children, Young People and Culture £0.751m
- Highways Schemes £0.140m
- Housing Public Sector £0.195m

## **5.3. Variances**

5.3.1 Appendix A provides details of variances for each scheme based on latest available information received from budget managers and at Month 3 it shows a projected underspend for the Programme of £0.233m. This amount is not material in relation to the size of the programme and it is expected to reduce as schemes progress and details are finalised. The schemes that are forecast to overspend are monitored and analysed by budget managers. Remedial action if required will be taken as soon as the risk is assessed and deemed to negatively affect the programme and its outcomes.

5.3.2 Brief reasons for all variances are provided in Appendix A attached with this report.

## 5.4 Funding

5.4.1 The funding profile included in Appendix A shows the resources available to cover the capital programme during 2016/17.

5.4.2 The principal source of funding for Capital schemes approved for the 2016/17 programme is made of external resources together with resources unspent and carried forward from previous years. The Council and Cabinet have also approved allocations for the year towards the refurbishment of the Met and development of an Adolescent Support Unit that will be supported by £1.5m of Council's own resources.

5.4.3 The position on capital receipts and borrowing as at the end of Month 3 is reported below. The figures in the table show the total funding requirement for the revised estimated capital programme inclusive of potential slippage into 2017/18 and the expected resources to be supported by the Council as at the end of Quarter 1 of the year.

<b>2016/17 Use of Council Resources for Capital Investment</b>	<b>£m</b>
Revised Capital Programme allocation for the year	32.334
Use of external funding and contributions	26.036
<b>Balance of programme relying on Council resources</b>	<b>6.298</b>
Use of Capital receipts and earmarked reserves	3.733
Use of Prudential Borrowing (2016/17 approved schemes)	2.249
Use of Prudential Borrowing (2015/16 schemes brought forward)	0.316
<b>Total Council Resources used to support the Capital Budget for Year</b>	<b>6.298</b>

## 5.5 Capital Programme Monitoring

5.5.1 The programme will be monitored closely during the year by Capital Programme Management Group and Management Accountancy with an aim to deliver schemes on cost and time with minimum slippage into 2017/18.

## 6.0 HOUSING REVENUE ACCOUNT

6.1 The Housing Revenue Account (HRA) relates to the operation of the Council's housing stock and can be viewed as a landlord account. It is required by statute to be accounted for separately within the General Fund and is therefore effectively ring-fenced.

6.2 The latest estimates show a projected surplus (working balance carried forward) of £1.010m at the end of 2016/17. The projected outturn shows a working balance carried forward of £0.989m. See Appendix B.

- 6.3 There are a number of variations that contribute to the projected outturn position however there are no areas where the variance exceeds 10% and £50k.
- 6.4 The main impacts on the HRA year end balance are normally **void levels**, the **level of rent arrears** and the **level of Right to Buy sales**.

### **Voids:**

The rent loss due to voids for April to June was on average 1.98% which is worse than the 1.6% void target level set in the original budget. If this performance continues for the rest of the year there will be a reduction in rental income of £114k over the original budget; the projections of rental income in Appendix B have been calculated on this basis. The level of void loss continues to be affected by the number of decant properties being provided for those tenants affected by the Boxing Day floods however this should now be decreasing so the overall void rate should improve.

Six Town Housing continue to review the voids processes and the various factors affecting demand.

### **Arrears:**

The rent arrears at the end of June totalled £1.214m, an increase of 5% since the end of March. Of this total £0.541m relates to former tenants and £0.673m relates to current tenants.

The Council is required to make a provision for potential bad debts. The contribution for the year is calculated with reference to the type of arrear, the amount outstanding on each individual case and the balance remaining in the provision following write off of debts.

Based on the performance to the end of June, projected for the full year, this provision would require an additional contribution of £0.166m to be made.

The 2016/17 HRA estimates allow for additional contributions to the provision totalling £0.481m, £0.180m for uncollectable debts and £0.301m to reflect the potential impact that welfare benefit changes could have on the level of rent arrears. Therefore there is a potential underspend of £0.315m. The projected outturn has not been amended to reflect this as rent arrears are volatile and the impact of increased numbers of Universal Credit cases coupled with further benefit changes is ongoing.

### **Right to Buy Sales:**

From April 2012 the maximum Right to Buy discount increased from £26,000 to £75,000.

This has resulted in an increase in the number of applications and ultimately sales. There were 41 sales in 2014/15 and this increased to 47 sales in 2015/16.

The forecast for 2016/17 was set at 50, this being an increase of 6 on the level of sales assumed for Bury in the Government's self-financing valuation.

From July 2014 the maximum Right to Buy discount increased to £77,000 and the maximum percentage discount on houses increased from 60% to 70% (in line

with the discounts allowed on flats). The maximum discount now stands at £77,900.

From 26<sup>th</sup> May 2015 the qualifying period for Right to Buy was reduced from 5 years to 3 years.

The number of sales has a direct effect on the resources available to the HRA – the average full year rent loss for each dwelling sold is around £3,800.

There have been 16 sales in the period April to June. This is an increase of 7 over the same period last year with sales continuing to be brisk in the early part of the second quarter. Based on this level of activity it would seem likely that the total number of sales will significantly exceed the forecast. Therefore the forecast has been amended to 84, with the additional 34 forecast sales resulting in a reduction in rental income of around £64k in the current year; the projections of rental income in Appendix B have been calculated on this basis.

- 6.5 Starting from April this year properties becoming empty are re-let at their higher target rents; based on the properties moved to target rents in the first quarter of the year it is estimated that an additional £111k of rental income will be generated in the current year; the projections in Appendix B have been calculated on this basis.
- 6.6 The Welfare Reform and Work Act requires a 1% reduction in social housing rents for 4 years from 2016/17 which has a significant impact on future HRA resources; the impact of this and other changes contained in the Housing and Planning Act are being assessed as information becomes available.

## 7.0 PRUDENTIAL INDICATOR MONITORING

- 7.1 It is a statutory duty for the Council to determine and keep under review the "Affordable Borrowing Limits". The authority's approved Prudential Indicators (affordability limits) for 2016/17 is outlined in the approved Treasury Management Strategy Statement.
- 7.2 The authority continues to monitor the Prudential Indicators on a quarterly basis and Appendix C shows the original estimates for 2016/17 (approved by Council on 24 February 2016) with the revised projections as at 30 June 2016. The variances can be seen in the Appendix together with explanatory notes. The Prudential Indicators were not breached during the first three months of 2016/17.

## 8.0 TREASURY MANAGEMENT

### 8.1 Investments:

- 8.1.1 At the 30th June 2016 the Council's investments totalled £25.6 million and comprised:-

Type of Investment	£ M
Call Investments (Cash equivalents)	13.6
Fixed Investments (Short term investments)	12.0
<b>Total</b>	<b>25.6</b>

8.1.2 All investments were made in line with Capita’s suggested credit worthiness matrices and the approved limits within the Annual Investment Strategy were not breached during the first quarter of 2016/17.

8.1.3 The Council has earned the following return on investments:  
 Quarter 1 0.92%

8.1.4 This figure is higher than Sector’s suggested budgeted investment earnings rate for returns on investments, placed for periods up to three months in 2016/17, of 0.50%.

8.1.5 The referendum on the UK remaining part of the EU took place on 23 June with the UK voting to leave the EU. The medium / long term economic impact of this decision is uncertain at this stage but will be monitored closely.

8.1.6 Since the Brexit referendum, senior finance staff have been in discussion with the Council’s brokers to seek assurances as to the security of the Council’s investments. The Council has adopted a “low risk” strategy, by only investing in UK high street banks, with the focus being “Security” then “Liquidity” and then “Yield”. Brokers advise that security is not a significant risk given this approach, however yield may be affected in the light of reduced interest rates. The brokers are currently reviewing the portfolio to establish whether any further improvements can be made.

**8.2 Borrowing:**

8.2.1 External borrowing of £7 million was undertaken in the quarter to 30th June 2016. 3 loans were taken over 2 years to take advantage of low interest rates. The loans are required to replace 5 loans, which matured in April 2016.

8.2.2 At 30th June 2016 the Council’s debts totalled £191.511 million and comprised:-

	30 June 2016		
	Principal		Avg. Rate
	£000	£000	
<b>Fixed rate funding</b>			
PWLB Bury	131,453		
PWLB Airport	2,555		
Market Bury	57,500	191,508	
<b>Variable rate funding</b>			
PWLB Bury	0		
Market Bury	0	0	
<b>Temporary Loans / Bonds</b>			
	3	3	
<b>Total Debt</b>		<b>191,511</b>	<b>3.95%</b>

8.2.3 The overall strategy for 2016/17 is to finance capital expenditure by running down cash/investment balances and taking shorter term borrowing rather than more expensive longer term loans. With the reduction of cash balances the level of short term investments will fall. Given that investment returns are likely to remain low for the financial year 2016/17, then savings will be made by running down investments and taking shorter term loans rather than more expensive long term borrowing.

8.2.4 It is anticipated that further borrowing will be undertaken during this financial year.

## 9.0 MINIMUM LEVEL OF BALANCES

9.1 The actual position on the General Fund balance is shown in the following table:

	<b>£m</b>
<b>General Fund Balance 31 March 2016 per Accounts</b>	<b>10.063</b>
Less : Minimum balances to be retained in 2016/17	-4.250
Less : Forecast overspend at Month 3	-6.395
Add: Forecast Impact of in-year measures	+1.500
<b>Forecast Available balances at 31 March 2017</b>	<b>+0.918</b>

9.2 Based on the information contained in this report, on the risk assessments that have been made at both corporate and strategic level, on the outturn position for 2015/16 and using information currently to hand on the likely achievement of cuts options, there is no reason at present to take the minimum level of balances above the existing level of £4.250m.

9.3 In light of the above assessment it is recommended that the minimum level of balances be retained at **£4.250m**.

9.4 Members are advised that using available balances to fund ongoing expenditure would be a breach of the Council's Golden Rules. Likewise, Members are advised that the Authority faces significant funding reductions in the future, and balances are likely to be required to fund one-off costs of service transformation.

## 10.0 EQUALITY AND DIVERSITY

10.1 There are no specific equality and diversity implications.

## 11.0 FUTURE ACTIONS

11.1 Budget monitoring reports will continue to be presented to the Strategic Leadership Team on a monthly basis and on a quarterly basis to the Cabinet, Overview & Scrutiny Committee, and Audit Committee.

11.2 Star Chambers have been diarised for Quarters 1, 2 & 3 and a Council wide Q1 meeting has already taken place in August 2016.

**Councillor Jane Lewis, Deputy Leader of the Council and Cabinet Member for Finance and Human Resources**

### List of Background Papers:-

Finance Working Papers, 2016/17 held by the Interim Executive Director of Resources & Regulation.

### Contact Details:-

Steve Kenyon, Interim Executive Director of Resources & Regulation, Tel. 0161 253 6922, E-mail: [S.Kenyon@bury.gov.uk](mailto:S.Kenyon@bury.gov.uk)

This page is intentionally left blank



**Bury MBC: Capital Budget Monitoring Statement**  
**Month 3 - 2016/17**

APPENDIX A

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
		2016/17 Original Approved	Slippage	Adjustments	Revised Estimate Before Reprofile	Reprofiled to Future Years	Revised Estimate After Reprofile Col.4- Col.5	Forecast Outturn 2016/17	2016/17 Month 03 Actual	Month 3 Variance / (Underspend) or Overspend
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Children, Young People & Culture	DFES - Devolved Formula	500	815	34	1,349	(1,186)	163	164	74	1
Children, Young People & Culture	NDS Modernisation	4,887	5,293	1,139	11,319	(8,767)	2,553	2,553	669	-
Children, Young People & Culture	Access Initiative		10		10		10	10		-
Children, Young People & Culture	Targetted Capital Funds		85		85		85	85	2	-
Children, Young People & Culture	Upgrade and remodel Radcliffe Hall	800	96		896		896	896	2	-
Children, Young People & Culture	New Adolescent support unit	500			500		500	500		-
Children, Young People & Culture	Children Centres		18		18		18	18		-
Children, Young People & Culture	Free School Meal Capital Grant		32		32		32	32		-
Children, Young People & Culture	Early Education Fund		248		248		248	248	4	-
Children, Young People & Culture	Protecting Play Fields		30		30		30	30		-
Communities & Wellbeing	Contaminated Land		21		21		21	21		-
Communities & Wellbeing	Air Quality		9		9		9	9		-
Communities & Wellbeing	Heat Network In Bury TC		72		72		72	22		(50)
Communities & Wellbeing	Play Areas		118		118		118	118	90	-
Communities & Wellbeing	Leisure Services		218	529	747		747	747	1	-
Communities & Wellbeing	Learning Disabilities		18	55	73		73	73	73	-
Communities & Wellbeing	Improving Info.Management		32		32		32	32		-
Communities & Wellbeing	Older People	455	332	(18)	770		770	770	2	0
Communities & Wellbeing	Empty Property Strategy	205	643	(205)	643	(617)	26	26	6	-
Communities & Wellbeing	Housing development - Urban Renewal		4		4		4	9		5
Communities & Wellbeing	Disabled Facilities Grant	781	66	187	1,034		1,034	1,034	106	-
Communities & Wellbeing	Waste Management		53		53		53	53	-	0
Resources & Regulation	Traffic Management Schemes		350		350		350	350	(0)	-
Resources & Regulation	Prestwich Town Centre		1,982		1,982	(1,132)	850	850		-
Resources & Regulation	Planned Maintenance	1,233	1,294	108	2,635		2,635	2,635	(139)	-
Resources & Regulation	Bridges	475	287		762		762	762	51	-
Resources & Regulation	Traffic Calming and Improvement	450	283		733		733	733	59	-
Resources & Regulation	Street Lighting LED Invest to Save	1,046	396	(131)	1,311		1,311	1,311	30	-
Resources & Regulation	Development Group Projects		111		111		111	111	5	-
Resources & Regulation	Planning Environmental Projects	214	280		494	(147)	346	346	5	-
Resources & Regulation	Corporate ICT Projects	71	81		152		152	100		(52)
Resources & Regulation	Corporate Property Initiatives		276		276		276	284	203	8
Resources & Regulation	Radcliffe Market Redevelopment		(100)		(100)		(100)	(100)		-
Resources & Regulation	Radcliffe TC Bus Station Relocation		1,000		1,000		1,000	1,000	1,000	-
Resources & Regulation	Former Petrol Filling Station near Murray Road				-		-		1	-
Resources & Regulation	Seedfield				-		-		5	-
Resources & Regulation	12 Tithebarn Street		45		45		45	45		-
Resources & Regulation	The Met Theatre Refurbishment	1,000	(250)		750		750	750	90	-
Resources & Regulation	Concerto Asset Management Software		9		9		9	9	(9)	-
Resources & Regulation	William Kemp Heaton LD Centre Demolition				-		-		43	-
Resources & Regulation	Howarth Close LD Centre Demolition				-		-		59	-
Housing Public Sector	New Energy Development Organisation (NEDO) works			156	156		156	156		-
Housing Public Sector	Fernhill Site			16	16		16	16		-
Housing Public Sector	Play Areas/St Lighting			113	113		113	113		-
Housing Public Sector	Disabled Facilities Adaptations	572	75	(9)	638		638	638	18	-
Housing Public Sector	Major Repairs Allowance Schemes	7,886			7,886		7,886	7,772	176	(114)
Housing Public Sector	Major Repairs Allowance Schemes	4,119	2,683		6,802		6,803	6,773		(30)
<b>Total Bury Council controlled programme</b>		<b>25,192</b>	<b>17,015</b>	<b>1,975</b>	<b>44,182</b>	<b>(11,848)</b>	<b>32,334</b>	<b>32,102</b>	<b>2,624</b>	<b>(233)</b>

**Funding position:**

Capital Receipts	800	627	-	1,427		1,427	1,427
Reserve / Earmarked Capital Receipts	276	2,470	324	3,070	(764)	2,306	2,306
General Fund Revenue	137	3	(137)	3		3	3
Housing Revenue Account	4,119	2,758	313	7,190		7,190	7,190
Capital Grants/Contributions	9,726	9,708	1,475	20,909	(9,952)	10,957	10,869
HRA/MRA Schemes	7,886		-	7,886		7,886	7,742
Supported Borrowing				-			
Unsupported Borrowing	2,248	1,449		3,697	(1,132)	2,565	2,565
	<b>25,192</b>	<b>17,015</b>	<b>1,975</b>	<b>44,182</b>	<b>(11,848)</b>	<b>32,334</b>	<b>32,102</b>

**Key for budget monitoring reports**

**Projected Overspend (or Income Shortfall)**

	a major problem with the budget	more than 10% and above £50,000
	a significant problem with the budget	more than 10% but less than £50,000
	expenditure/income in line with budget	
	a significant projected underspend (or income surplus)	more than 10% but less than £50,000
	a major projected underspend (or income surplus)	more than 10% and above £50,000

This page is intentionally left blank

**HOUSING REVENUE ACCOUNT**

**Appendix B**

April 2016 - June 2016

	2016/17 Original Estimate £	2016/17 Latest Estimate £	2016/17 Projected Outturn £	2016/17 Variation Over/(Under) £
<b>INCOME</b>				
Dwelling rents	29,586,000	29,586,000	29,529,000	57,000
Non-dwelling rents	216,300	216,300	205,205	11,095
Heating charges	66,300	66,300	66,676	(376)
Other charges for services and facilities	921,500	921,500	893,100	28,400
Contributions towards expenditure	53,900	53,900	42,700	11,200
<b>Total Income</b>	<b>30,844,000</b>	<b>30,844,000</b>	<b>30,736,681</b>	<b>107,319</b>
<b>EXPENDITURE</b>				
Repairs and Maintenance	0	0	0	0
General Management	859,900	859,900	820,700	(39,200)
Special Services	792,200	792,200	782,700	(9,500)
Rents, rates, taxes and other charges	103,500	103,500	94,100	(9,400)
Increase in provision for bad debts - uncollectable debts	180,400	180,400	180,800	400
Increase in provision for bad debts - impact of Benefit Reforms	300,700	300,700	301,200	500
Cost of Capital Charge	4,468,000	4,468,000	4,468,000	0
Depreciation/Impairment of fixed assets - council dwellings	7,771,500	7,771,500	7,771,500	0
Depreciation of fixed assets - other assets	42,300	42,300	42,391	91
Debt Management Expenses	40,600	40,600	40,600	0
Contribution to/(from) Business Plan Headroom Reserve	(2,183,100)	(2,183,100)	(2,183,100)	0
<b>Total Expenditure</b>	<b>12,376,000</b>	<b>12,376,000</b>	<b>12,318,891</b>	<b>(57,109)</b>
<b>Net cost of services</b>	<b>(18,468,000)</b>	<b>(18,468,000)</b>	<b>(18,417,790)</b>	<b>50,210</b>
Amortised premia / discounts	(13,300)	(13,300)	(13,300)	0
Interest receivable - on balances	(55,800)	(55,800)	(55,800)	0
Interest receivable - on loans (mortgages)	(700)	(700)	(455)	245
<b>Net operating expenditure</b>	<b>(18,537,800)</b>	<b>(18,537,800)</b>	<b>(18,487,345)</b>	<b>50,455</b>
<b>Appropriations</b>				
Appropriation relevant to Impairment	0	0	0	0
Revenue contributions to capital	5,149,200	5,149,200	5,120,100	(29,100)
<b>(Surplus) / Deficit before ALMO/SHU payments</b>	<b>(13,388,600)</b>	<b>(13,388,600)</b>	<b>(13,367,245)</b>	<b>21,355</b>
<b>Payments to Six Town Housing / Transfers re Strategic Housing Unit excluded from above</b>				
Six Town Housing Management Fee	13,058,600	13,058,600	13,058,600	0
Contribution to SHU Costs	320,000	320,000	320,000	0
<b>Total</b>	<b>13,378,600</b>	<b>13,378,600</b>	<b>13,378,600</b>	<b>0</b>
<b>(Surplus) / Deficit after ALMO/SHU payments</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>11,355</b>	<b>21,355</b>
<b>Working balance brought forward</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>0</b>
<b>Working balance carried forward</b>	<b>(1,010,000)</b>	<b>(1,010,000)</b>	<b>(988,645)</b>	<b>21,355</b>

key for budget monitoring reports	
Projected Overspend (or Income Shortfall) of	
	a major problem with the budget - more than 10% and above 50K
	a significant problem with the budget - more than 10% but less than 50K
	expenditure/income on line with budget
	a significant projected underspend (or income surplus) - more than 10% but under 50K
	a major projected underspend (or income surplus) - more than 10% and above 50K

This page is intentionally left blank

The table below shows the prudential indicators as derived from the Treasury Management Strategy Report for 2016/17 and the Original Budget for 2016/17 as approved at Council in February 2016. The Original Budget for 2016/17 is compared with the Forecast Outturn for 2016/17 as at 30<sup>th</sup> June 2016.

CAPITAL EXPENDITURE	Original Budget	Forecast Outturn at 30 June 2016	Variance	Notes
	2016/17	2016		
	£'000	£'000		
<b>Estimate of Capital Expenditure</b>				
Non-HRA	12,616	16,636	31.86%	1
HRA existing expenditure	12,576	15,466		
<b>TOTAL</b>	<b>25,192</b>	<b>32,102</b>		
<b>Estimate of Capital Financing Requirement (CFR)</b>				
Non-HRA	113,371	117,552	3.69%	2
HRA existing expenditure	40,530	40,531		
HRA reform settlement	78,253	78,253		
	<b>232,154</b>	<b>236,335</b>		3

AFFORDABILITY	Original Budget	Forecast Outturn at 30 June 2016	Variance	Notes
	2016/17	2016		
	£'000	£'000		
Estimate of incremental impact of capital investment decisions				
Increase in council tax (band D, per annum)	-£2.33	-£0.31		4
Increase in housing rent per week	£0.00	£0.00		5
Ratio of Financing Costs to net revenue stream				
Non-HRA	2.99%	3.09%	3.35%	6
HRA	14.44%	14.14%	(2.06%)	6
Net External Borrowing only to support the CFR in Medium Term	<b>£'000</b>	<b>£'000</b>		
Net External borrowing over medium term	174,705	195,682		7
Total CFR over Medium Term	232,154	236,335		7
Net External Borrowing < Total CFR	TRUE	TRUE		

EXTERNAL DEBT	Original Budget	Forecast Outturn at 30 June 2016	Variance	Notes
	2016/17	2016		
	£'000	£'000		
Authorised limit of external debt				
Borrowing	187,900	192,000		
Other long term liabilities	6,700	5,000		
HRA reform settlement	79,300	79,300		
TOTAL	273,900	276,300	0.88%	8
Operational boundary				
Borrowing	152,900	157,000		
Other long term liabilities	6,700	5,000		
HRA reform settlement	79,300	79,300		
TOTAL	238,900	241,300	1.00%	8

TREASURY MANAGEMENT	Original Budget	Forecast Outturn at 30 June 2016	Variance	Notes
	2016/17	2016		
Upper limit for fixed interest rate exposure Net principal re fixed rate borrowing / investments	99%	115%	15.73%	9
Upper limit for variable rate exposure Net principal re variable rate borrowing / investments	-14%	-15%	3.33%	9
Upper limit for total principal sums invested for > 364 days	£10 m	£10 m		10
Maturity structure of fixed rate borrowing at 30 June 2016	Upper/lower limit	Actual		
Under 12 months	40% - 0%	9.54%		
12 months and within 24 months	35% - 0%	1.60%		
24 months and within 5 years	40% - 0%	7.84%		
5 years and within 10 years	50% - 0%	1.80%		
10 years and above	90% - 30%	79.22%		

Notes to the Prudential Indicators:

1. The original budget shows the approved Capital Programme expenditure of £25,192,000. The forecast outturn of £32,102,000 is higher than budget because of slippage from 2015/16.
2. Following the Government announcement to reform the system of financing Council housing, the Authority had to pay the Department for Communities and Local Government £78.253m on the 28<sup>th</sup> March 2012. The Council financed this expenditure by PWLB loans.
3. Capital Financing Requirement relates to all capital expenditure – i.e. it includes relevant capital expenditure incurred in previous years. The Capital financing requirement reflects the authority’s underlying need to borrow.
4. The finance costs related to the increases in capital expenditure impact upon Council tax. The increase in Council Tax reflects the level of borrowing to be taken in 2016/17 to finance current and previous years’ capital expenditure.

5. There is no direct impact of capital expenditure on housing rents as the housing rent is set according to Government formula.
6. The ratios for financing costs to net revenue stream for both General Fund and HRA have remained relatively stable.
7. To ensure that borrowing is only for a capital purpose and therefore show that the authority is being prudent this indicator compares the level of borrowing and capital financing requirement (CFR) over the medium term. The level of borrowing will always be below the CFR.
8. The authorised limit and operational boundary are consistent with the authority's plans for capital expenditure and financing. The authorised limit is the maximum amount that the authority can borrow.
9. The variable and fixed limits together look at the whole portfolio and will therefore together always show 100% exposure. Variable interest rate limit can be positive or negative as investments under 364 days are classed as variable and are credit balances which are offset against debit variable loans. The smaller the balance of investments, the more likely the variable limit will be positive as the variable loan debit balance will be higher than the credit investment balance offset against it.
10. Principal sums invested for periods longer than 364 days have been set at £10 million. The investment balance is estimated to be cash flow driven, however if the opportunity arises that surplus investment balances are available then advantage will be taken of favourable rates.

This page is intentionally left blank



## 4

**MINUTES OF THE MEETING OF THE JOINT GMCA AND AGMA EXECUTIVE, HELD ON FRIDAY 29 JULY 2016 AT BURY TOWN HALL, BURY**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Rishi Shori
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	City Mayor Paul Dennett
STOCKPORT MBC	Councillor Alex Ganotis
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

**IN ATTENDANCE**

GMCA and AGMA Scrutiny Pool	Councillor Colin McLaren
-----------------------------	--------------------------

**OFFICERS IN ATTENDANCE**

Margaret Asquith	Bolton Council
Mike Owen	Bury Council
Geoff Little	Manchester CC
Carolyn Wilkins	Oldham Council
Steve Rumbelow	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC

Helen Jones  
Will Blandamer  
Peter O'Reilly

Ian Hopkins  
Jon Lamonte  
Simon Nokes  
Adam Allen

Liz Treacy  
Richard Paver  
Andrew Lightfoot  
Julie Connor  
Paul Harris  
Ross MacRae

Trafford Council  
Wigan Council  
Chief Fire Officer, GM Fire & Rescue  
Service  
Chief Constable, GM Police  
Chief Executive, TfGM  
New Economy  
Office of the Police & Crime  
Commissioner  
GMCA Monitoring Officer  
GMCA Treasurer  
Deputy Head of the Paid Service  
Head of GMIST  
) Integrated Support Team  
GMCA Media Lead

**56/16 APOLOGIES**

Apologies for absence were received and noted from Howard Bernstein, Theresa Grant, Donna Hall and Mark Hughes.

**57/16 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

There were no announcements or matters of urgent business reported.

**58/16 DECLARATIONS OF INTERESTS**

There were no declarations of interest made.

**59/16 MINUTES**

- a. **Minutes of the AGMA Executive Board Annual Meeting held on 30 June 2016**

**RESOLVED/-**

To approve the minutes of the Annual meeting of the AGMA Executive Board held on 30 June 2016 as a correct record.

- b. **Minutes of the AGMA Executive Board Ordinary Meeting held on 30 June 2016**

**RESOLVED/-**

To approve the minutes of the ordinary meeting of the AGMA Executive Board held on 30 June 2016 as a correct record.

**60/16 ROCHDALE MBC APPOINTMENT TO THE GREATER MANCHESTER REFORM EXECUTIVE MEMBERS GROUP**

Members considered the appointment of Cllr Jacqui Beswick, representing Rochdale MBC, to the to the Greater Manchester Reform Executive Members Group.

**RESOLVED/-**

To approve the appointment of Cllr Jacqui Beswick to the GM Reform Executive Members Group.

**61/16 BURY APPOINTMENT TO THE JOINT GMCA & AGMA SCRUTINY POOL**

Members considered a nomination from Bury Council to be appointed to the Joint GMCA & AGMA Scrutiny Pool for 2016/17.

**RESOLVED/-**

To note the change in representation of the Bury Council appointment to the Joint GMCA & AGMA Scrutiny Pool with Councillor Stella Smith replacing Councillor Jane Black for 2016/17.

**62/16 FORWARD PLAN OF STRATEGIC DECISIONS OF JOINT GMCA & AGMA**

Consideration was given to a report advising Members of those strategic decisions that were to be considered by the Joint GMCA and AGMA Executive over the upcoming four months.

**RESOLVED/-**

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

**63/16 GREATER MANCHESTER JOINT SCRUTINY POOL TASK & FINISH GROUP**

Councillor Sean Anstee, Portfolio Lead for Employment, Skills and Worklessness introduced a report which set out the findings of the Greater Manchester Scrutiny Pool's Task and Finish Group on education, employment and skills. It was noted that the review was convened by Councillor Colin McLaren (Oldham), who was also in attendance, to provide an overview of the work undertaken and set out the outcomes and recommendations of the Task and Finish Group.

Particular attention was given to public transport costs for students across Greater Manchester and it was noted that further work with regard to this matter was to be undertaken.

**RESOLVED/-**

1. To welcome the report and thank Members of the Scrutiny Pool's Task and Finish Group for this valued piece of work.
2. To agree and support the following recommendations and to note the reporting timetable:-
  - a. The **GM Skills Team** to provide Scrutiny with a note which:-
    - outlines GM's work on improving information advice and guidance (IAG) provision and specifies how many of GM's young people have access to gold standard 'Inspiring IAG'; and,
    - reviews the effectiveness of the way GM currently communicates its skills offer, particularly about apprenticeships.

September 2016
  - b. That the **GM Skills and Employment Partnership, GM Skills Team and GM Community and Voluntary Organisation (GMCVO)** ensure that support for schools, colleges, training providers and community and voluntary sector (CVS) organisations delivering employability skills is scaled up to match the challenge GM faces in delivering its employment aspirations.
 

October 2016
  - c. **GM Skills and Employment Partnership and district skills leads** to identify projects from across the conurbation that have a proven track record of successfully delivering employability skills. These projects should be promoted and celebrated, and, if appropriate, rollout their approach more widely.
 

October 2016
  - d. That GM's skills commissioners (the **Skills Funding Agency** and **New Economy**) to explain, and if necessary improve how their commissioning processes to support and reward the flexibility and responsiveness of smaller providers.
 

September 2016
  - e. That the **GM Skills Team, Public Services Reform Team** in partnership with **district skills leads** provide a report assessing the feasibility of providing a small GM-wide investment fund to support young people being assisted into education or training by small community and voluntary sector organisations. For example travel and training costs, and appropriate work clothing.
 

September 2016
  - f. That the **Greater Manchester Combined Authority** monitors the work of the **North West Construction**

October 2016

**Hub** and the **AGMA Procurement Hub** through an annual report to:-

- ensure that the social value of contracts let via these routes is maximised in line with the GMCA Social Value Policy adopted in November 2014.
- that **district skills leads** support those delivering contracts to help them fulfill their contract's social value commitments.

- |    |   |                   |
|----|---|-------------------|
| g. | Officers in the <b>North West Construction Hub</b> and the <b>AGMA Procurement Hub</b> build on the work already done with <b>procurement officers in districts</b> to develop common definitions of the way that postcodes are used to monitor social value outcomes in cases where GM districts can use their influence to determine the social value elements of contracts. This will help to ensure that the employment and other social value impacts deliver maximum benefit to GM residents. | October<br>2016   |
| h. | <b>GM Skills Team</b> ensures that the <b>NW Construction Hub</b> and the <b>AGMA Procurement Hub</b> have at least one link person per district who can support companies to deliver of social value and corporate social responsibility targets through providing linkages to training, school engagement and the local communities within districts.   | September<br>2016 |
| i. | <b>Transport for Greater Manchester</b> continue to negotiate with <b>bus operators</b> to deliver an easy to understand fare offer, particularly for apprentices. This is an interim measure before GM acquires the potential, through legislative changes arising from the forthcoming Buses Bill, to secure greater influence over bus services.   | December<br>2016  |
| j. | <b>Transport for Greater Manchester</b> continues work with the <b>GM Skills Team</b> to ensure that accurate journey planning information is easily available, understandable, and meets the needs of students. This is particularly important for multimodal and multi operator journeys.   | September<br>2016 |
| k. | That the <b>GM Skills Team</b> should consider supporting apprentices with travel costs to promote and sustain individuals' learning, as participation in learning is something GM wants to encourage.  | September<br>2016 |
| l. | The <b>GM Skills Team</b> ensure that the recommendations of GM's Area Based Review of post-16 education consider travel to learn patterns, and how existing travel support for young people can be better  | September<br>2016 |

optimised in the light of any proposals to reconfigure GM's post-16 provision.

**64/16 GREATER MANCHESTER STRATEGY ANNUAL REPORT**

Tony Lloyd, GM Interim Mayor introduced a report providing Leaders with the draft Greater Manchester Strategy (GMS) Annual Performance Report for their consideration, inviting any views or recommendations prior to a final version being approved by Tony Lloyd, GM Interim Mayor.

**RESOLVED/-**

To note the report and agree to grant authority to the Head of the Paid Service, GMCA, in consultation with Tony Lloyd, GM Interim Mayor, to agree the final published version of the Greater Manchester Strategy Annual Performance Report.

**65/16 COMMUNITY RESILIENCE - PROPOSAL IN RESPECT OF GREATER MANCHESTER GOVERNANCE ARRANGEMENTS**

Tony Lloyd, GM Interim Mayor and Police & Crime Commissioner and Councillor Rishi Shori, Portfolio Lead for Police & Crime presented a report updating Members in respect of the statutory requirements outlined in the Prevent Duty, highlight current issues facing Greater Manchester and outlining the proposed governance arrangements to strengthen Greater Manchester oversight.

Members noted that the report also outlined opportunities in relation to building community resilience and draws parallels with the Greater Manchester complex safeguarding work, which forms part of the Review of Services for Children.

**RESOLVED/-**

1. To agree to adopt the proposals in respect of strengthened Greater Manchester governance arrangements in relation to the Building Resilient Communities agenda.
2. To adopt the Greater Manchester principles in relation to both partnership working and community engagement, as set out in the report.

**66/16 100% BUSINESS RATES RETENTION PILOT**

Councillor Kieran Quinn, Portfolio Lead for Investment and Finance, introduced a report providing Members with an update on the previous decision by Greater Manchester Councils, through AGMA, in relation to Business Rates and outlined current work in relation to the 100% Business Rates Retention Pilot.

A Member welcomed the pilot and commented that the benefits of the pilot were supported as long as it was not to the financial detriment of any individual local authority.

**RESOLVED/-**

- 1 To note the outcome of the operation of the Greater Manchester/Cheshire East Business Rates Pool in 2015/16.
- 2 To agree that the Greater Manchester net proceeds, after allowing for agreed local authorities' shares, be transferred from AGMA reserves to the GMCA and the use of these proceeds be subject to a further report.
- 3 To note the continuation of discussions with the Department for Communities and Local Government (CLG) with regard to the operation of the Business Rates Growth Pilot and the likely scale of proceeds which are expected to arise from the agreed measurement of 'growth' during 2015/16.
- 4 To note the current state of discussions between Greater Manchester and CLG with regard to the 100% Business Rates Retention Pilot which will commence in April 2017.
- 5 To note that CLG have issued a consultation paper with regard to 100% Retention and that Greater Manchester Treasurers will be working to prepare a response in consultation with the Portfolio Lead for Investment and Finance.
- 6 To request a further report on the 100% pilot once the framework is agreed with CLG; to include how the 'no detriment' position will be calculated and applied across Greater Manchester.

**67/16 AGMA REVENUE UPDATE 2016/17**

Councillor Kieran Quinn, Portfolio Lead for Investment and Finance, introduced a report informing members of the 2016/17 forecast revenue outturn position as at end June 2016.

**RESOLVED/-**

1. To note the report and the current revenue outturn forecast for 2016/17 which is projecting a minor underspend of £29,000 against budget.
2. To approve the revisions to the revenue budget plan 2016/17 as identified in the report and described in paragraphs 1.2-1.5 of the report, including transfers from reserves as detailed in section 2.

**68/16            GREATER    MANCHESTER    METROPOLITAN    DEBT  
ADMINISTRATION    FUND    TREASURY    MANAGEMENT  
ACTIVITY AND FINAL ACCOUNTS 2015/16**

Councillor Kieran Quinn, Portfolio Lead for Investment and Finance, presented a report providing a summary of the Fund's Treasury Management Activities and presents the Final Accounts for the Financial Year 2015/16.

The meeting is asked to receive the report and approve the Final Accounts.

**RESOLVED/-**

To receive the 2015/16 activity report and to approve the final accounts.



**MINUTES OF THE MEETING OF THE GREATER MANCHESTER  
COMBINED AUTHORITY, HELD ON FRIDAY 29 JULY 2016 AT  
BURY TOWN HALL, BURY**

GM INTERIM MAYOR	Tony Lloyd (in the Chair)
BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Rishi Shori
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jean Stretton
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	City Mayor Paul Dennett
STOCKPORT MBC	Councillor Alex Ganotis
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
Geoff Little	Manchester CC
Carolyn Wilkins	Oldham Council
Steve Rumbelow	Rochdale MBC
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Steven Pleasant	Tameside MBC
Helen Jones	Trafford Council
Will Blandamer	Wigan Council
Peter O'Reilly	Chief Fire Officer, GM Fire & Rescue Service
Ian Hopkins	Chief Constable, GM Police

Jon Lamonte	Chief Executive, TfGM
Simon Nokes	New Economy
Adam Allen	Office of the Police & Crime Commissioner
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Andrew Lightfoot	Deputy Head of the Paid Service
Julie Connor	Head of GMIST
Paul Harris	GM Integrated Support Team
Ross MacRae	GMCA Media Lead

**124/16 APOLOGIES**

Apologies for absence were received from Howard Bernstein, Theresa Grant, Donna Hall and Mark Hughes.

**125/16 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

There were no announcements or matters of urgent business reported.

**126/16 DECLARATIONS OF INTEREST**

There were no declarations of interest made.

**127/16 MINUTES**

**a. Minutes of the GMCA Annual Meeting held on 30 June 2016**

**RESOLVED/-**

To agree the minutes of the Annual meeting of the GMCA held on 30 June 2016 as a correct record.

**b. Minutes of the GMCA Ordinary Meeting held on 30 June 2016**

**RESOLVED/-**

To agree the minutes of the Ordinary meeting held on 30 June 2016 as a correct record.

**128/16 ESTABLISHMENT OF A GMCA RESOURCES SUB-COMMITTEE**

Members considered appointments to the GMCA Resources Sub – Committee.

**RESOLVED/-**

To agree that Tony Lloyd, GM Interim Mayor, Cllr Richard Leese, Cllr Sean Anstee, Cllr Peter Smith and Cllr Kieran Quinn be appointed to the GMCA Resources Sub Committee and to request that the Terms of Reference be drafted and reported to the GMCA at its meeting in August.

**129/16 FORWARD PLAN OF STRATEGIC DECISIONS**

Consideration was given to a report which advised Members of those strategic decisions that were to be considered by the GMCA over the upcoming four months.

**RESOLVED/-**

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

**130/16 MINUTES**

**a. Minutes of the Transport for Greater Manchester Committee held on 15 July 2016**

The minutes of the proceedings of TfGMC held on 15 July 2016 were submitted. Members noted that they were to consider TfGMC's decision to approve transport policy priorities for 2016/17 as per the extract below.

The report is appended to the minutes.

**103/16 TfGMC16/30 - 2016-2017 POLICY PRIORITIES**

*Members considered a report highlighting the policy priorities that the Committee would recommend to Greater Manchester Combined Authority to adopt for the forthcoming year. The report also provided a summary on the progress made on achieving priorities over the past year.*

*With regard to the four key aims for Greater Manchester as set out at section 3.2 to the report, a Member suggested that active travel should be promoted alongside other public transport modes.*

**RESOLVED/-**

- 1. To note the transport policy priorities as set out in Section 3 to the report and the request of Members to consider and promote active travel activities to help deliver the priorities.*
- 2. To agree that the transport policy priorities as set out in Section 3 to the report and as appended to these minutes, be submitted for approval to the GMCA on 29 July 2016.*

**RESOLVED/-**

1. To note the minutes of the meeting of TfGMC held on 15 July 2016.

2. To endorse and adopt the TfGMC Policy Priorities for 2016-17 as recommended by TfGMC.

**b. Minutes of the Greater Manchester Local Enterprise Partnership held on 14 July 2016.**

The minutes of the GM Local Enterprise Partnership meeting held on 14 July 2016, were submitted for GMCA Members' information.

**RESOLVED/-**

To note the minutes of the GM Local Enterprise Partnership meeting, held on 14 July 2016.

**131/16 GREATER MANCHESTER RESPONDING TO BREXIT**

Tony Lloyd, GM Interim Mayor and Councillor Richard Leese, provided a report which presented an overview of the work underway to ensure that Greater Manchester is in a position to mitigate the worst impacts of withdrawal.

Members noted that Greater Manchester was determined to continue to drive strong growth in the economy as an internationally important city region. Although there are short term uncertainties, Greater Manchester's ambition to establish the city region as a financially self-sustaining city, sitting at the heart of the Northern Powerhouse, with the size, the assets, the skilled population and political and economic influence to rival any global city remained unchanged. However Greater Manchester must react to the challenges created by the uncertainty and potential economic consequences. To inform that response a comprehensive programme of work will consider the actions required in eight areas:

- Implications for access to European funding;
- Implications for changing rules, regulations and terms of trade;
- Implications for key sectors;
- Implications for property investment;
- Implications for housing and planning;
- Implications for inclusion;
- monitoring economic trends and developments;
- utilising GM's relationships with key Central Government departments.

It was noted that the Greater Manchester Growth Company had established an Advisory Board to work with employers particularly in relation to foreign owned companies.

Brexit would provide an opportunity to seek greater influence on education and skill from Government, in order to develop a skills base for Greater Manchester.

The rise of hate crime and cohesion issues was highlighted. Members noted that the Home Office had developed an action plan and that this plan would be adapted to meet Greater Manchester's needs.

A Member commented that any discussions with Westminster and Brussels should include the redistribution of powers to Greater Manchester following the repatriation of the UK from the European Union.

## **RESOLVED/-**

1. To note the work programme set out in this report.
2. To request that a substantive analysis be produced for consideration at the August 2016 meeting of the GMCA that identifies both the issues that Greater Manchester will be seeking the Government to address through the Autumn Statement and the matters that Greater Manchester will want to highlight for consideration as the framework for Britain's withdrawal from the European Union is established.

## **132/16 GROWTH DEAL 3 – SUBMISSION TO GOVERNMENT**

Tony Lloyd, GM Interim Mayor provided a verbal report in relation to Growth Deal 3. Members noted that the closing date for submissions to the third round of the Government's growth deal process was 28 July and that the development of Greater Manchester's submission to that process has been overseen by Greater Manchester leaders and developed in consultation with Greater Manchester's business and investor community.

Members also noted that the proposals build on the Greater Manchester Strategy and the Growth and Reform Plan and focuses on securing investment to drive the growth of the conurbation, however, in light of the decision to withdraw from the European Union, proposals have also been designed to ensure that Greater Manchester was able to maintain momentum during the period of change and uncertainty that Brexit will bring. Given the competitive nature of the Growth Deal process and the commercial sensitivity of some of the proposals, the full submission remained confidential at this stage, but negotiations will take place with Government over the summer, with an expectation of an announcement regarding the Local Growth Fund settlement around the time of the Autumn Statement.

## **RESOLVED/-**

1. To receive and note the update.
2. To note Greater Manchester's submission to the third round of the Government's Growth Deal process was made on 28 July, in line with the proposals developed in consultation with Leaders.
3. To note an announcement regarding GM's third Local Growth Fund settlement is due around the time of the Autumn Statement.

**133/16            TRANSPORT FOR THE NORTH**

Councillor Richard Leese, Portfolio Lead for Transport for the North, introduced a report requesting members consider whether there should be a sub-national transport body (STB) in the North and whether it wishes to become a constituent authority of Transport for the North (TfN).

**RESOLVED/-**

1. To approve the proposal for there to be a sub-national transport body (STB) in the North to be called Transport for the North (TfN), and to agree that GMCA should be a constituent authority of TfN.
2. To approve, in principle, the draft proposal for TfN as set out in Appendix 1 to the report.
3. To authorise the Head of Paid Service and the Chief Executive of TfGM, in consultation with the Greater Manchester Interim Mayor and Vice-Chair with responsibility for TfN, to progress the matter with other proposed constituent authorities, including the submission of the proposal to the Secretary of State.
4. To note that before any regulations will be laid before Parliament, the making of such regulations will require the further approval of each of constituent authorities.

**134/16            TRANSPORT DEVOLUTION COSTS AND FUNDING**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, introduced a report setting out the forecast costs and the proposed funding associated with the transport related Devolution activities in 2016/17.

**RESOLVED/-**

To note the report and to approve the drawdown of funding required to progress the transport related Devolution activities in 2016/17, from a combination of GMCA and TfGM General Reserves.

**135/16            AIR QUALITY CONSULTATION OUTCOME**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, presented a report which provided an update on the outcomes from the formal public consultation on the Greater Manchester Low Emissions Strategy and Air Quality Action Plan, and to seek approval for the final documents to be adopted and for delivery to commence.

**RESOLVED/-**

1. To note the outcomes from the public consultation.

2. To review and approve the final versions of the Low Emissions Strategy and Air Quality Action Plan for adoption.
3. To authorise for delivery of the plan to commence.

**136/16 GREATER MANCHESTER FREIGHT AND LOGISTICS STRATEGY**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, provided a report which presented the draft Greater Manchester Freight and Logistics Strategy and to sought Members endorsement and approval for adoption.

A Member commented that the introduction of this Strategy should not be at the cost of other economic routes in Greater Manchester particularly in relation to road congestion.

**RESOLVED/-**

To agree and approve the draft Greater Manchester Freight and Logistics Strategy as the formal strategy for Greater Manchester.

**137/16 YEAR 3 REVIEW OF GREATER MANCHESTER ROAD ACTIVITY PERMIT SCHEME (GMRAPS)**

Tony Lloyd, GM Interim Mayor and Portfolio Lead for Transport, provided a report which updated GMCA on the third year operation of the Greater Manchester Road Activity Permit Scheme (GMRAPS) and to provide a financial forecast for the fourth year of operation.

**RESOLVED/-**

1. To note and endorse the financial review and forecasts as set out in Section 2 to the report.
2. To endorse the view that, based upon the financial update set out in Section 2 to the report, it is not necessary to amend the scheme during year four of operation.
3. To approve the publication of the year three report, attached at Appendix 1 to the report.

**138/16 THE GREATER MANCHESTER RAISING AGE PARTICPATION (RPA) STRATEGY**

Councillor Sean Anstee, Portfolio Lead for Employment and Skills, provided a report which presented the GM Raising of the Participation Age Strategy (RPA) and sought its full endorsement for implementation from GMCA.

The report highlighted that the purpose of the RPA Strategy was to support the ambitions for growth and reform and support the delivery of the previously agreed Work and Skills priorities. The success of the RPA will require four priorities to work synergistically. These are:

- Reducing NEET and Not Known and increasing participation.
- Improving the quality of careers education 9information advice given.
- A responsive FE curriculum based on the best labour market information.
- Driving up attainment in mathematics and English at level 2 and digital skills.

### **RESOLVED/-**

To note the report and approach set out in the RPA Strategy, and in particular to agree the following:

- Full launch and communication of the RPA Strategy
- Commencement of the implementation plan against a calendared reporting structure to the Skills & Employment Partnership.

### **139/16 GMCA REVENUE UPDATE 2016/17**

Councillor Kieran Quinn, Portfolio Lead for Investment and Finance, provided a report which informed Members of the 2016/17 forecast revenue outturn position as at the end of June 2016.

### **RESOLVED/-**

1. To note the Economic Development and Regeneration revenue outturn position for 2016/17 which shows a projected underspend against budget of £0.023m.
2. To note the contribution from AGMA towards GMCA Reserves shown within the Economic Development and Regeneration budget as detailed in paragraph 2.2 to the report.
3. To note the transport revenue outturn position for 2016/17 which is in line with budget after contributions to earmarked reserves of £0.744m.
4. To approve the carry-forward requests from GMCA of £0.100m for the Low Carbon Investment Team and TfGM general funds of £0.48m to support the first phase of devolution costs as detailed in paragraphs 2.4 and 4.7 to the report.
5. To approve the budget adjustments referred to in paragraphs 2.2-2.13 to the report for Economic Development and Regeneration budgets and paragraphs 3.2-3.4 to the report for Transport budgets.



**140/16 GMCA CAPITAL UPDATE 2016/17**

Councillor Kieran Quinn, Portfolio Lead for Investment and Finance, provided which presented an update in relation to the Greater Manchester Combined Authority 2016/17 capital expenditure programme.

**RESOLVED/-**

1. To approve the revisions to the capital budget as set out in appendix A and detailed within the report.
2. To note the current 2016/17 forecast compared to the revised 2016/17 capital budget.
3. To approve the draw down of £2.4m for the Salford Bolton Network Improvement Project Local which forms part of the Growth Deal to enable the delivery of Bolton Delivery Packages 1 (Raikes Lane) and 7 (Bus Stop Upgrades); and to fund key advanced activities on other Bolton and Salford Packages.

**141/16 GREATER MANCHESTER INVESTMENT FRAMEWORK AND CONDITIONAL APPROVAL**

Councillor Kieran Quinn, Portfolio Lead for Investment and Finance, provided a report which sought the approval of GMCA for investments to Kleeneze Limited, So Purple Group Limited and Optimise Hiring Limited. The loans will be made from recycled monies. This report also provides an update on the Green Energy Advisor, WEMS and FootClicks projects.

The Part B report containing the commercially sensitive elements of the GM Housing Fund Investment Strategy was taken as read with this item.

**RESOLVED/-**

1. To agree that the project funding application by Kleeneze, (loan of £1,200,000), So Purple (loan of £800,000) and Optimise Hiring (investment of £375,000) be given conditional approval.
2. To agree 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 transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans at a) above.
3. To agree the changes to the commercial terms of the Green Energy Advisor and WEMs funding as set out in the confidential part of the agenda.

**142/16            GREATER MANCHESTER HOUSING FUND – INVESTMENT STRATEGY UPDATE**

Councillor Richard Farnell, Portfolio Lead for Planning & Housing, introduced a report which set out an updated Investment Strategy for the GM Housing Fund and the use of HCA receipts available to GM under the City Deal that will guide GM's approach to investment and management of financial risk at both project and portfolio level while supporting GM's housing policy objectives.

The Part B report containing the commercially sensitive elements of the GM Housing Fund Investment Strategy was taken as read with this item.

Members noted that the strategy was a loan instrument and could not be used to develop grant funding. A suggestion was made for the Housing Fund to be re-titled as Loan Fund.

**RESOLVED/-**

To approve the updated Investment Strategy as set out in the report.

**143/16            MEMORANDUM OF UNDERSTANDING BETWEEN GMCA, NHS GREATER MANCHESTER AND SPORT ENGLAND**

Councillor Peter Smith, Portfolio Lead for Health and Well Being, provided GMCA with an update on the emerging strategic partnership between Sport England and Greater Manchester, to be formalised through a Memorandum of Understanding (MoU).

It was noted that Members of GMCA had endorsed the MoU at the earlier GM Health and Social Care Strategic Partnership Board meeting.

**RESOLVED/-**

To note the report and endorse the signing of the MoU between Sport England and Greater Manchester which was undertaken prior to the GMCA meeting.

**144/16            DIGITAL INFRASTRUCTURE INVESTMENT – AN UPDATE ON GET DIGITAL FASTER (GM RURAL BROADBAND)**

Councillor Richard Farnell, Portfolio Lead for Planning & Housing, introduced a report which provided an update on the progress being made on the delivery of the Get Digital Faster programme (formerly known as GM Rural Superfast Broadband) and to highlight the need to encourage the provision and take-up of superfast broadband services in order to support economic growth.

**RESOLVED/-**

To note the progress being made in rolling out superfast broadband speeds and considers how best provision and take-up can be promoted in the future in the context of the emerging GM Spatial Framework.

**145/16 EXCLUSION OF PRESS AND PUBLIC**

Members noted that as the commercially sensitive information was taken as read during the consideration of Greater Manchester Investment Framework and Conditional Approval (Minute 114/16) and Greater Manchester Housing Fund – Investment Strategy Update (Minute 115/16) the recommendation to exclude members of the press and public would not be moved.

**146/16 GREATER MANCHESTER INVESTMENT FRAMEWORK –  
CONDITIONAL APPROVAL**

**CLERK'S NOTE:** This item was considered in support of the Part A Greater Manchester Investment Framework and Conditional Approval (Minute 141/16).

**147/16 GREATER MANCHESTER HOUSING FUND – INVESTMENT  
STRATEGY UPDATE**

**CLERK'S NOTE:** This item was considered in support of the Part A Greater Manchester Housing Fund – Investment Strategy Update (Minute 142/16).



Document is Restricted

This page is intentionally left blank