AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors: R Shori (Leader and Cabinet Member for Business Engagement and Regeneration (Chair)), A Simpson (Deputy Leader and Cabinet Member Health and Wellbeing), S Briggs (Cabinet Member for Children and Families), J Kelly (Cabinet Member Corporate Affairs and Regulatory Services), E O'Brien (Cabinet Member Finance and Housing), A Quinn (Cabinet Member for Environment) and T Tariq (Cabinet Member for Communities)

Dear Member/Colleague

Cabinet

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

Date:	Wednesday, 27 June 2018
Place:	Meeting Rooms A&B, Bury Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 **APOLOGIES FOR ABSENCE**

2 **DECLARATIONS OF INTEREST**

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

3 **PUBLIC QUESTION TIME**

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

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

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

Minutes of the meeting held on 18th April 2018 are attached.

5 **REVENUE AND HRA OUTURN REPORT 2017/18** *(Pages 5 - 26)*

A report from the Cabinet Member for Finance and Housing, Cllr O'Brien is attached.

6 **TREASURY MANAGEMENT OUTURN REPORT 2017/18** *(Pages 27 - 38)*

A report from the Cabinet Member for Finance and Housing, Cllr O'Brien is attached.

7 **CAPITAL OUTURN REPORT 2017/18** *(Pages 39 - 56)*

A report from the Cabinet Member for Finance and Housing, Cllr O'Brien is attached.

8 **THE CHANGING EDUCATIONAL LANDSCAPE** *(Pages 57 - 130)*

A report from Cabinet Member for Children and Families, Councillor Briggs is attached.

9 **THE CONSIDERATION OF OBJECTIONS RECEIVED TO THE PROPOSED DISPOSAL OF PUBLIC OPEN SPACE AT ASHCOMBE DRIVE** *(Pages 131 - 166)*

A report from the Cabinet Member for Finance and Housing, Cllr O'Brien is attached.

10 **MUTUAL INSURANCE ARRANGEMENTS** *(Pages 167 - 170)*

A report from the Cabinet Member for Finance and Housing, Cllr O'Brien is attached.

11 URGENT BUSINESS

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

12 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.

13 GM TOWN CENTRE CHALLENGE *(Pages 171 - 176)*

A report from the Leader of the Council, Councillor Shori, is attached.

14 REVIEW OF SUPPORTING PEOPLE SERVICE AND RECOMMENDATION TO COMMISSION A NEIGHBOURHOOD SUPPORT HOUSING SERVICE *(Pages 177 - 192)*

A report from Councillor Andrea Simpson – Cabinet Member, Health and Wellbeing and Councillor Eamonn O'Brien – Cabinet Member, Finance and Housing is attached.

15 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 193 - 208)*

To consider the minutes of meetings of the AGMA Executive Board and Greater Manchester Combined Authority held on 27th April 2018.

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Minutes of:	**THE CABINET**
Date of Meeting:	18th April 2018
Present:	Councillor R Shori (in the Chair) Councillors K S Briggs, J Kelly, A Simpson and T Tariq
Apologies:	Councillor A Quinn & T Pickstone
Public attendance:	3 members of the public were in attendance.

CA. DECLARATIONS OF INTEREST

There were no declarations of interest

CA. 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 received.

CA. MINUTES

Delegated decision:

That the minutes of the meeting held on 21st February 2018 be approved and signed by the Chair as a correct record.

CA. ANTI-POVERTY STRATEGY

The Cabinet Member for Corporate Affairs and Regulatory Services submitted a report setting out the framework for the refresh of the Council's previous Poverty Strategy. It seeks to tackle inequality through targeted strategies of support to build resilience, empower local people and reduce demand on services. It will be delivered by an accompanying partnership action plan, which consolidates the skills and resources of Council departments, partner organisations and various external agencies to help achieve the Strategies objectives.

Delegated decisions:

Adopt the Bury Partnership Anti-Poverty Strategy 2018 – 2021 and authorise officers and partners to implement the delivery plan and take forward the actions in the Strategy.

Reason for the decision:

The Strategy provides a framework to prevent people from falling into poverty as well as supporting those who are already struggling. Therefore, this Strategy will have an overall positive effect across all equality strands.

Other options considered and rejected:

Do not support the Bury Partnership Anti-Poverty Strategy 2018 - 2021 and related aspects.

CA. BURY LOCAL FLOOD RISK MANAGEMENT STRATEGY

The Leader and Cabinet Member (Economic Growth and Human Resources), submitted the flood risk management strategy. The Strategy creates a framework for managing flood risk and is the means by which the Council, as Lead Local Flood Authority (LLFA), will discharge its duty to co-ordinate flood risk management on a day to day basis.

The Strategy has been produced in consultation with local partners and the designated "Risk Management Authorities" under the Act within the Borough. Although it covers wider causes of flooding, its focus is on flooding from surface water runoff, groundwater and smaller 'ordinary' watercourses.

The adopted Flood Risk Management Strategy will provide a framework to deliver a prioritised programme of works and initiatives to manage flood risk across the Borough.

Delegated decisions:

That members approve the updated Local Flood Risk Management Strategy (LFRMS) for adoption.

Reason for the decision:
To enable the Council, as Lead Local Flood Authority to comply with its statutory duties and responsibilities required under the Flood and Water Management Act 2010.

The strategy has been produced in consultation with local partners and the designated "Risk Management Authorities" under the Act within the Borough. The recommendations would enable the Council as a lead local flood authority to meet its statutory duties.

Other options considered and rejected:
That members seek revisions to the proposed contents of the LFRMS prior to adoption. Members to specify the nature of any revisions to be sought.

CA. 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. MULITPLE BUILD SCHEMES INCLUDING LACIF OVER 250K AND LOCAL AUTHORITY CONDITION IMPROVEMENT FUND SCHEMES (LACIF)

The Cabinet Member for Children and Families submitted a report which provides details of the financial terms the details of multiple projects, each of which involves expenditure exceeding £250,000.

The report details the financial profile of each of the projects identifying the estimated costs to be incurred.

The projects are contained within the Council’s agreed capital programme for 2018/19 and 2019/20 and the proposed funding arrangements are set out in the report.

Delegated decisions:

Cabinet is requested to approve the financial details set out in the report.

Reason for the decision:

This report seeks approval for the capital funding in accordance with the Council’s relevant procedure rules. The subsequent works will then have to be undertaken according to procurement rules and any subsequent changes to capacity addressed via a separate process.

CA. FOR INFORMATION MINUTES OF THE ASSOCAITION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

COUNCILLOR R SHORI
Chair

(Note: The meeting started at 6.00pm and ended at 6.10pm.)

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REPORT FOR DECISION

MEETING:	**CABINET** **OVERVIEW & SCRUTINY COMMITTEE**
DATE:	**27 JUNE 2018** **10 JULY 2018**
SUBJECT:	**REVENUE AND HRA OUTTURN 2017/18**
REPORT FROM:	**CABINET MEMBER FOR FINANCE AND HOUSING**
CONTACT OFFICER:	**STEVE KENYON, INTERIM EXECUTIVE DIRECTOR OF RESOURCES & REGULATION** **ANDREW BALDWIN, HEAD OF FINANCIAL MANAGEMENT**

TYPE OF DECISION:	**CABINET (KEY DECISION)**
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain

SUMMARY:

PURPOSE/SUMMARY:

This report provides Members with details of:

- the revenue outturn figures in respect of the last financial year (2017/2018);
- major variances between the revised estimate and the outturn;
- the level of school balances;
- HRA outturn for the year;
- The minimum level of balances in the light of risk assessments.

The figures in the report are consistent with the figures included within the Statement of Accounts which were approved by the Responsible Finance Officer on 31 May and will be presented to Audit Committee on 17 July, 2018. The figures in this report are presented in a format consistent with the Revenue Budget approved by Council on 22 February 2017.

OPTIONS &

Members are asked to:

RECOMMENDED OPTION	a) Note the final outturn for 2017/18, and explanations for major variances (Appendix A, B and C); b) Endorse the recommendations of the Interim Executive Director of Resources & Regulation for the minimum level of balances in light of the review of the corporate risk assessments and departmental risk assessments (Section 4). **Recommended Option:** It is recommended that; a) The final revenue outturn and HRA outturn for 2017/18 be noted along with explanations for major variances; b) The level of the General Fund balances be noted; c) The minimum level of the General Fund balance calculated at £4.250m for 2018/19 is subject to regular review as part of the budget monitoring process.

IMPLICATIONS:

Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Financial Implications and Risk Considerations (statement by s151 officer):	Revenue expenditure has been incurred in accordance with the agreed Revenue Budget.
Statement by Interim Executive Director of Resources & Regulation:	There are no wider resource implications.
Equality/Diversity implications:	No (see paragraph 8.1, page 9).
Considered by Monitoring Officer:	Yes. 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. The report accords with the Council's Policy and Budget Framework and has been prepared in accordance with all Statutory Guidance and Codes of Practice.
Are there any legal implications?	No
Wards Affected:	All
Scrutiny Interest:	Overview & Scrutiny Committee

TRACKING/PROCESS **DIRECTOR: STEVE KENYON**

Chief Executive/ Strategic Leadership Team	Cabinet	Ward Members	Partners
11/06/18	27/06/18		
Overview & Scrutiny Committee		Committee	Council
10/07/18			

1.0 BACKGROUND

1.1 This report details the major variances between the Revised Estimate and the Outturn in respect of the Council's Revenue and HRA budgets for 2017/18.

1.2 Work on the closure of the 2017/18 Accounts is complete and the Responsible Finance Officer approved the draft Statement of Accounts for 2017/18 on 31 May 2018. The figures in this report are consistent with the Statement of Accounts, though they are presented differently due to different reporting requirements required as part of CIPFA's Accounting Code of Practice.

2.0 REVENUE OUTTURN 2017/18

2.1 As the table shows, there was a total overspend against the Revised Estimate of **£0.844m**.

	£000's
2017/2018 Revised Estimate	135,330
2017/2018 Outturn	136,174
Overspend	**844**

2.2 The revenue outturn and details of the major variations service by service are shown at Appendix A (pages 10 to 18) and are summarised below:

Department	Budget	Outturn	Variance
	£000s	£000s	£000s
Children, Young People & Culture	52,411	55,251	2,840
Communities & Wellbeing	93,370	94,620	1,250
Resources & Regulation	2,938	4,145	1,207
Non Service Specific	(13,389)	(17,842)	(4,453)
TOTAL	**135,330**	**136,174**	**844**

2.3 However, an overview of the reasons for this variance is outlined in the table overleaf below:

Final Outturn Reason	Children Young People & Culture £'000	Communities & Wellbeing £'000	Resources & Regulation £'000	Non Service Specific £'000	TOTAL £'000
Demand Pressures	2,516	6,163	0	608	**9,287**
Delayed Achievement of Cuts Options	777	3,633	250	0	**4,660**
Non-Achievement of Cuts Options	785	0	52	0	**837**
Income Shortfall	0	212	993	0	**1,205**
Planned use of one-off funding	0	(3,872)	0	0	**(3,872)**
Continued Impact of 10 Control Measures	(100)	0	(88)	0	**(188)**
Other	(1,138)	(4,886)	0	(5,061)	**(11,085)**
TOTAL	**2,840**	**1,250**	**1,207**	**(4,453)**	**844**

2.4 All other things being equal, the outturn reported above will leave available General Fund balances standing at **£7.549m** at 31st March 2018 (see par. 4.1).

3.0 SCHOOLS POSITION

3.1 The Dedicated Schools Grant is ring fenced and these externally provided monies can only be spent on schools and associated areas, which are specified by the Department for Education (DfE) in various Statutory Instruments. In accordance with these statutory requirements, the balances of each school are carried forward into the next financial year for the benefit of the relevant school.
N.B. school Governing Bodies are the decision-makers for their delegated budgets, over which the local authority has very little management powers.

3.2 The overall level of school balances and associated spending as at 31st March 2018 is a deficit of £6.310m, which represents an increase of £4.447m from the opening deficit balance of £1.863m. The £6.310m is the difference between the £11.127m deficit on Central Spend (see par. 3.4) less £4.817m surplus relating to schools balances (see table below and par. 3.3).

This is summarised in the table below with details of previous years for comparison where it can be seen that the level of schools' balances was greater than the level of overspending within the Central Spend part of the DSG Control Account.

DSG Central Spend & Control Account							
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	**Totals**
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
DSG Control Account - deficit b/f	105	664	2,719	4,538	6,028	6,978	
DSG in-year summary variation	559	2,055	1,819	1,490	950	4,149	
Totals c/f	**664**	**2,719**	**4,538**	**6,028**	**6,978**	**11,127**	
School Balances	**-6,852**	**-6,662**	**-6,724**	**-6,786**	**-4,955**	**-4,817**	
Main Spending & Budget Variations							
DfE Underfunding - Post 16 Provision	n/a	822	612	673	366	449	**2,922**
SEN/Inclusion (incl in-year Top-ups)	226	518	278	-318	-423	1,213	**1,494**
Special Schools (LA & Independent)	48	328	1,362	1,528	460	990	**4,716**
Sickness Insurance Scheme write-off	n/a	n/a	n/a	n/a	n/a	884	**884**
Supply cover	147	222	n/a	n/a	n/a	n/a	**369**
Termination of Employment	138	100	170	99	29	248	**784**
Early Years	n/a	n/a	-648	-492	-182	-2	**-1,324**
Other central spend inc PPG	n/a	65	45	n/a	700	367	**1,177**
Total Variations	**559**	**2,055**	**1,819**	**1,490**	**950**	**4,149**	**11,022**

N.B. The difference in the Totals c/f (£11.127m) and the Total Variations (£11.022m) is the DSG Control Account deficit b/f of £0.105 million.

3.3 The level of school balances as at 31st March 2018 is a surplus of £4.817m.

The 2016/17 balances included the now transferred balances of all the schools that converted to academy status during the 2017/18 financial year. Subsequently a like-for-like comparison of the local authority's school balances between the 2 years shows that the 2017/18 amount has increased by more than £340,000 when compared to 2016/17.

Of the 72 local authority schools:

- 60% of schools increased the level of their surpluses during 2017/18, i.e. underspent their annual budget allocation, in total by over £800,000.
- One sixth of Bury schools each increased their school's surplus by over £50,000 during 2017/18.
- 5 of these schools each increased their school's surplus by more than £100,000 during 2017/18.

Appendix B shows an analysis of movements on school balances to allow Members to consider the spread of school balances around the Borough.

- 61 out of 72 schools with delegated budgets had surplus balances at the end of the 2017/18 financial year, which is only 3 fewer than at the end of the previous financial year.
- 11 schools are reporting balances, which are deemed "excessive" as defined by the "Scheme for Financing Schools" and as such will be subject to a balance control review by the Executive Director of Children, Young People & Culture, who will take into account the views of the Schools Forum. This is an increase from the 7 schools that had reportable balances in the previous financial year. 5 schools have been above the relevant reportable threshold for 2 successive years, while 2 schools have been above the reportable threshold for 3 successive years.

- There are 11 schools reporting deficit balances compared to 9 schools with deficit balances in 2016/17 financial year and 2 schools in 2015/16. Of the 11 schools in a deficit position, at least 3 will be resolved during 2018/19 as the deficits will be cleared or the schools will no longer be part of the local authority.

- N.B. Any school requiring to set an overall deficit budget (after taking all funding, income and balances into account) can only do so after making a formal request for consideration to a deficit position by the Executive Director of Children, Young People and Culture and will only be allowed with prior approval and a robust recovery plan and acceptable timeframe.

3.4 However, there is a deficit of £11.127m relating to the Central Spend within the Dedicated Schools Grant and the DSG Control Account, which includes deficits brought forward from the previous 5 years.

3.5 N.B. Additional budget allocations to meet increasing demands have been funded by increasing the deficit within the DSG Control Account, which as can be seen in paragraph 3.2 continues to increase to very high and unsustainable levels.

3.6 Last year’s Revenue Out-turn Report highlighted that significant action would be needed to be taken to reduce the amount of deficit.

It is recognised that it is difficult to implement an in-year change as school budgets have already been determined and cannot be changed during the current financial year.

Although there was an intention to “pay-off” the accumulated deficit as at the end of 2016/17 within 3 to 4 years, the current levels of demand pressures continue to escalate and lead to higher levels of unavoidable spending, which inevitably will significantly delay getting the DSG Control Account back into a balanced position.

The High Needs Funding Formula is scheduled to be fully implemented by 2022/23 and the current transitional formula arrangements includes a “funding floor”, which in Bury’s case is a substantial amount of over £4m.

If the “funding floor” wholly disappears in 2022/23 this will have an overwhelming devastating impact on the financial viability of the DSG Control Account unless substantial action to significantly reduce spending in the next 4 years.

3.7 The main variations within the Central Spend and the DSG Control Account are:

- The large increases in Central Spend since 2013/14 are as a consequence of the transfer of responsibilities for post-16 students with Learning Difficulties and Disabilities attending Sixth Form and FE colleges. The level of funding made available by the Education Funding Agency’s predecessor was insufficient to meet the demand pressures of these students.
- Higher numbers of pupils attending other Local Authority and Independent Special Schools coupled with increased fees charged by these schools means that the budget continues to overspend, despite a budget increase to match the previous years’ spending levels.
- Provision for Pupils with SEN includes services that have carried a number of vacancies, some in anticipation of the Service Reviews that have been undertaken in preparation for the savings requirements for 2017/18 to 2019/20.

- There are a number of Education and Health Care plans that occur after the budget has been set at the start of the financial year. These require funding and in some cases "top-up" funding for those pupils with more complex needs.
- The Insurance Scheme ceased to be offered as a traded service to schools at the end of the 2016/17 financial year as it has been in deficit for 5 years. During the 3 month cessation period several schools submitted claims that increased the level of the deficit above the 2016/17 premiums and these are unrecoverable in 2017/18. Consequently the remnant amount has been transferred off the Balance Sheet to the DSG Revenue Account. The recovery plan is to clear the deficit from the additional monies being provided by the National Funding Formula over the next few years.

4.0 GENERAL FUND BALANCES

4.1 The closing position in respect of General Fund balances is as follows:

	£m
General Fund Balance 31 March 2017	**8.393**
Less : 2017/18 Year End Overspend	-0.844
General Fund Balance 31 March 2018	**7.549**
Less : Minimum balances to be retained in 2018/19	-4.250
Available balances at 1 April 2018	**3.299**

4.2 Given potential budget pressures facing the authority in the future it is strongly recommended that the available balances are retained.

5.0 RISK MANAGEMENT

5.1 In determining the minimum level of balances, a key aspect of the assessment made by the Interim Executive Director of Resources and Regulation is the level of risk faced by the authority that may impact on the financial situation.

5.2 For 2018/19 the Council accepted the Interim Executive Director's recommendation that the minimum level of balances should be kept at **£4.250m.**

5.3 It was also indicated that the minimum level of balances would be kept under regular review and this will happen quarterly as part of the budget and risk monitoring process. However it is felt appropriate to also consider the balances position at this stage.

5.4 Departmental strategic risk assessments have also been completed and at this stage there are no issues that are anticipated to impact directly on balances over and above provision that has already been made around systems, demand levels, workforce development and changing structures as a result of the corporate risk assessments. Departments will be setting out risk mitigation measures within their individual Medium Term Financial Strategies.

5.5 A further assessment of minimum balances will be incorporated into the Month 3 Budget Monitoring report that will be presented to Cabinet in September 2018.

5.6 Effective budget monitoring is vital and various risk management techniques have been applied to budget monitoring throughout the year. These include cost bridges and the traffic light process which is used to assess budgets in terms of forecast over and underspending and secondly the identification of 'hot spots' based on risk factors that are inherent in individual budget areas. Reports containing this information were provided on a regular basis to the Strategic Leadership Team, the Overview &

Scrutiny Committee, the Cabinet, Audit Committee and Joint SLT / Cabinet meetings.

5.7 The use of this methodology will continue in 2018/19 and reports will continue to be presented to the Cabinet meetings and those others listed above.

6.0 HOUSING REVENUE ACCOUNT OUTTURN 2017/18

6.1 The Housing Revenue Account (HRA) for 2017/18 is attached at Appendix C. The HRA is a ring-fenced account funded principally through Housing Rents. Any surplus or deficit is required to be carried forward between financial years. Councils cannot budget for a cumulative deficit on the HRA. In 2017/18 a contribution of £2.960m was made to the Business Plan Headroom Reserve; this maintains the working balance at £1.020m; this contribution was £2.314m more than expected.

6.2 There are a number of variations that have contributed to this overall result however the variances only exceed 10% and £50k in the following areas:

- Increase in provision for bad debts – the budget contained two provisions, £0.179m for uncollectable debts and £0.298m to reflect the potential impact that welfare benefit changes could have on the level of rent arrears; the contribution for the year, 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, was £0.174m less than the budget. The reduced requirement has resulted in part from the slower implementation of some welfare benefit changes. The actions of the Welfare Reform Group and close working with partners in implementing the Corporate Debt Policy continue to contribute to the result.

- Depreciation/impairment of fixed assets – impairment charges and significant gains on the revaluation of assets have resulted in a credit figure showing in the accounts, rather than a large debit balance as seen in previous years. However these entries are reversed back out of the HRA (Appropriation relevant to impairment) so have no impact on the 'bottom line' of the account; only the depreciation charges of £7.894m remain.

- Revenue contributions to capital – the contributions required to the costs of major works to the housing stock (and other HRA assets) are significantly lower than the budget due to significant slippage on planned schemes. Subject to Council approval it is anticipated that these resources will be required in 2018/19 to complete the 2017/18 programme, therefore the underspend will only sit in the Business Plan Headroom Reserve on a temporary basis rather than being available for other purposes.

6.3 There are a number of factors that can impact on the HRA year-end balance but the main ones are normally void levels, the level of rent arrears and the levels of Right to Buy sales.

6.4 The rent loss due to voids for 2017/18 was on average 1.26%. The original dwelling rents budget allowed for a void level target of 1.6%. This reduction in void losses equates to an increase in rental income due of £0.101m.

6.5 The total rent arrears at the end of 2017/18 were £1.441m, an increase of 16.7% from the start of the year when arrears totalled £1.235m.

6.6 The original HRA budgets assumed 70 Right to Buy sales during 2017/18. The actual number of sales in 2017/18 was 71.

6.7 A major element of the HRA's costs is the Management Fee paid to the authority's ALMO, Six Town Housing. As the ALMO is a wholly owned Council company it is appropriate for Cabinet to take a view on the company's financial position.

6.8 Six Town Housing's draft accounts for the 2017/18 financial year show that the ALMO made a surplus of £0.304m on a turnover of £19.909m, a rate of 1.5% (for 2016/17 the rate was 1.4%); the surplus for 2017/18 excludes pension adjustments made in line with FRS102 requirements.

6.9 Six Town Housing have developed a Reserves Policy (with input from the Council's section 151 Officer) which determines the minimum level of balances that the company should hold; the minimum level for 2017/18 was assessed to be £1.020m and the draft accounts indicate cash and short term deposits totalling £3.062m at the end of 2017/18. The use of reserves is subject to joint decisions by Six Town Housing and the Council.

7.0 OTHER ISSUES

7.1 The Accounts and Audit Regulations 2015 require that Councils have their Accounts approved by 31 May each year by the Council's Section 151 Officer. The unaudited accounts were approved by the Council's Section 151 Officer on 31 May. They will be presented to Audit Committee members on 17 July 2018 for approval.

7.2 Members are also asked to note that the Accounts for 2017/18 were available for public inspection at the Town Hall for 30 working days effective from 1 July 2018. This matter was advertised in the local press and placed on the Council's website and the Accounts can be viewed by contacting the Interim Executive Director of Resources & Regulation or the Head of Financial Management (details below).

8.0 EQUALITY AND DIVERSITY

8.1 There are no specific equality and diversity implications.

9.0 FUTURE ACTIONS

9.1 Budget monitoring reports for 2018/19 will continue to be presented to the Strategic Leadership Team on a monthly basis and on a quarterly basis to the Cabinet, Joint SLT / Cabinet, Overview and Scrutiny Committee and Audit Committee.

Councillor Eamonn O'Brien
Cabinet Member for Finance and Housing

Background documents:

Revenue Cost Information and Finance Working Papers, 2017/18

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

Mr S. Kenyon, Interim Executive Director of Resources & Regulation, Tel. 0161 253 6922,
E-mail: S.kenyon@bury.gov.uk, or
Mr A. Baldwin, Head of Financial Management, Tel. 0161 253 5034,
E-mail: A.Baldwin@bury.gov.uk

FINAL OUTTURN 2017/18 AND EXPLANATIONS FOR VARIANCES **Appendix A**

	2017/18 Current Budget £000's	2017/18 Outturn £000's	Variance £000's	Reason For Variance	One – Off / Ongoing
Department of Children, Young People and Culture					
Learning – Schools	**0**	**0**	**0**	Any underspend or overspend funded via the DSG are rolled forward into the next financial year.	
Learning – Non Schools	**17,844**	**18,019**	**175**	Quality & Advisory Service (-£0.104m) - underspend due to a staff secondment and delays in the development of the School Improvement Clusters.	Ongoing
				Asset Management (+£0.045m) – charges for security, alarms and community safety for vacant properties that still come under CYP&C.	One-off
				SEN Home to School Transport (+£0.192m) - the level of demand has increased from previous years; the budget is consistently under pressure.	Ongoing
				SEN Home to College Transport (+£0.036m) - again due to increased demand from the number of students attending local colleges.	Ongoing
				Under spends on Non-SEN transport (-£0.021m) – as there was lower than anticipated uptake of bus passes.	One-off
				Other minor underspends (+£0.027m).	One-off
Social Care & Safeguarding	**17,208**	**17,155**	**(52)**	Childcare and Early Years (-£0.375m) – deferred implementation of the proposed structure set to achieve the 2017-18 savings led to the non-filling of vacant posts.	One-off
				Safeguarding Unit (+£0.078m) - agency staff were brought in to cover a vacant post and long term sickness.	One-off
				Initial Response Team (+£0.056m) – increased demand for discretionary payments for children not looked after and interpretation costs, mileage and car parking. The over spend was offset by a saving on the MASH team which has a vacant post.	One-off

				Safeguarding – External Legal Fees (+£0.156m) – the trend nationally has been for increased use of proceedings and Bury Council appears to be following that same trajectory. This has led to the increased use of barristers and experts. Children's Disabilities Team (-£0.257m) –the budget continues to support a number of children with highly complex needs. Savings due to a number of support packages where the full entitlement of care was not utilised plus income has been recouped on direct payments following an audit of the payments. Children's Domestic Violence (-£0.089m) – saving due to delays in developing the service in-house following the cessation of the Barnardo's contract in December 2016. The Reach Out Adolescent Support Unit (-£0.121m) – underspending due to changes in the planned delivery of the service and vacancies. Family Placement (-£0.113m) – Savings on salaries due to a number of staff changes due to the establishment of the RAA. There were also savings on Home from Home Carers and Adoption Support Fees. There is still pressure within Fostering due to an increase in the number of children being fostered. Leaving Care (+£0.604m) - the impact of supporting young people until the age of 21 continues to cause the service to overspend. Other minor underspends (+£0.009m).	Ongoing One-off One-off One-off One-off Ongoing
Other Management Costs	**2,180**	**2,616**	**436**	Strategic Management (+£0.117m) - the overspend is due to the remainder of the 2016-17 budget savings that have yet to be achieved. Teachers Pensions (-£0.106m) - reduced demand on the service. Catering – (+£0.425m) – Reduced numbers of primary school children purchasing meals has led to a net loss of £185,000, plus an increased income target without the corresponding price increase has led to an income shortfall of £120,000. The purchase of the CYPaD system and equipment for schools has added £42,000 to the overspend. There	Ongoing One-off Ongoing

				has also been a reduction in the level of catering activity within the Civic Halls leading to a net reduction in income of almost £95,000.	
Strategy / Commissioning	**1,960**	**1,945**	**(15)**	Savings on Social Care Admin and Assistant Director post were offset by Strategic Support.	One-off
Departmental Wide	**7,772**	**7,772**	**0**	IAS19 pension costs.	
Children's Agency	**3,058**	**5,068**	**2,010**	The service is largely demand led and continues to support a large number of complex and high cost cases. At the end of March there were 77 active placements in residential and IFA placements.	Ongoing
Libraries, Arts & Museums	**2,389**	**2,676**	**287**	Arts, Museum & Tourist Information Service (+£0.110m) - The Museum Development income budget from prior years is still unachievable, and stands at £95,000. Additional pressure is on this budget due to the decision to retain the Tourist Information Centre therefore the saving was not achieved in 2017-18. Libraries (+£0.177m) – Delays in agreeing the plans for the Library Service led to the savings target not being met in 2017. Additional costs for architects fees and caretaking and cleaning added to the overspend.	Ongoing One-off
TOTAL CHILDREN, YOUNG PEOPLE & CULTURE	**52,411**	**55,251**	**2,840**		
Department of Communities & Wellbeing					
Adult Social Care Operations	**5,359**	**5,359**	**0**	The ASC Operations service delivered a balanced budget. However the balanced budget was only achieved through a combination of Better Care Funding, One off Grant funding, use of departmental reserves and offsetting underspends elsewhere within ASC budgets. However there are still unachieved historic savings to be within the service in addition to further savings to be made in 2018/19. Mental Health South (-£0.026m) – underspend on staffing budgets.	Ongoing
Workforce Modernisation	**767**	**794**	**27**	The overspend largely relates to a shortfall in the budget provision for rent at the Bury Adult Learning Centre (BALC). Work is underway to offset this shortfall including a plan to recharge Persona for the use of rooms within BALC.	Ongoing

Housing Related Services	**2,127**	**1,924**	**(203)**	Housing related services underspent due to additional income received from the asylum seekers contract held with SERCO. There was also additional income received from housing benefit as a result in an increase in the property portfolio and additional income was received as a result of sales relating to the affordable housing scheme. There was also a small underspend on salaries relating to vacant post to being filled.	One-off
Finance, Customer Services & Asset Management	**9,022**	**9,022**	**0**	This was a balanced budget .However in addition to the savings target attributed to this service area in 2017/18 previous years unachieved departmental savings were pooled against this service. As a consequence the combined savings targets were met (as a one off) through the use of a call on departmental reserves.	Ongoing
Commissioning & Procurement - Care in the Community	**29,939**	**29,939**	**0**	Care in the Community was a balanced budget. However, if support was not received from the Improved Better Care Fund (IBCF) this budget would have overspent by £2.854m.	Ongoing
Commissioning & Procurement - Other	**15,553**	**15,550**	**(3)**	Mainly a balanced budget due to the combination of the use of the Improved Better Care Fund and offsetting underspends across the Commissioning & Procurement service area. However there are still on-going pressures relating Deprivation of Liberty Safeguarding (DOLS) Assessment costs within the service.	Ongoing
Public Health	**10,989**	**10,989**	**0**	Public Health has a balanced budget. In addition to the 2017/18 Public Health budget allocation (c.£11m) there was a call on Public health reserves of c.£1m.	Ongoing
Neighbourhood and Leisure	**19,614**	**21,043**	**+1,429**	Beverage & Vending (+£0.098m) – Difficulties in meeting budget target due to reduced footfall/sales. Civic Halls (+£0.225m) – Civic Halls continue to face difficulties in achieving income targets, unforeseen/necessary repairs resulted in some overspends on expenditure budgets. Environmental Service (+£0.157m) – Overspend relates to unachieved 2017/2018 savings targets. A strategic review across the public protection, regulation and enforcement across CWB and Resource and Regulations has been signed off by SLT. And a project working group has been set up to review the service areas.	Ongoing Ongoing Ongoing

				Communities (-£0.006m) – Minor variations across the service. Grounds Maintenance / Parks & Countryside (+£0.120m) Less external income than anticipated, and overspends on staff, plant and equipment. Bereavement Services (-£0.005m) - Minor variations across the service. Highways (-£0.009m) Additional income from drop crossings. Sports & leisure (+£0.465m) Savings from previous years not achieved due to longer term growth and investment plan. Medium term recovery plan in place which include building condition surveys. Transport Services (-£0.190m) Additional income, which will be used to offset savings targets within the service in 2018/2019. Waste Services (+£0.613m) A combination of unachieved savings targets from 2016/2017 and 2017/2018. The review of waste management is ongoing. A governance structure is in place including a project team and strategic review group. There is also Continued pressure on the Winter Gritting Budget. Public Conveniences/Street Cleaning (-£0.004m) largely a balanced budget.	One-off One-off One-off One-off One-off One-off Ongoing One-off
TOTAL COMMUNITIES & WELLBEING	**93,370**	**94,620**	**1,250**		
Resources and Regulation Department					
Executive Director of Resources & Regulation					
Finance & Efficiency	3,599	3,723	124	Staffing underspend due to holding of vacancies and maximising funding (-£0.041m). Tightening of running costs expenditure (-£0.069m) Contribution to the bad debt provision (+£0.209m). Unachieved savings (+£0.100m) offset by additional external income (-£0.034m).	Ongoing One-off Ongoing One-off

				Reduced superannuation recharges from Tameside MBC (-£0.084m).	One-off
				Bank charges, credit card charges (+£0.043m).	Ongoing
Human Resources	813	780	(33)	Reduced staffing costs due to restructure (-£0.153m).	One-off
				Overspends on software licences, AGMA subscription, software licences and historic Central Admin Recharge under-recovery of income (+£0.140m).	Ongoing
				Tightening of running costs expenditure and overachieved income (-£0.020m).	One-off
Legal & Democratic Services	1,078	1,096	18	Member Allowances and running costs underspends (-£0.087m).	Ongoing
				Democratic Services staffing underspend (-£0.038m).	One-off
				Unachieved savings targets (+£0.150m), offset by overachieved income (-£0.046m).	Ongoing
				Staffing/locum net overspend within Legal services (+£0.060m).	One-off
				Tightening of controllable expenditure and minor variances (-£0.021m).	One-off
Customer Support & Collections	1,223	1,013	(210)	Council Tax and NNDR summons costs income over-recovery (-£0.183m), over-recovery of Council Tax subsidy administration grant (-£0.014m) and NNDR cost of collection (-£0.003m).	Ongoing
				Net staffing/agency cover underspend (-£0.268m), offset by overspends on software licences and postages (+£0.108m), unachieved income /savings target (+£0.142m) and minor variances (+£0.008m).	One-off
ICT	(10)	(11)	(1)	Net under-recovery of printing service (+£0.049m).	Ongoing
				Under-recovery of telephony income (+£0.044m).	One-off
				Reduced leasing costs (-£0.090m).	One-off
				Over-recovery of external income (-£0.012m) offset by minor variances (+£0.011m).	One-off

Property & Asset Management	(3,069)	(2,137)	932	Shortfall in rent income due to increased voids / (+£0.445m). Shortfall on Millgate / Longfield income due to increased voids and permitted deductions (+£0.308m). Staffing underspend due to holding of vacancies and training freeze (-£0.055m). Unachieved income target combined with additional costs on investment properties (+£0.224m). Various minor variances (+£0.010m).	Ongoing Ongoing One-off Ongoing One-off
Total Executive Director Resources & Regulation	**3,634**	**4,464**	**830**		
Localities					
Engineering Services	(519)	(279)	240	GMRAPS (+£0.034m) under recovered ambitious targets set on outdated data. Coring (+£0.044m) under recovered due to suspension due to pending review minimised by careful management of controllable budgets. Car parking under recovered (+£0.269m). Shortfall in Pay & Display income & contract income off set by underspends on programmed improvements. Bus Lane Enforcement reduced fines (+£0.084m). Underspends on Traffic management projects (-£0.085m). Net underspends on Decriminalised parking fines net underspend (-£0.012m) and council parking permits (-£0.038m). Underspends on Engineering projects (-£0.056m).	Ongoing Ongoing Ongoing Ongoing One-off One-off One-off
Planning & Development Control	408	499	92	Development Management have had overspends on professional fees (+£0.015m) and a shortfall in planning application income (+£0.184m). Underspends within Building Control due to staff vacancies / staff not being in superannuation scheme (-£0.054m), increased recharge income (-£0.055m) offset by a shortfall on building regulations income (+£0.030m).	One-off One-off

				Underspends within Strategic Planning due to worklife balance initiatives and additional income (-£0.035m), minor variations (+£0.007m).	One-off
Trading Standards & Licensing	413	305	(108)	Over recovery of income for Licensing, Alcohol & Entertainment and Gambling, offset by shortfall in income for Miscellaneous licensing. (-£0.029m).	Ongoing
				Underspend for Trading Standards due to additional income from traded work. (-£0.079m).	One-off
Assistant Director of Localities	103	155	52	Unachieved savings target (£+0.050m, various minor overspends (+£0.002m).	On-going
Total Localities	**405**	**680**	**275**		
Environment & Operational Services					
Administrative Buildings	(196)	(89)	107	Overspend due to business rates (+£0.063m) and unachieved savings (+£0.050m).	Ongoing
				Overspend on cleaning contract charges (+£0.021m) and shortfall in rental income (+£0.014m), offset by underspend on utility costs (-£0.031m) and other minor underspends (-£0.010m).	Ongoing
Architectural Services	(557)	(385)	173	Under-recovery of income due to reduced fees/slippage of major schemes (+£0.181m), slightly offset by minor staff savings (-£0.008m).	One-off
Energy Conservation	158	81	(78)	Reduced CRC Allowances.	One-off
Bradley Fold Depot	41	44	3	Overspend due to building and equipment maintenance costs (+£0.003m).	One-off
Supply Chain Services	(99)	(201)	(102)	Higher volume of trading activity bringing additional income (-£0.102m) other minor offsetting variances.	One-off
Emergency Planning / Response	(447)	(449)	(2)	Minor variation.	Ongoing
Total Environment & Operational Services	**(1,101)**	**(999)**	**102**		
TOTAL RESOURCES & REGULATION	**2,938**	**4,145**	**1,207**		
Grants to Voluntary	**680**	**413**	**(267)**	Reduced grants issued – Commissioning Fund (-£0.203m),	One-off

Organisations				Section 48 Grants (-£0.033m), Contingency Fund (-£0.018m), Transport grants (-£0.013m)	
Non Service Specific Items					
Housing	(152)	(152)	0	Net Housing Benefit subsidy (-£0.031m), Reduced Housing Benefit administration grant received (+£0.041m), Reduced Housing Loan account income (+£0.030m), Services for the Wider Community underspend (-£0.040m).	One-off Ongoing Ongoing One-Off
Cost of Borrowing	5,074	4,295	(779)	Increased return on investments (-£0.049m), reduced loan repayments (-£0.374m), & reduced principal repayments (- £0.356m)	One-off
Investments	(3,900)	(4,811)	(911)	Increased dividend receipts.	One-off
Chief Executive	328	376	48	Increased staffing costs (+£0.048m).	One-off
Corporate Management	1,397	1,931	534	Increased subscriptions (+£0.064m), professional fees (+£0.027m), Apprenticeship levy costs (+£0.027m) & staffing costs (+£0.042m) together with increased Coroners Court costs (+£0.374m).	One-off
Provisions	2,503	(172)	(2,675)	Reduced contributions to provisions and reserves (-£2.675m).	One-off
Disaster Expenses	11	27	16	Storm Doris (+£0.017m).	One-off
Townside Fields	0	(64)	(64)	Additional income for provision of Unit 4 system and management costs. (+£0.064m).	One-off
Car Lease salary Sacrifice Scheme	0	(23)	(23)	Additional increase of income from administration of the scheme (+£0.023m).	One-off
Collection Fund Surplus	(1,017)	(1,350)	(333)	Additional income from 2016/17 NNDR Growth Pilot.	One-off
Passenger Transport Levy	7,081	7,081	0	N/A	
Environment Agency	97	97	0	N/A	
TOTAL NON SERVICE SPECIFIC	**(14,069)**	**(18,255)**	**(4,186)**		
Total Revenue Expenditure (exc. Schools)	**135,330**	**136,174**	**844**		

LEVEL AND MOVEMENT OF SCHOOL RESERVES **Appendix B**

Table	2013/14 Number of Schools	2014/15 Number of Schools	2015/16 Number of Schools	2016/17 Number of Schools	2017/18 Number of Schools
Nursery & Primary					
Greater than +9%	7	9	8	6	8
+8% to 9%	3	6	4	2	2
+5% to 8%	26	25	25	17	21
0% to 5%	26	20	22	28	19
Deficits	1	1	1	7	6
Total	63	61	60	60	56
Secondary					
Greater than +6%	4	1	2	1	2
+5% to 6%	1	2	3	-	-
0% to 5%	7	9	7	10	6
Deficits	2	2	1	2	4
Total	14	14	13	13	12
Special & PRU's [4]					
Greater than +9%	-	-	1	-	1
+8% to 9%	1	-	-	-	-
+5% to 8%	1	2	2	1	1
0% to 5%	1	3	2	4	2
Deficits	1	-	-	-	1
Total	4	5	5	5	5
Number above the original "Excessive Surplus" thresholds (Prim/Spec 8% & High 5%)	16	18	18	9	13
Number above the new "Excessive Surplus" thresholds (Prim/Spec 9% & High 6%)	11	10	11	7	11

Number of Schools – Surpluses/Deficits in Monetary Terms

Table	2013/14 Number of Schools	2014/15 Number of Schools	2015/16 Number of Schools	2016/17 Number of Schools	2017/18 Number of Schools
Nursery & Primary					
Deficits					
£0 to £10,000	-	1	1	2	1
£10,000 to £20,000	1	-	-	2	1
£20,000 to £50,000	-	-	1	3	1
Greater than £50,000	-	-	-	-	3
Surpluses					
£0 to £50,000	24	25	19	28	19
£50,000 to £100,000	26	19	27	18	22
£100,000 to £150,000	11	15	10	6	8
£150,000 to £200,000	1[2]	1[2]	3	1	-
Greater than £200,000	-	-	-	-	1
Total	63	61	60	60	56
Secondary					
Deficits					
£0 to £100,000	-	-	-	1	3
£100,000 to £200,000	-	-	1	1	1
£200,000 to £300,000	1	1	-	-	-
Greater than £300,000	1	1	-	-	-
Surpluses					
£0 to £50,000	-	-	1	2	1
£50,000 to £100,000	2	2	3	1	2
£100,000 to £150,000	-	3	-	1	2
£150,000 to £200,000	1	2	3	5	-
£200,000 to £250,000	4	4	-	1	1
£250,000 to £500,000	5	1	5	1	2
Total	14	14	13	13	12
Special & PRU's					
Deficits					
£0 to £25,000	-	-	-	-	1
Surpluses					
£0 to £50,000	2	2	1	3	1
£50,000 to £100,000	-	-	2	1	-
£100,000 to £150,000	-	-	-	-	-
£150,000 to £200,000	1	1	-	-	1
£200,000 to £250,000	-	1	1	-	2
Greater than £250,000	1	1	1	1	-
Total	4	5	5	5	5

HOUSING REVENUE ACCOUNT **APPENDIX C**

	2017/18 REVISED ESTIMATE	2017/18 OUTTURN	VARIATION FROM BUDGET
	£	£	£
INCOME			
Dwelling rents	29,490,400	29,491,460	(1,060)
Non-dwelling rents	198,800	197,951	849
Heating charges	46,600	46,687	(87)
Other charges for services and facilities	945,400	945,798	(398)
Contributions towards expenditure	34,900	43,885	(8,985)
Total Income	**30,716,100**	**30,725,780**	**(9,680)**
EXPENDITURE			
Repairs and Maintenance	6,405,100	6,404,794	(306)
General Management	7,015,300	6,969,988	(45,312)
Special Services	1,145,400	1,134,417	(10,983)
Rents, rates, taxes and other charges	107,300	76,409	(30,891)
Increase in provision for bad debts	477,500	303,752	(173,748)
Cost of Capital Charge	4,463,600	4,435,644	(27,956)
Depreciation/Impairment of fixed assets - council dwellings	7,926,900	(3,000,121)	(10,927,021)
Depreciation of fixed assets - other assets	51,100	63,376	12,276
Debt Management Expenses	40,600	38,047	(2,553)
Contrib. to Business Plan Headroom Reserve	645,900	2,959,722	2,313,822
Total Expenditure	**28,278,700**	**19,386,027**	**(8,892,673)**
Net cost of services	**(2,437,400)**	**(11,339,753)**	**(8,902,353)**
Amortised premia / discounts	(11,400)	(11,382)	18
Interest receivable - on balances	(43,000)	(25,875)	17,125
Interest receivable - on loans (mortgages)	(100)	(310)	(210)
Net operating expenditure	**(2,491,900)**	**(11,377,320)**	**(8,885,420)**
Appropriations			
Appropriation relevant to impairment/revaluation		10,830,348	10,830,348
Revenue contributions to capital	2,481,900	536,972	(1,944,928)
(Surplus) / Deficit	**(10,000)**	**(10,000)**	**(0)**
Working balance brought forward	**(1,010,000)**	**(1,010,000)**	**0**
Working balance carried forward	**(1,020,000)**	**(1,020,000)**	**(0)**

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REPORT FOR DECISION

MEETING:	**CABINET** **OVERVIEW & SCRUTINY COMMITTEE**
DATE:	**27 JUNE 2018** **10 JULY 2018**
SUBJECT:	**TREASURY MANAGEMENT ANNUAL REPORT 2017/18**
REPORT FROM:	**CABINET MEMBER FOR FINANCE AND HOUSING**
CONTACT OFFICER:	**STEVE KENYON, INTERIM EXECUTIVE DIRECTOR OF RESOURCES & REGULATION**

TYPE OF DECISION:	**CABINET (KEY DECISION)**
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain

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SUMMARY:

PURPOSE/SUMMARY:

The Council undertakes Treasury Management Activities in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, which requires that the Council receives an annual strategy report by 31 March for the year ahead and an annual review report of the previous year by 30 September. This report is the review of Treasury Management activities during 2017/18.

OPTIONS & RECOMMENDED OPTION

It is recommended that, in accordance with CIPFA's Code of Practice on Treasury Management, the report be noted.

IMPLICATIONS:

Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Financial Implications and Risk Considerations:	As set out in the report and the comment of the Interim Executive Director of Resources and Regulation below.
Statement by Assistant Director of	This report provides information on the

Resources (Finance and Efficiency):	Council's debt, borrowing, and investment activity for the financial year ending on 31st March 2018 in conformity with the CIPFA Code of Practice for Treasury Management. The successful management of the Council's borrowing and investments is central to the Council's financial strategy, both in the short term and in ensuring a balanced debt profile over the next 25 to 60 years. The overall strategy for 2017/18 was to finance capital expenditure by running down cash/investment balances and using shorter term borrowing rather than more expensive long term loans. The taking out of longer term loans (1 to 10 years) to finance capital spending would only then be considered if required by the Council's underlying cash flow needs. Debt decreased slightly during the year, £194,510 million at 31st March 2018 compared to £195,682 million at 31st March 2017. The average borrowing rate rose slightly from 3.96% to 3.95%. Investments at 31 March 2018 stood at £21,250 million, compared to £18,550 million the previous year, the decrease being due to the use of cash/investment balances to repay maturing debt. The average rate of return on investments was 0.24% in 2017/18 compared to 0.58% in 2016/17.
Equality/Diversity implications:	No - (see paragraph 8.1, page 9)
Considered by Monitoring Officer:	Yes. The presentation of an annual report on Treasury Management by 30th September of the following financial year is a requirement of the Council's Financial Regulations 5.7, as part of the Council's Financial Procedure Rules and Budget and Policy framework, relating to Risk Management and Control of Resources: Treasury Management.
Are there any legal implications?	No
Staffing/ICT/Property:	There are no direct staffing, ICT or property implications arising from this report.
Wards Affected:	All
Scrutiny Interest:	Overview & Scrutiny Committee

TRACKING/PROCESS INTERIM EXECUTIVE DIRECTOR: STEVE KENYON

Chief Executive/ Strategic Leadership Team	Cabinet	Ward Members	Partners
	27/6/18		
Overview & Scrutiny Committee		Committee	Council
10/7/18			

1.0 INTRODUCTION

1.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2017/18. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2017/18 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 22/02/2017)
- a mid-year (minimum) treasury update report (Council 17/01/2018)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

1.2 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

1.3 This Council confirms that it has complied with the requirement under the Code to give scrutiny to all of the above treasury management reports by the Overview & Scrutiny Committee.

2.0 THE ECONOMY AND INTEREST RATES

2.1 During the calendar year of 2017, there was a major shift in expectations in financial markets in terms of how soon Bank Rate would start on a rising trend. After the UK economy showed growth in the second half of 2016, growth in the first half of 2017 was disappointingly weak, being the slowest for the first half of any year since 2012. The main reason for this was the sharp increase in inflation caused by the devaluation of sterling after the EU referendum, feeding increases into the cost of imports into the economy. This caused a reduction in consumer disposable income and spending power as inflation exceeded average wage increases. Consequently, the services sector of the economy, accounting for around 75% of GDP, saw weak growth as consumers responded by cutting back on their expenditure. However, growth did pick up modestly in the second half of 2017. Consequently, market expectations during the autumn, rose significantly that the MPC would be heading in the direction of imminently raising Bank Rate. The minutes of the MPC meeting of 14 September indicated that the MPC was likely to raise Bank Rate very soon. The 2 November MPC quarterly Inflation Report meeting raised Bank Rate from 0.25% to 0.50%.

2.2 The 8 February MPC meeting minutes then revealed another sharp hardening in MPC warnings on a more imminent and faster pace of increases in Bank Rate than had previously been expected. Market expectations for increases in Bank Rate, therefore, shifted considerably during the second half of 2017-18 and resulted in investment rates from 3 – 12 months increasing sharply during the spring quarter.

2.3 PWLB borrowing rates increased correspondingly to the above developments with the shorter term rates increasing more sharply than longer term rates. In addition, UK gilts have moved in a relatively narrow band this year, (within 25 bps for much of the year), compared to US treasuries. During the second half of the year, there was a noticeable trend in treasury yields being on a rising trend with the Fed raising rates by 0.25% in June, December and March, making six increases in all from the floor. The effect of these three increases was greater in shorter terms around 5 year, rather than longer term yields.

2.4 The major UK landmark event of the year was the inconclusive result of the general election on 8 June. However, this had relatively little impact on financial markets.

3.0 THE COUNCIL'S OVERALL TREASURY POSITION AS AT 31 MARCH 2018

3.1 At the beginning and the end of 2017/18 the Council's treasury (excluding borrowing by PFI and finance leases) position was as follows:

	Balance at 31/03/17			Balance at 31/03/18		
	General Fund £'000	HRA £'000	Total £'000	General Fund £'000	HRA £'000	Total £'000
Total Debt	76,898	118,784	195,682	75,726	118,784	194,510
CFR	128,293	118,784	247,077	128,293	118,784	247,077
Over / (under) borrowing	**(51,395)**	**0**	**(51,395)**	**(52,567)**	**0**	**(52,567)**
Total Investments			18,550			21,250
Net Debt			**177,132**			**173,260**

	Balance at 31/03/17		Balance at 31/03/18	
	Average Rate / Return	Average Life of Debt (years)	Average Rate / Return	Average Life of Debt (years)
Debt	3.96%	27	3.96%	26
Investments	0.58%		0.24%	

4.0 THE STRATEGY FOR 2017/18

4.1 The expectation for interest rates within the treasury management strategy for 2017/18 anticipated that Bank Rate would not start rising from 0.25% until quarter 2 2019 and then only increase once more before 31.3.2020. There would also be gradual rises in medium and longer term fixed borrowing rates during 2017/18 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

4.2 In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

4.3 During 2017/18, longer term PWLB rates were volatile but with little overall direction, whereas shorter term PWLB rates were on a rising trend during the second half of the year.

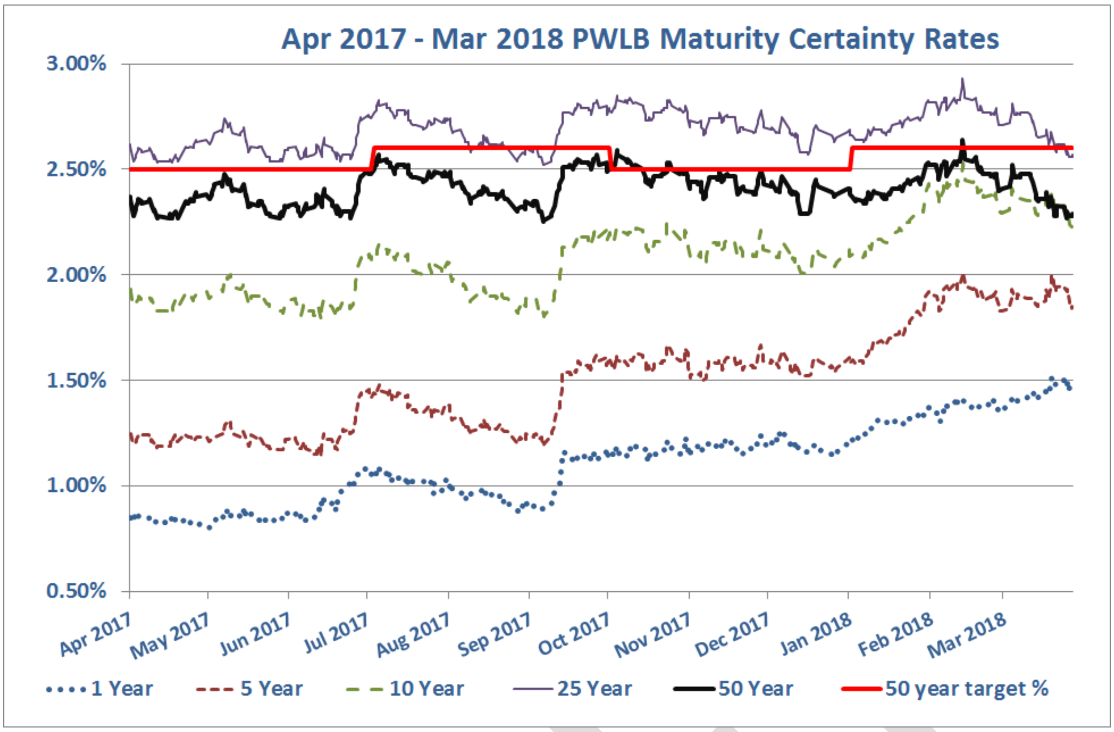
5.0 THE BORROWING REQUIREMENT AND DEBT

5.1 The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).

Capital Financing Requirement	**2016/17 Actual £'000**	**2017/18 Estimate £'000**	**2017/18 Actual £'000**
CFR – non HRA	126,936	123,875	128,293
CFR – HRA existing	40,531	40,531	40,531
Housing Reform Settlement	78,253	78,253	78,253
Total CFR	**245,720**	**242,660**	**247,077**

6.0 BORROWING RATES IN 2017/18

6.1 **PWLB certainty maturity borrowing rates -** the graph below shows how PWLB 25 and 50 year rates have been volatile during the year with little consistent trend. However, shorter rates were on a rising trend during the second half of the year and reached peaks in February / March. During the year, the 50 year PWLB target (certainty) rate for new long term borrowing was 2.5% in quarters 1 and 3 and 2.6% in quarters 2 and 4.



7.0 BORROWING OUTTURN FOR 2017/18

7.1 An analysis of movements at nominal values on loans during the year is shown below:

	Balance at 31/03/17 £000's	Loans raised £000's	Loans repaid £000's	Balance at 31/03/18 £000's
PWLB	131,453	0	0	131,453
Market	62,500	0	(2,000)	60,500
Temporary Loans	0	2,000	0	2,000
Other loans	3	0	0	3
Bury MBC Debt	**193,956**	**2,000**	**(2,000)**	**193,956**
Airport PWLB Debt	1,726	0	(1,172)	554
Total Debt	**195,682**	**2,000**	**(3,172)**	**194,510**

7.2 No new loans were raised during the year.

7.3 No debt rescheduling was undertaking during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

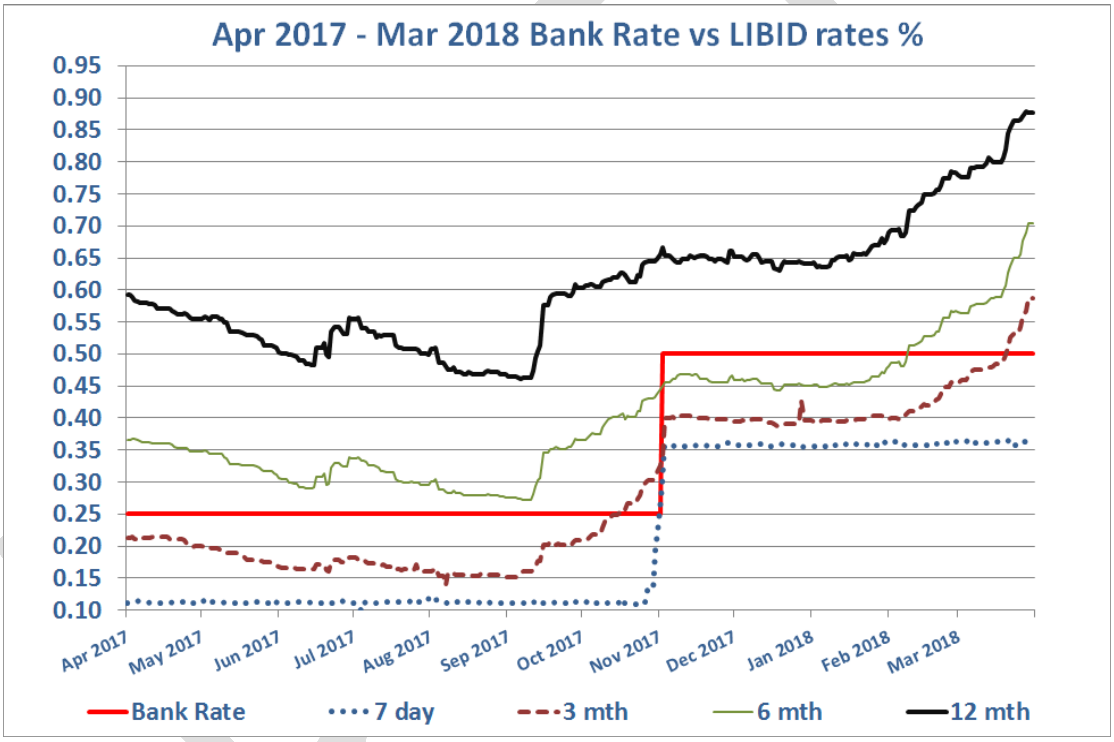
7.4 The active monitoring of the debt portfolio, the full year effect of previous rescheduling of loans, and the taking of new loans at historically low rates, have decreased the average Interest rate on the debt held over time:

Year	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**
Average Interest Rate on Debt	**3.96%**	**3.96%**	**3.95%**	**3.96%**	**3.96%**

7.5 From 2013/14 the average interest rate has stayed constant due to the borrowing of new loans at historically low levels.

8.0 INVESTMENT RATES IN 2017/18

8.1 Investments rates for 3 months and longer have been on a rising trend during the second half of the year in the expectation of Bank Rate increasing from its floor of 0.25%, and reached a peak at the end of March. Bank Rate was duly raised from 0.25% to 0.50% on 2.11.17 and remained at that level for the rest of the year. However, further increases are expected over the next few years. Deposit rates continued into the start of 2017/18 at previous depressed levels due, in part, to a large tranche of cheap financing being made available under the Term Funding Scheme to the banking sector by the Bank of England; this facility ended on 28.2.18.



9.0 INVESTMENT OUTTURN FOR 2017/18

9.1 The Council's investment policy is governed by MHCLG guidance, which was been implemented in the annual investment strategy approved by the Council on 22 February 2017. This policy set out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

9.2 The Council manages its investments in-house (with advice from Capita Asset Services) with the overall objective to balance risk with return and the overriding consideration being given to the security of the available funds.

9.3 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

9.4 The strategy recognised that the Council's funds would be mainly cash-flow driven. The Council would seek to utilise business reserve accounts and short dated deposits in order to benefit from the compounding of interest.

9.5 Detailed below is the result of the investment strategy undertaken by the Council.

	Average Investment	Rate of Return	Benchmark Return *
Internally Managed	£30,445,229	0.24%	0.21%

* the benchmark return is the average 7-day London Interbank Bid (LIBID) uncompounded rate sourced from Capita Asset Services

9.6 Investments at 31 March 2018 stood at £21,250m (£18.550m at 31 March 2017).

	Investment at 31/03/17 £000's	Amount Invested in year £000's	Investments realised in year £000's	Balance at 31/03/18 £000's
Fixed Rate Investments				
Bank of Scotland	3,000	0	(3,000)	0
Plymouth City Council	0	10,000	(10,000)	0
Total - Fixed rate	**0**	**10,000**	**(10,000)**	**0**
Notice Accounts				
Barclays Bank - 32 day Notice account	0	6,000	(3,000)	3,000
Barclays Bank - 95 day Notice account	0	15,750	(10,250)	5,500
Total - Notice accounts	**0**	**21,750**	**(13,250)**	**8,500**
Call Accounts				
Barclays Bank - Flexible Interest Bearing Current Account	15,000	80,180	(94,980)	200
Bank of Scotland - Call Account	550	222,300	(210,300)	12,550
Total Investments	**15,550**	**334,230**	**(328,530)**	**21,250**

9.7 The table below gives details of the fixed rate investments made during the year.

	Rate	Amount £000's	Start Date	End Date
BANK OF SCOTLAND	0.60%	2,000	17/02/2017	17/08/2017
BANK OF SCOTLAND	0.60%	1,000	10/03/2017	11/09/2017
BANK OF SCOTLAND	0.36%	1,000	29/09/2017	28/12/2017
BANK OF SCOTLAND	0.36%	1,000	28/12/2017	29/03/2018
Plymouth City Council	0.35%	10,000	10/11/2017	12/02/2018
Total		**15,000**		

10.0 COMPLIANCE WITH TREASURY LIMITS

10.1 During the financial year the Council operated within the treasury limits and Prudential Indicators set out the Council's Treasury Policy Statement and annual Treasury Management Strategy Statement.

11.0 EQUALITY AND DIVERSITY

11.1 There are no specific equality and diversity implications.

12.0 FUTURE ACTIONS

12.1 Treasury Management Updates and Prudential Indicators for 2018/19 will be presented on a quarterly basis to the Cabinet and the Overview & Scrutiny Committee.

13.0 CONCLUSION

13.1 It is recommended that Members note the treasury management activity that has taken place during the financial year 2017/18.

Councillor Eamon O'Brien
Cabinet Member for Finance and Housing

Background documents:

Unaudited Final Accounts Bury MBC 2017/18
CIPFA Treasury Management Code of Practice in the Public Services
CIPFA The Prudential Code for Capital Finance in Local Authorities
Treasury Management Report 2017-18
Financial markets and economic briefing papers
For further information on the details of this report and copies of the detailed variation sheets, please contact:

Mr S. Kenyon, Interim Executive Director of Resources & Regulation,
Tel. 0161 253 6922, E-mail: S.kenyon@bury.gov.uk,

Appendix 1: Prudential and Treasury Indicators

1. PRUDENTIAL INDICATORS	2016/17 Actual £'000	2017/18 Estimate £'000	2017/18 Actual £'000
Capital Expenditure			
Non - HRA	16,321	27,779	20,100
HRA	16,176	8,772	7,371
TOTAL	32,497	36,551	27,471
Ratio of financing costs to net revenue stream			
Non - HRA	3.10%	3.01%	2.96%
HRA	14.47%	14.47%	14.15%
Gross borrowing requirement			
Alternative financing	1,699	0	1,357
Replacement Borrowing	5,353	3,166	1,172
in year borrowing requirement	3,654	3,166	-185
Gross debt	195,682		194,510
CFR			
Non – HRA	126,936	123,875	128,293
HRA	118,784	118,784	118,784
TOTAL	245,720	242,660	247,077
Annual change in Cap. Financing Requirement			
Non – HRA	3,208		1,357
HRA	0		0
TOTAL	3,208		1,357
Incremental impact of capital investment decisions			
Increase in council tax (band D) per annum	-£5.15	-£1.02	-£3.45
Increase in average housing rent per week	£0	£0	£0

2. TREASURY MANAGEMENT INDICATORS	2016/17	2017/18	2017/18

	Actual £'000	Estimate £'000	Actual £'000
Authorised Limit for external debt -			
borrowing	245,700	242,700	240,100
other long term liabilities	5,000	5,000	5,000
TOTAL	250,700	247,700	245,100
Operational Boundary for external debt -			
borrowing	280,700	277,700	275,100
other long term liabilities	5,000	5,000	5,000
TOTAL	285,700	282,700	280,100
Actual external debt	195,682		194,510
Upper limit for fixed interest rate exposure			
Net principal re fixed rate borrowing / investments	110%	113%	112%
Upper limit for variable rate exposure			
Net principal re variable rate borrowing / investments	-10%	-13%	-12%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£10 m	£10 m	£10 m

Maturity structure of fixed rate borrowing	**Actual 2016/17**	**Actual 2017/18**
under 12 months	2%	10%
12 months and within 24 months	8%	5%
24 months and within 5 years	8%	5%
5 years and within 10 years	2%	0%
10 years and within 15 years	13%	13%
15 years and within 50 years	67%	67%

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REPORT FOR DECISION

Bury COUNCIL

Agenda Item	

MEETING:	**CABINET** **OVERVIEW & SCRUTINY COMMITTEE**
DATE:	**27^{th} June 2018** **4th July 2018**
SUBJECT:	**CAPITAL OUTTURN 2017/18**
REPORT FROM:	**CABINET MEMBER FOR FINANCE AND HOUSING**
CONTACT OFFICER:	**STEVE KENYON, INTERIM EXECUTIVE DIRECTOR OF RESOURCES AND REGULATION**

TYPE OF DECISION:	**CABINET (KEY DECISION)**
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain

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SUMMARY:

PURPOSE/SUMMARY:

This report provides Members with details of:

- The capital outturn figures in respect of the last financial year 2017/18;
- Major variances between the Revised Estimate and the Outturn;
- The financing of the Capital Programme in 2017/18;
- Re-profile of budgets/allocations and slippage of funding into 2018/19;
- Details of the capital receipts realised during the year.

OPTIONS & RECOMMENDED OPTION

Members are asked to:

a) Note the final capital outturn for 2017/2018, and explanations for major variances (Appendix A and report)

b) Note the financing of the Capital Programme in 2017/18 (Paragraph 3.5)

c) Consider and recommend for approval the re-profiled/slippage requests and associated funding into 2018/2019 (Appendix B)

d) Note the level of Capital Receipts realised in year and proposed use of the sites disposed of during the year (Appendix C).

Recommended Option:

To approve the recommendations set out above.

IMPLICATIONS:

Corporate Aims/Policy Framework:	The successful management of capital investment in the Borough supports the delivery of all of the Council's Aims and Objectives.
Financial Implications and Risk Considerations (Statement by s151 Officer):	Capital expenditure has been incurred in accordance with the agreed Capital Programme. This links the expenditure with the objectives of the Council and the Capital Strategy. The Programme has been financed in a way that optimises to the maximum the resources available, including the prudent use of capital receipts.
Statement by Executive Director of Resources:	See statement by s151 officer above. The capital receipts used to fund the Programme were made available through disposal of assets in accordance with the policies specified in the Asset Management Plan.
Equality/Diversity implications:	No (see paragraph 8.1, page 8)
Considered by Monitoring Officer:	Yes. 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. The report accords with the Council's Policy and Budget Framework and has been prepared in accordance with all Statutory Guidance and Codes of Practice.
Are there any legal implications?	Yes
Wards Affected:	All
Scrutiny Interest:	Overview & Scrutiny Committee

TRACKING/PROCESS INTERIM EXECUTIVE DIRECTOR: STEVE KENYON

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Yes	27/6/18		

Overview & Scrutiny Committee		Committee	Council
4/7/18			

1.0 BACKGROUND

1.1 The Capital Programme is an integral part of the Council's financial planning and represents expenditure on schemes or assets where the Council or an approved third party will derive a long term benefit, over more than one year.

1.2 The funding for the Capital Programme comes from a variety of sources that include borrowing, capital grants, external contributions, revenue contributions, reserves and capital receipts. Capital receipts are received through the disposal of the Council's assets and are detailed later in the report. Operating within statutory rules, the financing of the Programme seeks to optimise the funding resources available.

1.3 Since the introduction of the Prudential Code in 2004 the Council is required to finance and account for the capital expenditure on an accruals basis. The significance of this is that all capital expenditure incurred within the financial year is financed at year end, including any outstanding capital creditors and debtors that are accounted for within final figures. These are subsequently reconciled with the actual amounts that are paid out or received in the following financial year.

1.4 Accruals are also shown at the end of the financial year for grant funding to be claimed that support schemes started during the year and are dependant on externally provided funds.

1.5 The indications for supported capital allocations from the government are now made on a two to three year basis with firm indications for amounts allocated for each Authority being supplied for the following year. This means that the certainty of finances for schemes extending over one year is now greater and managers can plan, although risk aware, for longer term schemes. There is still only a limited number of capital grants that can be carried forward to fund schemes that have slipped between financial years.

1.6 The report also provides details of the major variances between the revised budget estimate and the outturn and gives explanations for these variances.

1.7 The following three appendices are attached to the report to provide Members with additional detail and support the recommendations made:

- **Appendix A** shows a summary of the Capital Programme expenditure realised in the year against the Revised Estimate for each Department and project.

- **Appendix B** lists capital projects that have not completed by end of the financial year and are re-profiled or slipped into 2018/19 and future years, analysed by Department and category of funding source.

- **Appendix C** shows a summary of asset disposals that occurred in the year and the realised usable part of the receipt that was either expended in the year to support the funding of the programme, set aside for future capital investment or set aside for repayment of borrowing.

2.0 CAPITAL OUTTURN 2017/2018

2.1 **Approved Capital Budget and Outturn**

2.2 The total Capital Budget approved by **Council on 22 February 2017** with subsequent movements during the financial year 2017/18 and the final expenditure at outturn are shown in the table below:

Capital Budget 2017/18	**£m**	**£m**
Original approved budget		**20.281**
Value of schemes re-profiled from 2016/17 programme	28.253	
Amendments to budget in year	7.335	35.588
Revised programme for 2017/18		**55.869**
Value of schemes re-profiled to 2018/19		(28.398)
Final Capital Programme 2017/18		**27.471**
Capital Outturn for 2017/18		**27.471**
Variance		0.000

2.3 Members are reminded, for completeness and not included in the figures above, that Voluntary Aided schools in Bury receive the Capital Grant allocations from the Department for Education. The allocations are awarded directly to the schools and the expenditure funded by these amounts was accounted for by the Voluntary Aided schools' governors and **not** by the Council. In 2017/18 this grant totalled **£1.333million**.

2.4 Capital expenditure that was achieved from schemes carried out during the year totalled **£27.471million** against the final approved Programme funding (excluding the amounts for the VA schools and the re-profiled amounts) of **£27.471million.** There was an overall positive variance at the end of the year of less than **£0.001million** mainly from allocations for costs associated to retentions and defects to completed projects not charged to the programme.

2.5 These costs will not affect the financing of the programme or resources available due to the minimal value involved.

3.0 CAPITAL PROGRAMME FUNDING

3.1 The Capital Programme is funded from a variety of funding sources as specified in paragraph 1.2. The methodology used for the financing the Capital Programme is particularly important and the emphasis is placed on the optimisation of resources available.

3.2 The objective is to arrive at the best possible financial position for the Council at the end of the financial year and one that will have minimal effect on the Council's future financial position.

3.3 This is achieved through maximising the use of government funded allocations, capital grants and external contributions. The Capital Programme also relies on and uses contributions from capital receipts, reserves and the revenue budget.

3.4 The introduction of the Prudential regime as explained at paragraph 1.3 requires the Authority to finance its capital expenditure on an accruals basis. In 2017/18 the amount financed after accruing for all payments made or to be made for contract work, goods and services supplied by 31st March 2018 was **£27.471million**.

3.5 The financing of expenditure carried out during the year and reported inclusive of all accruals for the year for both expenditure and income is detailed below:

Expenditure:	**£m**	**£m**
Fixed assets	26.980	
Intangible assets	0.466	
Vehicle, Plant and Equipment	25	
Total		**27.471**
Financed by:		
Loan (HRA)	5.133	
Capital Receipts	3.035	
Earmarked Reserve	0.649	
External Grants and Contributions	10.766	
General Fund Revenue and Reserves	0.498	
Housing Revenue Account	0.445	
Major Repair Allowance	6.945	
Total		**27.471**

3.6 As a result of statutory controls over council finances the Council's ability to determine the level of its Capital Programme is limited to the level of contributions it can make to the Capital Programme from revenue and reserves and the level of unsupported borrowing that it can service in financing costs.

3.7 The alternative way for the Council to fund new capital projects is by way of replacing older assets with new ones through disposal of the surplus properties held in within Council's asset register. The availability of proceeds from the disposal is linked to market conditions that attach an element of risk to the final level of this type of income available each year.

3.8 In 2017/18 the Council financed schemes to a total value of **£3.035million** from total available capital receipts including those brought forward from previous year.

3.9 The Council has realised capital receipts from the sale of assets in 2017/18 of **£5.402million** in total**,** of which **£3.871million** can be used towards future capital investment or repayment of debt. The balance represents the payment of the share from the Right to Buys sales of **£1.532million** to Government.

3.10 The balance of general usable capital receipts at year end will be carried forward into 2018/2019 to ensure an amount for earmarked capital receipts that have been approved and required for committed and specific projects.

3.11 Effective financing implies the use of cash available in the year instead of the use of unsupported borrowing that would attract higher financing costs. This was applied to some schemes that have slipped into 2017/18 and that originally had approved funding from Council's resources.

3.12 Accordingly, the borrowing requirement is delayed until it becomes absolutely necessary. This also ensures that a sound cash flow for the Council is maintained at all times.

4.0 CAPITAL PROJECTS RE-PROFILED TO FUTURE YEARS AND SLIPPAGE OF FUNDING

4.1 Explanations were given earlier in the report to the specific nature of the Capital Programme that demands budget allocations in every financial year to be continuously modified as the schemes develop. This ultimately means that the capital budget changes significantly from the original approved to final figure.

4.2 A direct result of the continuous change to the budget through the year is the difficulty in timing the delivery of capital schemes to the funding that is used in the budgeting process. The process accepts that capital spend is not necessarily completed within the financial year in which the scheme is approved. Explanations for the reasons are given in the table shown in Appendix B.

4.3 The majority of re-profiled schemes are the major projects for which approvals were given towards a longer term delivery. The report seeking approval to the Council Annual Budget meeting specified that these will be delivered over several years and the detailed design, planning and cost estimates require a considerable amount of time before they are fully quantified.

4.4 The total amount that was re-profiled to the next and future years was **£28.398million,** as reported above in the table at paragraph 2.2 and the details of projects are shown in Appendix B.

4.5 The table below shows the different elements of funding approved by full Council in February 2017 for the 2017/18 financial year that was not spent in the year. These amounts were part of the three year rolling capital programme, from 2016/17 to 2018/19 compiled and presented to Council by Operational services of the Authority.

2017/18 Capital schemes re-profiled into 2018/19	**£m**	**£m**
Total re-profiled		**28.398**
Financed by:		
Capital grants and contributions held in reserves	12.237	
MRA Reserve	905	
Capital receipts / Earmarked reserves	2.285	
Loan	8.675	
Capital grants and contributions receivable 2018/19	4.256	
General Fund Revenue / reserves	0.040	
Total		**28.398**

4.6 The value of the schemes re-profiled into 2018/19 will be financed in the next and future years from balances carried forward as usable reserves on the Balance Sheet. As at 31st March **£3.726m** of the total shown above was not received from external resources / partners due to own cash profiling and **£0.530m** was held in general usable reserves.

4.7 A small amount of the grants and contributions carried forward, of **£0.372m,** was conditionally received to schemes being completed by a certain date or scope. The Council will ensure that all conditions to finance the agreed capital projects are complied with.

4.8 The amount shown as loan of **£8.675m** represents previous years' together with new approvals made by the Council for Invest to Save projects and affordable housing schemes that are long term and will require several years to complete, listed as:

- Housing care schemes and empty properties
- Street Lighting LED Invest to Save commitment
- Prestwich Village remodelling
- Highways maintenance and improvement schemes (2017 to 2020)

4.9 There should be no further impact on Council's own resources as a result of this and all funding has been allowed for within the existing cost of borrowing.

4.10 The unused allocation from the Housing Revenue Account Reserve for council house repairs is transferred at year end to a reserve account and available to finance re-profiling of schemes into the 2018/19 capital expenditure.

4.11 The **Cabinet Member for Finance and Housing** will be requested to note and recommend for approval the carry forward of schemes and associated funding into 2018/19.

4.12 The Capital Programme approved by Council in February 2018 for the 2018/19 financial year will be updated with the slippage of funding as recommended and approved by Cabinet.

5.0 MONITORING ARRANGEMENTS

5.1 The Council's Capital Programme depends on available and acquired resources that are more than often generated from a wide variety of sources and are difficult to estimate long in advance.

5.2 The planning, approval, spend during the year, and outturn strongly indicate the need for regular monitoring and for flexibility during the year in order to achieve the capital investment objectives as set down in the Capital Strategy.

5.3 At the same time an important objective is to maximise the capital resources available to the Council that support the programme and after that to ensure that the available funds are used in the most effective way.

5.4 In order that issues connected to the preparation and the delivery of the programme are identified at an early stage there is a senior officer level Capital Programme Management Group that meets on a monthly basis. Monitoring reports on the Capital Programme position are also included in the quarterly corporate financial management reports considered by the Strategic Leadership Team, the Deputy Leader of the Council and Cabinet Member for Finance & Housing, Cabinet and subsequently scrutinised by the Overview and Scrutiny Committee.

5.5 The Capital investment requirement for the Council is considered and approved over a three year rolling programme, with a longer term view for projects that go beyond this period of time.

6.0 RISK MANAGEMENT

6.1 The successful delivery of the capital programme and the financing or funding of expenditure realised in the year bears several risks that have been identified:

6.2 Projected outturns throughout the year are based on the best knowledge of the Project Managers at the end of each quarter. There is a tendency for scheme estimates to change and sometimes significantly from one report to the next, as planning and works on the projects progresses. Regular budget monitoring and reporting through the Capital Programme Management Group provide the updates for the forecast and enable analysis of these changes by the officers in charge.

6.3 If corrective action needs to be taken this is normally done in a timely manner to ensure the flow of the programme for the year and minimise the impact on the financial resources available.

6.4 The management techniques applied include the traffic light process which is used to assess budgets in terms of forecast over and under spending and secondly the identification of 'hot spots' based on risk factors that are inherent in individual budget areas. Reports containing this information have been provided on a regular basis to Strategic Leadership Team, Overview and Scrutiny Committee, Cabinet, Audit Committee and Star Chambers.

6.5 It is envisaged that this style of reporting will be continued into the next and future financial years.

6.6 The availability of funding required to support the programme is partly controlled by external providers and there is always a risk that the finances required for the year are either not realised or timing issues arise. These instances are outside Council's control and could put the completion of certain projects at risk.

6.7 One of the significant sources of funding for the capital programme are capital receipts realised and these have reduced in recent years in size and numbers. This has, to an extent, had a negative effect on the mix and size of the capital projects that have been approved by Council.

6.8 The Council has taken steps to mitigate this downside effect on the programme by streamlining the number of projects approved at the beginning of the year in favour of additional approvals being considered only as resources become available.

6.9 Capital expenditure reliant on capital receipts is only approved and takes place when the receipt is actually realised.

7.0 REVIEW OF COMPLETED SCHEMES

7.1 For all schemes where Council approved funding in excess of **£0.250million** a Completion Review Form is completed by Project Managers. This ensures that the monitoring process for larger schemes can be extended to evaluate, highlight and assess outcomes directly in line with the Council's aims and objectives. Explanations for variances are also included.

7.2 The Summary of Accounts which is published after the statement of accounts are audited and approved will show in £'000 and percentages the contribution made by the Capital Programme in the year towards Council's priorities, aims and objectives.

8.0 EQUALITY AND DIVERSITY

8.1 There are no specific equality and diversity implications.

9.0 FUTURE ACTIONS

9.1 See Section 5 of this report for details of the continuation of the monitoring arrangements.

Councillor Eamon O'Brien
Cabinet Member for Finance and Housing

Background documents:

Capital Cost Tab and Financing Working Papers, 2017/2018
Council Approved Capital Programme 2017/18, Report and Appendix1

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

Mr S. Kenyon, Interim Executive Director of Resources & Regulation
Tel. 0161 253 6922
E-mail: S.kenyon@bury.gov.uk

Corporate Monitoring Statement

		(1) Original Budget £000's	(2) Revised Budget £000's	(3) Reprofiled to Future Years £000's	(4) Slippage to Future Years £000's	(5) Revised Estimate After £000's	(6) Outturn £000's	(7) Month 12 variance (Under) £000's
Children, Young People & Culture	Support Services		74		-	74	74	0
	Devolved Formula Capital	500	1,184		(738)	446	446	0
	New Deal for Schools Modernisation	1,637	12,480		(8,848)	3,632	3,632	0
	Access Initiative		8		(6)	2	2	(0)
	Targetted Capital Funds		76	76		152	153	0
	Free School Meal Capital Grant		22		(22)	(0)		0
	Early Education Fund		222		(140)	82	81	(0)
	Protecting Play Fields		20	(10)		10	10	0
Totals		2,137	14,086	66	(9,754)	4,398	4,399	1
Communities & Wellbeing	Environmental Works		85		(85)	0		0
	Environmental Nuisance Measures	100	100		(46)	54	54	0
	Parks		102		(60)	42	42	0
	Leisure Services - Play Areas		42			42	42	0
	Leisure Services - Demolition of Radcliffe Pool		44	(31)		13	13	0
	Adult Care - Learning Disabilities		9			9	9	0
	Adult Care - Improving Informantion Management		87		(80)	7	7	(0)
	Adult Care - Older People		2,609			2,609	2,608	(1)
	Social Care Single Capital Pot	455	19		(19)	0		0
	Urban Renewal - Empty Property Strategy		753		(405)	348	348	0
	Urban Renewal - Housing development		11,362	(5,719)		5,644	5,644	0
	Urban Renewal - Disabled Facilities Grant	968	1,285		(700)	585	585	0
	Waste Management		53		(27)	25	25	0
Totals		1,523	16,550	(5,750)	(1,422)	9,378	9,377	(1)
Resources & Regulation	Flood Repair & Defence		2,668		(1,392)	1,277	1,277	(0)
	Street Lighting LED Invest to Save	1,046	1,000		(251)	749	749	0
	Traffic Management Schemes		406		(360)	47	47	0
	Highways Maintenance	1,110	1,660	(60)	(584)	1,016	1,016	(0)
	Principal Roads (A Roads)	3,000	3,000	(3,000)		0		0
	Unclassified Local Roads	933	1,647		(859)	788	788	0
	Non Principal Road Network/Other Classified (B&C Roads)	279	412		(92)	320	320	(0)
	Policy		13		(9)	4	4	0
	Bridges		320		(119)	202	202	0
	Prestwich Town Centre		1,771		(1,020)	750	750	0
	Traffic Calming and Improvement	188	531	(497)		33	33	0
	Planning - Development Schemes		28		(11)	16	16	0
	Planning - Environmental Schemes	4	550	(240)	(64)	246	246	0
	Corporate ICT Projects	71	870		(345)	525	525	0
	Corporate Property Initiatives		282		(51)	231	231	(0)
	Property - Sales		118			118	118	0
Totals		6,631	15,276	(3,797)	(5,155)	6,324	6,324	(0)
Housing Public Sector	Housing programme Major works (HRA funded)	9,991	9,957	(1,681)	(905)	7,371	7,371	0
Totals		9,991	9,957	(1,681)	(905)	7,371	7,371	0
Total Bury Council controlled programme		**20,281**	**55,869**	**(11,162)**	**(17,236)**	**27,471**	**27,471**	**(0)**

Funding position:

Capital Receipts	100	1,962	(260)	(1,702)	0	3,035	-3,035
Capital Reserves / Earmarked Capital Receipts	71	1,502	(270)	(583)	649	649	0
General Fund Revenue/Reserves	0	543	(5)	(40)	498	498	0
Housing Revenue Account	9,991	9,976	(1,681)	(905)	7,390	7,390	0
Capital Grants/Contributions	5,733	25,043	(2,040)	(12,237)	10,766	10,766	0
HRA/MRA Schemes	0	0	0	0	0	0	0
Supported Borrowing	0	0	0	0	0	0	0
Unsupported Borrowing	4,386	16,843	(6,906)	(1,769)	8,168	5,133	3,035
	20,281	**55,869**	**(11,162)**	**(17,236)**	**27,471**	**27,471**	

Key for budget monitoring reports

Projected Overspend (or Income Shortfall) of

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

Expenditure:	**£000's**	**£000's**
Fixed assets	26,980	
Intangible assets	466	
Vehicle, Plant and Equipment	25	
Total		**27,471**
Financed by:	**£000's**	**£000's**
Loan (HRA)	5,133	
Capital Receipts	3,035	
Grants & Contributions	11,415	
General Fund Revenue and Reserves	498	
Housing Revenue Account	445	
Major Repair Allowance	6,945	
Total		**27,471**

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CAPITAL OUTTURN REPORT 2017/18 **Appendix B**

PROGRAMME SLIPPAGE/RE-PROFILE REQUEST 2017/18 TO 2018/19

SERVICE	SCHEME	£000's	FUNDING SOURCE	COMMENTS
Department for Children, Young People and Culture	Devolved Formula	738	Grant	Three year rolling programme.
	New Deal for Schools Modernisation	8,848	Grant/ School Contributio	Required for 2018/19
	Schools Access Initiative	6	Supported Borrowing	Required for 2018/19
	Targeted Capital Funding New Millwood	(76)	Grant	Retentions
	Free School Meal Grant	22	Grant	Required for 2018/19
	Early Education Fund	140	Grant	Spend commenced 2017/18
	Play Field Improvement - Lowercroft	10	External Funding	Required in 18/19 – Scheme to complete 2018
TOTAL	**Children, Young People & Culture**	9,688		
Department for Communities & Wellbeing	Environmental Works	131	Grant	1) Ring fenced grant. Schemes to continue in 2018/19
	Parks	60	Reserves	Projects to complete in 2018-19
	Demolition of Radcliffe Pool	31	Reserves	Related spend in 2018/19
	IT	80	Grant	
	Older People	19	Grant	Funding required for continuing refurbishment works at Killelea.
	Empty Homes Strategy	6 312	LA Funding S106	s106 funding for remaining acquisitions
	Urban Renewal – Housing Development	5,806	Various	Continuing Extra Care Scheme - agreed near end of 2016/17
	Disabled Facilities Grant	700	Grant	Request to slip remaining budget due to commitment already in the system.
	Waste Management	27	Grant	Required to purchase new bins as part of waste review
TOTAL	**Communities & Wellbeing**	7,172		

SERVICE	SCHEME	£000's	FUNDING SOURCE	COMMENTS
Department for Resources and Regulation	Flood Repair & Damage	1,392	Grant	Works to continue
	Street Lighting	210 40	Grant LA Funding	Ongoing scheme
	Traffic Management Schemes	271	Capital Receipt	Potholes prioritised over maintenance schemes – to continue
	Public Rights of Way	89	Grant	Ongoing development
	Highways Planned Network Maintenance	4594	Grant	Numerous schemes to complete works 2017/18
	Policy	9	Grant	
	Bridges	119	Grant	To complete works in 2017/18
	A56 Prestwich Village Corridor Improvements	1,000 20	LA Funding Grant	Scheme continues into 2018/19
	Other Traffic Improvement Schemes	497	Grant	Includes cycleways
	Planning / Development Group	75 240	LA Funding Grant	Contribution to future works with Forestry Commission - no decision made yet
	Corporate - ICT	345	LA Funding	Slippage req'd for Ph.2 consultancy work in 2018/19
	Corporate Property Initiatives	51	Property Fund / LA Funding	On going projects
TOTAL	**Resources & Regulation**	8,952		
HRA	Major Repairs	2,586	HRA funding / MRA reserve	Schemes committed in 2018/19
TOTAL	**Housing Public Sector**	2,586		
TOTAL	**TOTAL SLIPPAGE / RE-PROFILED VALUE**	**28,398**		

CAPITAL RECEIPTS 2017/2018 **APPENDIX C**

	GROSS RECEIPT £		USABLE RECEIPT £	
Housing Receipts				
Balance Brought Forward from 2016/17	0		0	
Council House Sales (Right to Buy) 2017/18	3,119,443		1,587,698	
Other Housing Receipts	0		0	
Total Housing Receipts		**3,119,443**		**1,587,698**
General Asset Receipts				
Balance Brought Forward from 2016/17	4,205,240		4,205,240	
General asset sales 2017/18	2,282,890		2,282,890	
Total General Receipts		**6,488,130**		**6,488,130**
Total Capital Receipts for 2017/18		**9,607,573**		**8,075,828**

General Receipts detail:	**Ward**	**Area (m2)**	**Proposed Use**
11 (adj.to 13) Pine Street South	EAST	84.7	Residential Development
17 & 19 Parsons Lane	EAST	80.5 + 82.2	Retail/Residential Development
181 Parr Lane	BESSES	299.9	Existing Residential
Knowles Street Colony	RADCLIFFE EAST	112.3	Possible Development
Land adj Chapel Road, Prestwich	ST MARYS	716.5	Residential Development
Land at Chamberhall Business Park	MOORSIDE	3195.1	Commercial Development
Land at Dale Street, Radcliffe	RADCLIFFE EAST	7824.4	Commercial/Retail Development
Land at Factory Street, Ramsbottom	RAMSBOTTOM	300.8	Access
Land at Walmersley Rd	MOORSIDE	884.3	Residential Development
Land at Whitefield House (Dev.Agreement)	PILKINGTON PARK	308.7	Commercial Development
Land between 701 and 703 Whitefield Rd	REDVALES	322.8	Possible Development
Land rear of 44 Linksway Drive, Bury	UNSWORTH	106.9	Garden Extension
Land rear of 48 Linksway Drive, Bury	UNSWORTH	145.4	Garden Extension
Land rear of 50 Linksway Drive, Bury	UNSWORTH	105.8	Garden Extension
Land rear of 52 Linksway Drive, Bury	UNSWORTH	112.7	Garden Extension
Land rear of White Boar Hotel	REDVALES		Residential Development
Sale of Land at Bealey Avenue, Radcliffe	RADCLIFFE EAST	314.0	Possible Development
Howarth Close LD Day Centre	REDVALES	7647.4	Residential Development
Freehold reversion Sales			Existing Residential

Agenda Item 8

REPORT FOR DECISION

Agenda Item	

DECISION OF:	**Cabinet**
DATE:	**27 June 2018**
SUBJECT:	**The Changing Educational Landscape**
REPORT FROM:	**Councillor Sharon Briggs** **Cabinet Member For Children And Families**
CONTACT OFFICER:	**Paul Cooke** **Interim Assistant Director (Learning)**
TYPE OF DECISION:	**Non Executive**
FREEDOM OF INFORMATION/STATUS:	**Open**
SUMMARY:	The purpose of the report is to describe the changing context of the educational landscape, with the evolving role of schools and the local authority in an increasingly school-led model of school improvement. The report sets out the model of governance adopted at a strategic level in respect of the school-led system, describing how this brings together all key stakeholders to contribute to school improvement across the borough, and, on the development of alternative forms of governance at school level, and a set of principles that all schools will be expected to commit too in the interests of the local system. In order to fulfil its role as a key partner in the school-led system, the report describes the role of the local authority in the system. Cabinet is asked to consider requirements for performance monitoring through appropriate scrutiny and overview arrangements.

	The Education Strategy contained at Appendix One has been produced on behalf of all partners, and sets out the current position.
OPTIONS & RECOMMENDED OPTION	That Cabinet note the arrangements for the governance of the schools-led system That Cabinet endorse the principles in respect of alternative models of school governance. That Cabinet ensure that the appropriate scrutiny and overview panel be requested to include school performance in its annual work programme.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes No
Statement by the S151 Officer: **Financial Implications and Risk Considerations:**	This report sets out arrangements for governance / school improvement in light of the Education White Paper. This will see deployment of resources for School Improvement being largely determined by schools. Ultimately schools will be funded directly from the Government through a national funding formula. The Council will continue to develop its traded services offer to all schools in the Borough
Health and Safety Implications	None
Statement by Executive Director of Resources (including Health and Safety Implications)	There are no wider resource implications
Equality/Diversity implications:	Yes No (see paragraph below)
Considered by Monitoring Officer:	
Wards Affected:	All
Scrutiny Interest:	

TRACKING/PROCESS **DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
26th March 2018			
Scrutiny Committee	Cabinet/Committee	Council	

1.0 Background

1.1 The Education Act 2010 'The Importance of Teaching' laid out the Government's ambition for a self-improving education system, with an expectation that schools be actively involved in school to school support.

1.2 The Government published its Education White Paper, 'Education Excellence Everywhere', in March 2016, building on the ambitions of the 2010 Act. This set out a range of measures on which the Government was consulting, including:

1.2.1 A proposal to remove some of the statutory powers of local authorities in respect of school improvement;

1.2.2 An expectation that school improvement would be increasingly led by schools themselves, with an increasing role for teaching schools;

1.2.3 The introduction of a national funding formula for schools, providing greater equity in how schools are funded, but importantly, with all schools being funded directly by Government, rather than the funding being routed through local authorities, as at present.

1.2.4 The expectation that all schools to convert to become Academies by 2022.

1.3 Much has changed since the publication of the White Paper, and the Government is no longer planning to bring forward specific legislative changes that would have been required to implement the White Paper proposals in full. However, a number of key elements in the White Paper have continued to be developed and implemented and these are fundamentally changing the educational landscape, affecting all schools and all local authorities.

1.4 This report sets out how the Local Authority, working with all key stakeholders, is developing a response that is appropriate to Bury.

1.5 The key elements of the school-led system going forward are:

1.5.1 School improvement is increasingly school led, with peer challenge and school to school support being central.

1.5.2 Intervention and support to schools requiring such support is increasingly provided through teaching schools.

1.5.3 Resources for school improvement activity will be directed through teaching schools and/or national support schools, and use of funding will be determined largely by schools rather than the Local Authority.

1.5.4 The Local Authority role will increasingly be a facilitation one, and focus on the quality assurance of the school to school support and intervention. The Local Authority does however remain statutorily responsible for overall performance of Bury schools, and specifically in relation to schools causing concern.

1.6 Whilst the Government has subsequently confirmed that it would not require all schools to become Academies, it continues to reiterate its ambition that, over time, all schools will convert to Academy status.

1.7 With the Education & Adoption Act 2016, measures were introduced enabling the Regional Schools Commissioner to intervene in poorly performing schools, requiring a school to convert to become an Academy, under the leadership of a sponsoring school. Schools that are be eligible for such intervention are:

1.7.1 Schools deemed inadequate by Ofsted;

1.7.2 Schools meeting the 'coasting' definition;

1.7.3 Schools that fail to comply with a warning notice issued either by the local authority or the Regional Schools Commissioner.

1.8 In addition, good and outstanding schools can still choose to convert to become an Academy and, it is clear that some schools have, and are continuing to explore Academy status, and the establishment of Multi Academy Trust arrangements.

1.9 The school led system must be able to relate to the increasing autonomy provided to, and expected of schools, and the diversity of school provision that this creates.

1.10 For Academies, accountability for performance rests with the Regional Schools Commissioner and not the local authority. However, the Local Authority is ultimately held to account by Ofsted for the performance of all schools in its area. It is essential that the local system is able to provide the Council with the assurance about performance and, for this reason the Education Strategy contained at Appendix One is a key tool in setting out the shared aims and objectives of all stakeholders going forward.

1.11 It is essential that the evolving school led model builds on the strengths of the existing arrangements, whilst recognising that the local authority role is changing, increasingly taking a facilitation and quality assurance role, rather than being the primary provider of school improvement activity.

1.12 The system also need to recognise the growth in the number of Academies which creates an increasingly diverse and autonomous school system of which Academies will be just one type of school, that also includes existing Voluntary Aided, Voluntary Controlled, Foundation, and Community Maintained Schools.

1.13 The Local Authority has for many years functioned effectively with an element of school diversity, with a large number of Voluntary Aided and Voluntary Controlled schools. But, to ensure the ongoing strength of the 'family of schools' it is essential that the local authority has a clear position with regards new and emerging forms of governance and leadership, which might include schools working more collaboratively in groups and clusters, and schools establishing both informal, and more formally structured partnerships or federations with each other, but which might also involve Academy conversion.

1.14 Throughout this period of change, many schools are looking to the local authority not just for guidance and support with the transition and/or conversion process, but to continue to play an active role in shaping the future model of school provision across Bury.

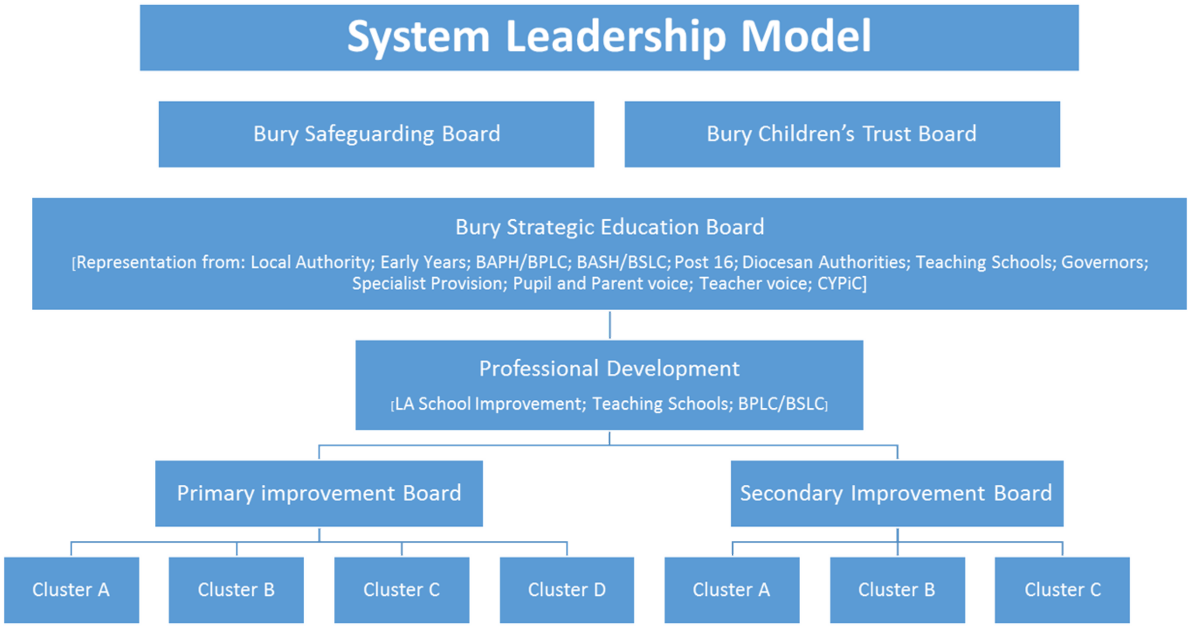
1.15 The school-led model described below has been developed with all key stakeholders to provide a coherent and accountable arrangement for strategic leadership of this increasingly diverse school system across Bury.

2.0 The school-led model of school improvement

2.1 Key to the success of the school led model is strong and effective governance, with clear accountability at all levels, and that adequately involves all key stakeholders. The model set out below was established in shadow form in 2017/18, with all elements of the system now in place.

2.2 It is important to recognise that this model is not a Council imposed system, but a product of all stakeholders working together to develop something that meets their collective needs. The Council role is to facilitate the development of the model.

2.3 This model is illustrated below:



2.4 The Strategic Education Board brings together the key stakeholders to provide strategic leadership across the system, and holds the different parts of the system to account for performance. Whilst the immediate focus of the Board is in relation to school performance, over time it will assume a broader role to also provide strategic direction in relation to school organisation, SEN, inclusion and safeguarding.

2.5 The role of the Board is:

2.5.1 To provide strategic direction for education from 0-25 in Bury

2.5.2 To create a vision for all education in Bury

2.5.3 To ensure that the vision for all Bury children to be the best that they can be is achieved

2.5.4 To have up to three strategic priorities to focus the work of the Board

2.5.5 To ensure the voice of the whole system is represented

2.5.6 To be open and transparent, ensuring two way communications with representative groups at all times

2.6 Sitting below the Board are a number of groups:

2.6.1 The professional development group brings together the key providers of school improvement support to enable a coherent response to both the strategic direction, as provided by the Strategic Education Board, and also respond to the emerging needs identified by the Primary and Secondary School Improvement Boards.

2.6.2 The Primary Improvement Board and Secondary Improvement Board provide a mechanism to look across all clusters in the relevant phase, identifying common issues, linking these to the strategic direction from the Board, and brokering or commissioning intervention and support where appropriate at a phase level.

2.6.3 The clusters have been designed to include a cross section of schools with a range of characteristics to ensure that there is sufficient capacity and strength within each cluster to enable the constituent schools to support each other. Each cluster is led by one or two head teachers. The role of the cluster is to provide a mechanism for schools to work together, identifying strengths and areas of concern, and providing support and intervention from within the cluster, enabling schools to support each other, or brokering that support from elsewhere.

2.7 In order to provide the Council with assurance about the effectiveness of the local system on an ongoing basis, it is proposed to present an annual report to the appropriate Scrutiny and Overview Panel of the Council, setting out the priorities and ambitions, and performance against these. The Education Strategy contained at Appendix One provides an overview of this for the period 2018 - 2020.

3.0 Models of school governance

3.1 Given the increasing autonomy provided to schools there are an increasing number of schools exploring alternative models of leadership and governance, including academy status, and it is evident that a number of schools are looking to come together to form multi academy trusts (MATs), as the next step in their development.

3.2 Whilst the Council accepts that this may be regarded as the best option for some schools, it will not suit all schools, and the Local Authority would want this development to happen in a way which preserves the best of what Bury has to offer, and to reflect the principles which have led to our inclusive and successful system.

3.3 Set out below is a set of principles that should underpin the development of new forms of leadership and governance in schools across the Borough, and which schools would be expected to commit too in the interests of the wider ‘family of schools’.

3.4 These principles provide a framework to be used to engage in open and transparent conversation with schools, when considering alternative forms of governance.

- Schools should consider how proposed changes might impact on other local schools, to ensure they do not have an adverse impact overall;

- Schools should provide an explicit and unambiguous commitment to inclusion of all children in their area, especially those with special educational needs and/or disabilities, and those with challenging behaviours;

- Schools should provide a clear commitment to making or procuring high quality alternative provision for any children who need it;

- Schools should agree to maintain fair and transparent admission arrangements which include highest priority for children with SEND and those in public care;

- There should be a clear commitment from any schools entering into alternative governance arrangements, to support each other and other schools causing concern in the area, via the school led model;

- Schools should be able to demonstrate how the formation of different forms of governance will enhance the capacity for self-improvement within the system and help develop effective teaching and leadership for the future;

- There should be a clear plan for how the alternative school model will be led, governed and resourced which demonstrates good value for money and transparency over the use of public funds;

- Where schools enter into partnership or collaborative arrangements with schools outside of Bury, particularly where the Regional Schools Commissioner identifies a sponsor in respect of a school that is eligible for intervention, it is important that there is a continuing commitment to ensuring strong local support for Bury schools;

- Schools are actively encouraged to demonstrate that local people form the majority of each level of governance within the model adopted, and that the local authority and parents of children, elected by their peers, should be represented at all appropriate levels of governance.

4.0 Conclusion

4.1 The educational landscape is changing rapidly and the local authority role is becoming increasingly a facilitation role, working within a diverse and autonomous school system.

4.2 It is important that systems and processes recognise this changing landscape, particularly in order to preserve the strengths of existing arrangements.

4.3 The school led model has been designed by all stakeholders, taking into account what works well in Bury, and good practice elsewhere, and provides strong foundations to govern at a time of significant change.

4.4 The principles set out in paragraph 3.4 recognises the reality of the changing landscape that will inevitably see different forms of school governance and leadership, and provides clarity to inform consideration of different arrangements by schools, their Governing Bodies/Boards, and enable open discussion about such arrangements between schools and the local authority.

4.5 Cabinet is asked to note the Council's role as a key partner in the school led model, and the intention to bring an annual report on school performance to the appropriate Overview and Scrutiny Panel of the Council as part of its role in those arrangements.

List of Background Papers:-

Appendix One – Education Strategy 2018 – 2020
Bury Education Improvement Toolkit

Contact Details:-

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Education Strategy 2018 - 2021

Children and young people in Bury

Bury COUNCIL

Our ambition is for all Bury's children and young people[1] to have access to quality learning, make excellent progress and to be supported effectively throughout their learning journey.

Bury Council, early years providers, schools, colleges and other partners will work together supporting and challenging each other to drive improvements, check on success and build resilience across the partnership.

Key facts:

- 45,130 children and young people aged 0-18 live in Bury and this is expected to rise by 6% by 2026
- 122 languages are spoken
- 4,859 school aged children have special educational needs and/or disabilities
- 15% of school aged children are entitled to free school meals
- xxx children under 5 use the Children's Centres across the five hubs
- There are xx childcare settings, 86 schools and two post-16 providers within Bury
- There are xxx children and young people in the care of Bury
- 94% of school leavers eligible for pupil premium are in education, employment or training
- 82% of Bury schools are judged good or outstanding
- The percentage of children and young people attaining the expected standard aged 5, 6, 7 and 16 was below the national average
- Exclusions from secondary schools are xx% above the national average
- Educational progress outcomes for children in care and those with special educational needs and/ or disabilities are lower than the national average

Our three Strategic Priorities

1. Inclusion

Person-centred and inclusive learning opportunities are accessible for all

2. Achievement

Rates of progress in learning improve for all, especially the most vulnerable

3. Transition

Effective transition at key points leads to successful, sustained engagement in learning and positive progression

What we want to achieve

Inclusion

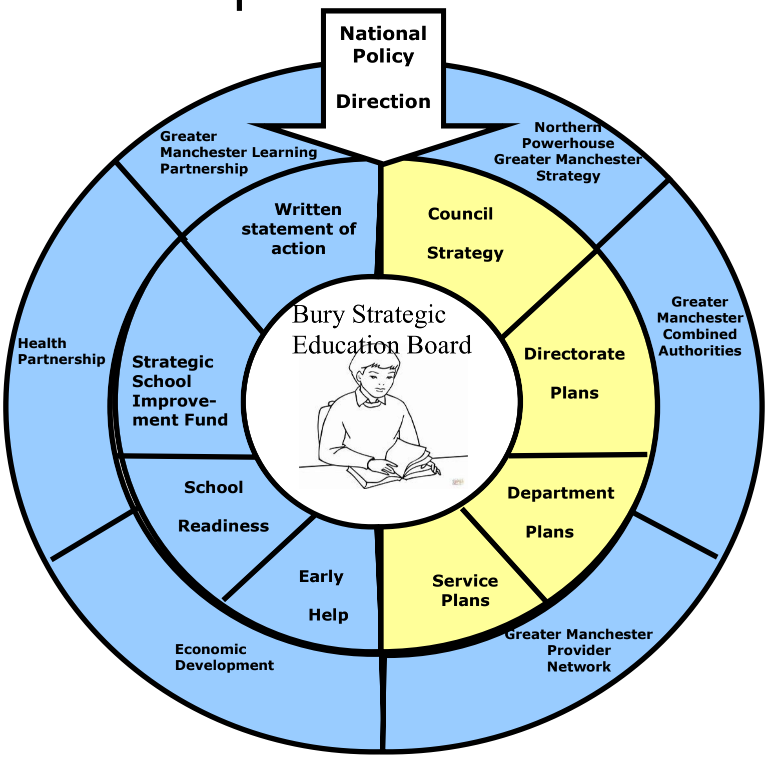
- Inclusive policy and practice in all schools reflects agreed expectations
- Early and accurate identification of barriers to learning, including social and emotional mental health needs
- Learning provision matches the needs of all children and young people
- Integrated services work collaboratively to promote inclusion
- Inclusion needs, at a range of levels, are met through partnership working
- No permanent exclusions
- Clear pathways to specialist services

Achievement

- Sufficient, high quality early years provision up to age 5
- Improved number of children who are school ready at age 5
- Improved progress at age 16 so that more pupils are well prepared for post-16 education
- An autonomous school-led system with greater capacity to lead improvements together
- A good level of achievement for disadvantaged children and young people, especially those with special educational needs and/ or disabilities and those in care
- Curriculum provision includes a range of pathways which match the needs and aspirations of young people in our secondary schools & colleges

Transition

- Transitions within the early years and into primary are effective by ensuring children and their families are well supported and ready for school
- Primary/secondary transition is effective, supported by a mutual understanding of curricular expectations
- Young people have the skills and knowledge required to make well informed choices on leaving school
- Young people with special educational needs and/or disabilities, in care or care leavers are in sustained education, employment or training
- Young people are prepared for working life
- Effective transition pathways are in place for young people with special educational needs and/or disabilities; including preparation for adulthood



[1] For the purposes of this strategy, Bury's children and young people are defined as 0—18 years and 0—25 years for young people with special educational needs and/or disabilities

The first year ...

	What we are going to do in 2018/19	How we will measure success
Inclusion	1.1 Increase the take up of 30 hours two year-old funding	1a)
	1.2 Deliver a pilot school readiness project and submit an application for a strategic school improvement fund to build on this work	1b) 71% of children attain a good level of development; gap to national for lowest 20% narrows to 1%
	1.2 Develop the inclusion partnerships as agents for change	1c) No increase to permanent and fixed term exclusion rates 1d) Services are aligned against the geographical inclusion partnerships 1e) Increased range of alternative provision planned and/ or in place
Achievement	2.1 Develop and improve pathways for physical activity and for speech, language and communication	2a) 2b)
	2.2 Deliver the strategic school improvement fund project 'Reducing barriers to accessing learning for disadvantaged pupils'	2c) 83% of pupils reach the expected standard in the Year 1 phonics screening check; gap to national for free school meals narrows to 9% and gap between EAL children and other narrows to XX% 2d) Analyses of impact of pupil premium strategies are sharper recording impact against measurable success criteria
	2.3 Develop and implement a two year strategy for improving progress in mathematics across secondary schools	2e) Strategy is developed in partnership and actions agreed with measurable success criteria
	2.4 Further develop the school-led system to drive school-wide improvements; particularly in schools causing concern	2f) Analysis of borough-wide performance informs strategic planning 2g) School to school support plans for all schools of concern are quality assured as fit for purpose
Transition	3.1 Deliver the strategic school improvements fund project Strand 3	3a) Greater understanding of primary and secondary curricular expectations; mapping tool for English developed
	3.2 Further develop progression pathways including post-16 apprenticeships, traineeships and supported internships for vulnerable young people	3b) Xx% disadvantaged young people are in education, employment and training 3c) Attainment gap for young people on free school meals and their peers narrows to XX (Level 3???)
	3.3. Ensure information, advice and guidance (IAG) is accessible and available for vulnerable young people entering education, employment and training and that IAG is a priority for schools and colleges	3d) Information about post-16 and post 18 pathways is provided through a range of channels. 3e) Schools and colleges meet the expectations within the Careers statutory guidance as a minimum

[1] For the purposes of this strategy, Bury's children and young people are defined as 0—18 years and 0—25 years for young people with special educational needs and/or disabilities

Bury Education Improvement Toolkit

September 2017 - ?

Bury Education Improvement Toolkit

Welcome to the Bury Education Improvement Toolkit.

Enclosed is everything you may need to understand and participate in improving education within your own setting.

Strategy

Bury Education System Leadership Strategy
Bury Education System Leadership Model

Understanding the Data

An introduction to the Pupil Performance Data Team
Timeline of data – Year
Examples of data annotated with explanations
The portal information

Roles and Responsibilities

The role of the strategic board
The role of Bury Education CPD
The role of the improvement boards
The role of the clusters
The role of the cluster leads
The role of Governors
Bury Governors Association

Monitoring the Impact

Table of Support
School Effectiveness Partner (SEP) Support

Relevant Documents

Cluster Lead Contact Details
Secondary Cluster Lead Contact Details
Guidance to System-Led Model Cluster Leads on School-to-School Support
School-Led System Support Plan
Guidance to Governing Bodies / Boards on Additional Payments for Staff
School-to-School Support Log
Facilitating the Sharing of Good Practice

Strategy

- [Bury Education System Leadership Strategy]
- [Bury Education System Leadership Model]

Experiment with different approaches in disciplined and informed processes and to learn from the outcomes, including the mistakes. - *What does a system leader do? A discussion tool by Perrie Ballantyne, David Jackson and Julie Temperley with Ann Lieberman*

Bury Education System Leadership Strategy

"The aim is to creating a self-improving school system" – *Robert Hill, for National College*

The Context:

Bury Council in partnership with all education settings in the Borough have spent a year exploring a practical and locally beneficial solution to a system led approach, building upon an already strong moral purpose and partnerships as part of the Bury Family of schools model.

Reasons why our system model was developed:

- Policy drivers: The 2010 Education Act 'The Importance of Teaching', set the initial direction for a self-improving education system, expecting schools to be actively involved in school to school support. The 2016 White Paper 'Education Excellence Everywhere', demonstrates a continuing policy drive in this direction.

- The changing role of the Council in relation to school improvement seeing a reduction in the Education Support Grant limiting financial capacity of the council to provide all the wider support mechanisms for schools.

- The plateau and potential decline in standards with even more challenging accountability measures being placed upon schools. Existing system led models demonstrate an accelerated improvement trajectory achieved by harnessing all the expertise within the system.

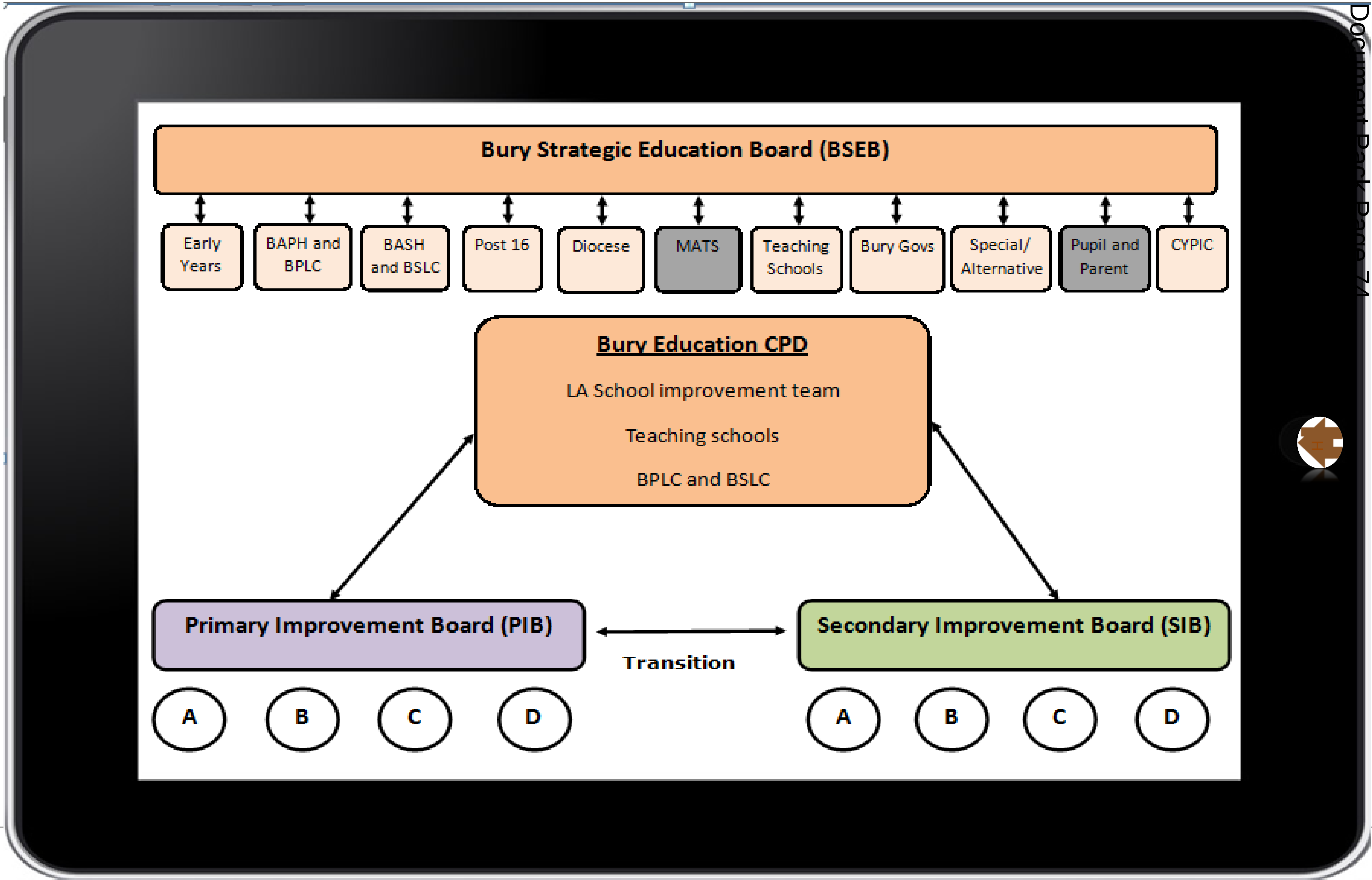
Expected benefits the system led model will bring:

- A strong, proactive, local approach to ensure Bury is well placed to respond to the national changing landscape;
- A systematic way to self-improve, share good practice and raise standards for all;
- A strategic way to develop a relationship with key regional, sub-regional and national agencies ensuring we are future focused and outward looking;
- A locally agreed strategic direction and best use of available resources ensuring improved CPD and appropriate brokering of support;
- An outward looking network of educational system leaders and key stakeholders to ensure the best for Bury children and young people;
- A national reputation for leaders of excellence, attracting new teachers to the borough.

The Principles of our System Leadership Model:

- Transparency and trust;
- A clear focus on agreed strategic priorities and system-led needs;
- Representing the whole education life course;
- Rigorous processes and protocols, including data sharing;
- Building capacity in our system by training school leaders and developing, and further accrediting, system leaders (NLE, SLE, NLG, LLE);
- Creating an ability to shape future leadership potential and succession planning

> ... requires a critical mass of school leaders who are willing and able to take on wider system leadership roles. . – *Robert Hill, for National College*


Bury Strategic Education Board (BSEB)
Early Years
BAPH and BPLC
BASH and BSLC
Post 16
Diocese
MATS
Teaching Schools
Bury Govs
Special/ Alternative
Pupil and Parent
CYPIC
Bury Education CPD
LA School improvement team
Teaching schools
BPLC and BSLC
Primary Improvement Board (PIB)
Transition
Secondary Improvement Board (SIB)
A
B
C
D
A
B
C
D

Understanding the Data

- An introduction to the Pupil Performance Data Team
- Timeline of data – Year
- Examples of data annotated with explanations
- The portal

An Introduction to the Pupil Performance Data Team:

The Pupil Performance Data Team is situated at 3 Knowsley Place and provides:

- Statistical Test and Teacher Assessment results data to schools, services (such as EYFS, CYPIC, Directorate, Governors), NWDT, Anglican, Diocese and Clusters

2017 Key Stage 2 RWM Combined 2% above National ☆

- Collection of statutory results from primary schools, data cleaning and sending of data to the DfE
- Advice and support to schools in relation to the Assessment and Reporting Arrangements of all key stages, including the consideration and approval of Access Arrangements for end of Key Stage SATs
- Production of individual pupil reports for parents
- Collection of non-statutory data for inclusion in assessment booklets

2017 Year 1 Phonics same as National at 81% ☆

- Production of individual school's assessment booklets (Primary, Secondary & LA)
- Developmental work on Cluster/MATs Booklets
- Collection of moderation results from schools and admin support at meetings/audit panels.
- Transference of Key Stage 2 results to High Schools
- Support for schools in the use of FFT Aspire and Target Tracker
- Pupil tracking support for assessment purposes.

Year 1 Phonics improved by 11% since 2015 ☆

Did you know, we also provide:

- Administrative support for the School Improvement Service, including traded services monitoring and accounting.
- Statutory monitoring of the Newly Qualified Teacher (NQT) quality assurance process.

The objective of the service is to provide accurate results data to the DfE on behalf of Bury primary schools, and to create statistical data analysis, including trends, in one booklet to help the system make informed decisions about the improvement of schools.

The Team:

88.3% of Primary Age Children attend a Good or Outstanding School in Bury, compared to 77% nationally!

Pupil Performance Data Manager (Full Time)

They manage the Pupil Performance Data Team, and is responsible for all pupil performance data collections across all phases, ensuring the LA statutory functions in relation to the collections and analysis of pupil performance data are carried out in line with DfE regulations. Responsible for the management of Service Level Agreements with schools, the production of individual schools' assessment booklets, and other statistical analyses. Also develops new systems, spreadsheets, databases and reports for the communication of statistical data to inform schools, the directorate and services of how they are performing.

76.2% of Secondary Age Children attend a Good or Outstanding School in Bury, compared to 59% nationally!

Pupil Performance Data Officer (Full Time) – Pupil Performance Data Officer (Full Time)

This is the lead person for the management and co-ordination of BSIS Admin Team activity. She manages the collection of pupil performance data for all phases across schools and the production of individual schools' assessment booklets, and other statistical analyses of national curriculum data, annually. Ensures all DfE deadlines are met in relation to pupil level data and National College of Teaching and Leadership Induction data returns.

66 Primary Schools: 19 CE, 9 RC, 2 Methodist, 2 Jewish, 24 Community, 7 Academies, 1 Nursery and 2 Special

Admin Officers (2xPart Time 1 Role FTE)

They provide administrative and data support to the Pupil Performance Data Manager/Officer and the Bury School Improvement Service. They are involved with statutory data collection and the administrative element of Newly Qualified Teacher Induction. Responsible for updating Excel spreadsheets and Access database queries used to produce some of the pages in the Assessment Booklets under the instruction of the Pupil Performance Data Manager and Officer.

16 Secondary Schools: 1CE, 2 RC, 1 Jewish, 8 Community, 1 Academy and 3 Special

Time Line of Data Year:

Month	Activity	Audience
Sept	Primary school assessment booklets	School /SEPs
	Target Setting booklets	School /SEPs
	KS2 SFR Provisional National/LA Results	Internal Reports
	Phonics/KS1 Provisional National/LA Results	Internal Reports
Oct	KS4 SFR Provisional National/LA Results	Internal Reports
	FFT Primary KS1/KS2 Data Dashboards (unvalidated)	School / SEPs
	EYFS SFR Provisional National/LA Results	Internal Reports
	FFT KS1/KS2 Governor Dashboards	School / SEPs
	RAISEonline Summary Report Primary (unvalidated)	School / SEPs
	GCSE Download - unamended data	LA
	Ofsted Primary Dashboard (unvalidated)	School / SEPs
Nov	Nursery/Reception On Entry Collection/analysis	School
	EYFS Provisional National additional tables	Internal Reports
	High School Assessment Booklets	School / SEPs
	High School Target Setting Booklets	School / SEPs
	RAISEonline Summary Report High School (unvalidated)	School / SEPs
	Ofsted High School Dashboard (unvalidated)	School / SEPs
	GCSE download - amended data	All
	FFT Secondary Dashboard (unvalidated)	School / SEPs
Dec	KS2 Performance Tables & revised SFR	Internal Reports
Jan	GCSE Performance Tables & revised SFR	Internal Reports
	Primary Self Evaluation Matrix updated	School / SEPs

...Continued on next page

Feb	High School Self Evaluation Matrix updated	School / SEPs
	RAISEonline Summary Report Primary School (Validated)	School / SEPs
	Ofsted Primary Dashboards (Validated)	School / SEPs
March	RAISEonline Summary Report High School (Validated)	School / SEPs
	Ofsted High School Dashboard (Validated)	School / SEPs
	Bury Grammar Nursery Mid Data Collection	School / LA
May	KS2 Test Week	School / LA
June	Phonics Tests Week	School / LA
	Nursery Collection	School / LA
	EYFS Collection	School / LA
	KS1 Collection	School / LA
	KS2 Collection	School / LA
	Year 1, 3, 4 and 5 Collection	School / LA
	Primary Reports to school	School / LA
July	Phonics Test Collection	School / LA
	KS2 Download	All
	KS2 Reports and Results Overview to school	School / LA
	Transfer to High School Data	School / LA

Contact Information:

Alison Foreman – Pupil Performance Data Manager
0161 253 7412
a.foreman@bury.gov.uk

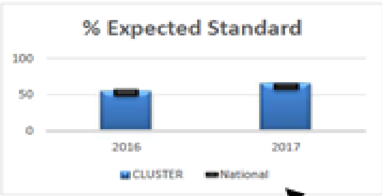
Previous years' combined attainment is included for viewing overall trend.

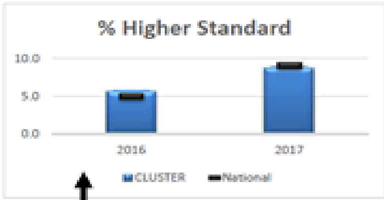
Provisional data for current year is drawn from DfE data feed.

National and Northwest data provided for comparison.

Reading, Writing and Maths Combined											Key Stage 2
		% achieving Expected Standard					% achieving Higher Standard				
		2016	2017	2018	2019		2016	2017	2018	2019	
	England State Funded*	53	61			↑	5	9			↑
	North West	53	60			↑	5				↓
	BURY LA	**55**	**63**								
DfE No	**School**										
		64	76			↑	5	10			↑
		28	54			↑	0	0			→
		37	44			↑	4	2			↓
		84	83			↓	13	23			↑
		71	70			↓	3	6			↑
		65	72			↑	6	12			↑
		53	68			↑	8	10			↑
		7	31			↑	0	0			→
		65	63			↓	9	3			↓
		56	71			↑	3	23			↑
		71	69			↓	3	9			↑
		59	69			↑	15	3			↓
		64	64			↑	14	0			↓
		65	78			↑	5	24			↑
		37	64			↑	6	6			↑
		60	47			↓	7	7			↓
		70	87			↑	10	[illegible]			↓
0	0										→
0	0										→
						→					→
	CLUSTER	**55**	**65.8**			↑	**6**	**8.8**			↑

- 2017 Data obtained from NCER
*- * 2016 & national data is from Performance Tables*





A trend arrow indicates where a schools performance in this subject has improved or worsened.

Red / Amber / Green shading illustrates where performance appears to be (using the Bury RAG measures) above, below or 'in-line' with national averages.

Averaged Cluster performance compared with national and showing trends over time.

Cluster 3

Key Stage 2 Reading, Writing and Maths Combined

Previous years' Phonics performance is included for viewing overall trend.

Provisional data for current year is drawn from DfE data feed.

Year 1 Phonics

All Pupils % working at the required level

DfE No	School	2013	2014	2015	2016	2017	+ / -	
	England State Funded*	69	74	77	81	81	0	→
	North West	69	74	76	80	80	0	→
	BURY LA	**66**	**66**	**71**	**82**	**81**	**-1**	→
		50	72	57	76	82.2	7	↑
		67	72	70	75	64.4	-10	↓
		36	59	71	83	78.6	-4	↓
		83	75	100	97	90.3	-6	↓
		66	77	70	77	84.8	8	↑
		77	62	88	82	82.5	0	→
		76	78	83	87	93.3	6	↑
		0	17	57	70	60	-10	↓
		87	62	83	77	92.9	16	↑
		48	54	63	83	79.5	-3	↓
		82	81	77	83	82.9	0	→
		89	95	64	80	79.4	-1	→
		83	62	88	81	100	19	↑
		67	77	82	87	93	6	↑
		72	71	72	78	73.1	-5	↓
		69	80	77	85	66.7	-18	↓
		87	80	87	87	86.7	0	→
0	0							
0	0							
	CLUSTER	68	72	75	81	81	0	→

- 2017 Data obtained from NCER

- * 2016 & national data is from SFR / NCER NEXUS

Cluster 11

Red / Amber / Green shading illustrates where performance appears to be (using the Bury RAG measures) above, below or 'in-line' with national averages.

'Spark lines' show schools' Phonics trend over time.
Trend for cluster is also shown.

Averaged Phonics performance for the cluster is shown.

A trend arrow indicates where a schools performance in this subject has improved or worsened.

Year 1 Phonics

Previous years' GLD performance is included for viewing overall trend.

Provisional data for current year is drawn from DfE data feed.

Previous years' Average Point Score performance is included for viewing overall trend.

Red / Amber / Green shading illustrates where performance appears to be (using the Bury RAG measures) above, below or 'in-line' with national averages.

Early Years Foundation Stage Profile

DfE No	School	% achieving a Good level of development 2014	2015	2016	2017	+ / -	Average Point Score 2014	2015	2016	2017	+ / -
	England State Funded*	60	66.0	69	71	2	33.8	34.3	34.[illegible]	34.4	-0.1
	North West	58	64.0	67	68	1	33.2	33.8	[illegible]4	34	0
	BURY LA	56.[illegible]	66.0	69	69	0	31.4	33.5	34.8	34.8	0.0
		55.1	59.6	60.9	68.2	7	31.4	33.3	34.3	35.6	1.3
		37.5	55.1	62.1	60.0	-2	26.3	30.2	32.6	31.6	[illegible]
		31.9	52.6	62.1	78.2	16	26.1	28.1	33.7	33.3	-0.4
		73.3	66.7	68.8	64.3	-5	36.6	34.9	36.7	37.7	1.1
		72.3	80.3	78.8	72.1	-7	33.0	33.3	35.7	34.0	-1.8
		69.7	67.9	82.9	74.4	-9	33.4	35.1	37.4	38.2	0.8
		76.1	83.3	88.9	78.7	-10	35.0	40.2	44.9	42.4	-2.5
		36.7	60.0	53.3	60.0	7	27.1	30.6	29.9	31.2	1.3
		57.7	77.3	80.0	78.6	-1	31.4	36.7	36.4	37.4	1.0
		40.0	48.6	40.0	51.4	11	26.9	31.1	30.1	30.1	0.0
		85.7	79.5	82.1	82.2	0	35.1	37.1	39.6	38.5	-1.1
		65.7	77.1	77.1	61.1	-16	34.9	35.3	35.7	33.6	-2.1
		81.3	81.3	80.0	80.0	0	33.8	35.4	35.5	36.5	1.0
		57.6	68.3	79.7	85.0	5	31.3	32.1	36.2	37.3	1.1
		46.0	62.2	61.2	60.0	-1	30.1	34.0	31.0	30.8	-0.2
		61.5	83.3	80.0	62.5	-18	38.5	36.2	36.5	36.1	-0.3
		70.0	73.3	80.0	80.0	0	33.8	35.2	35.5	35.8	0.3
	CLUSTER	60.4	68.0	71.0	71.0	0.0	31.9	33.6	35.3	35.3	0.0

- 2017 Data obtained from NCER
- * 2016 & national data - SFR / NCER NEXUS

Cluster 13

'Spark lines' show schools' GLD and Average Points Score trend over time. Trend for cluster is also shown.

Averaged GLD performance for the cluster is shown.

A trend arrow indicates where a schools performance in this subject has improved or worsened.

Averaged Average Points Score for the cluster is shown.

Early Years Foundation Stage Profile (GLD and Average Points Score)

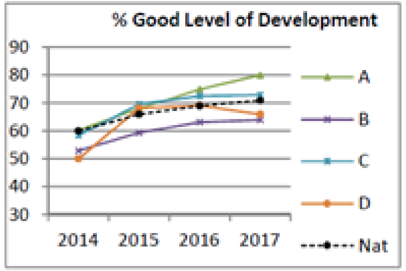
Tables compare Clusters' data for outcomes at end of each Key Stage and for Phonics.

Four year data shown to see improvement / regression

Primary Headline Data

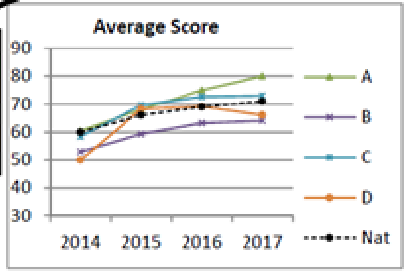
EYFS Good Level of Development

Cluster	2014	2015	2016	2017
A	60.4	68	75	80
B	53	59.3	63.2	64
C	58.4	69.6	72.6	73
D	50	68.2	69.1	66
Nat	**60**	**66**	**69**	**71**



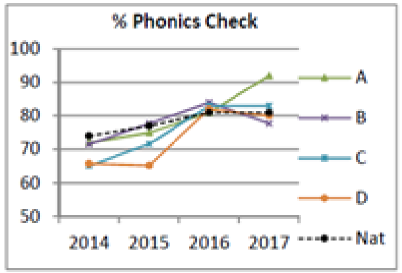
EYFS Average Points Score

Cluster	2014	2015	2016	2017
A	31.9	33.6	35.4	37
B	31	32.3	33.6	33.6
C	32.1	35	35.7	36.5
D	31.3	33.1	33.8	33.5
Nat	**33.8**	**34.3**	**34.5**	**34.4**



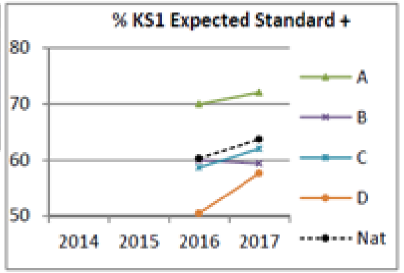
Phonics Check

Cluster	2014	2015	2016	2017
A	72	75	81	92
B	71.5	77.7	84	77.7
C	65.1	71.6	83	83
D	65.8	65.2	82	80
Nat	**74**	**77**	**81**	**81**



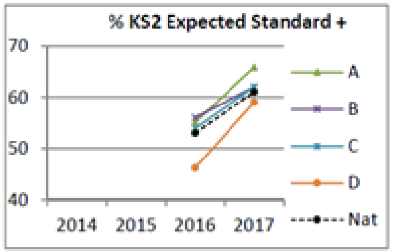
KS1 RWM EXS+

Cluster	2014	2015	2016	2017
A			70	72
B			60	59.4
C			58.7	62
D			50.5	57.6
Nat			**60.3**	**63.7**



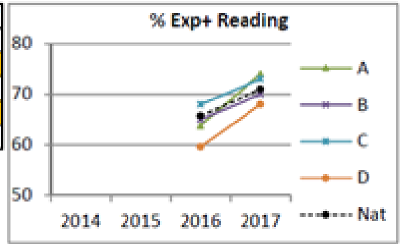
KS2 RWM EXS+

Cluster	2014	2015	2016	2017
A			55.1	65.8
B			56	62
C			53.9	62
D			46.2	59
Nat			**53**	**61**



Reading

Cluster	2014	2015	2016	2017
A			63.8	74
B			65	70
C			68	73
D			59.6	68
Nat			**65.7**	**71**



Tables colour-coded to show proximity to National

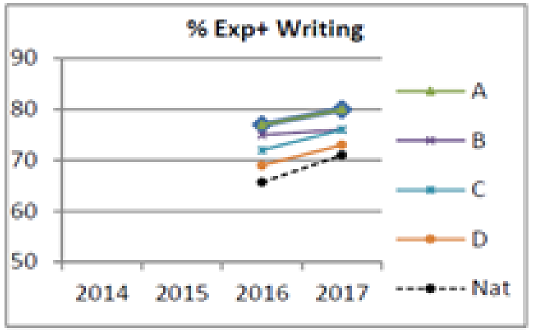
'Spark Lines' illustrate trend over time for each Cluster.

Primary Cluster Headlines Comparison Over Time

Two years' data shown due to change of assessment in 2016

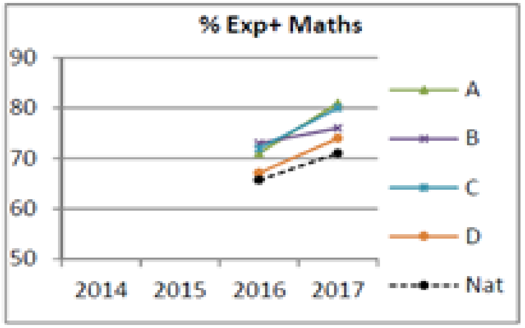
Writing

Cluster	2014	2015	2016	2017
A			77	80
B			75	76
C			72	76
D			69	73
Nat			**74**	**76**



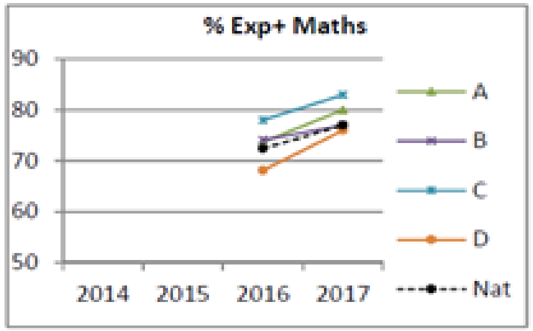
Maths

Cluster	2014	2015	2016	2017
A			71	81
B			73	76
C			72	80
D			67.1	74
Nat			**69.7**	**75**



GPS

Cluster	2014	2015	2016	2017
A			73.7	80
B			74.1	77
C			78	83
D			68.1	76
Nat			**72.4**	**77**



Primary Cluster Headlines Comparison Over Time

The Portal

SELF EVALUATION – Website Audit, Non-Negotiables, School Improvement Checklist

OFSTED – News, Current Handbook, Updates, Commonalities powerpoint

HR – Hyperlinked contacts, blank proformas, guidance notes, recruitment guidance

DFE – News, updates, contacts

NQTs – Training, dates, hyperlinked contacts, forms

BUILDINGs – hyperlinked contact details, blank proformas

SEND – hyperlinked contacts, code of practice, CYPiC details, Additional Needs,

SEPs – SLA, Pen Portraits, Agendas

ASSESSMENT – booklets, dashboards, statistical first release, moderation advice, moderation training, ARAs, whatever replaces Raise

TEACHING SCHOOLS – contacts and links to websites

CLUSTERS – contacts Leads and SLTs, dates, data

NCTL – links and contacts

BPLC / BSLC – links and contacts

LA SERVICES – SLAs and contacts for; Cleaning/Caretaking, Security, Admissions, Asset Management, Catering,

GOVERNOR SERVICES – contacts, dates, key information, news, updates

HEALTH & SAFETY – policies, risk assessments, updates


Roles and Responsibilities
This section covers:
The role of the strategic board
The role of Bury Education CPD
The role of the improvement boards
The role of the clusters
The role of the cluster lead's
The Role of Governors

The Role of the Bury Strategic Education Board (BSEB)

Strategic Vision 0-25 years

Agreed Aims:

- To strategically steer the direction of Education 0-25 years in Bury;
- To create a vision for all education in Bury;
- To ensure our vision, for "all Bury children to be the best that they can be" is achieved;
- To have up to 3 annual strategic priorities to focus work;
- To ensure the voice of the whole system is represented;
- To be open and transparent, ensuring two-way communication with represented groups at all times.

Membership = one vote for each member
Membership is organised to represent the whole education system 0-25 including all elements of different governance models, to ensure clear lines of communication. Each member is expected to discuss the role of the board, its planned priorities and any proposed actions with the group they are representing.

All members agree that the role of the Board is significant and will do their very best to attend all meetings and undertake agreed functions and actions. Where a representative cannot attend a meeting, another representative, approved by the LA and the represented group, may deputise on an interim basis.

All members undertake open and honest dialogue and act with transparency. All members act with integrity and rigour, respecting confidentiality and ensure that the Board and the LA are not brought into disrepute.

Any formal reporting takes into account the requirements of the Freedom of Information Act.

The BSEB in partnership with the Local Authority will:

a) Develop, through partnership, a vision for education in Bury that all stakeholders can buy into;
b) Focus on local and national changes to ensure we are in line with the ever-changing education landscape; and ideally ensure we are always ahead of the curve;
c) Recognise and begin to solve problems that affect the whole system of education in Bury.
d) Oversee the impact made by the Education Improvement Boards, monitoring the Schools Causing Concern agenda;
e) Engage all stakeholder groups in the board's strategic priorities and direction.
f) Ensure LA funding is used effectively by:
    i) Approving the method for allocating the LA funding based on the suggestions offered by the clusters;
    ii) Prioritising allocation of funds towards Schools Causing Concern;

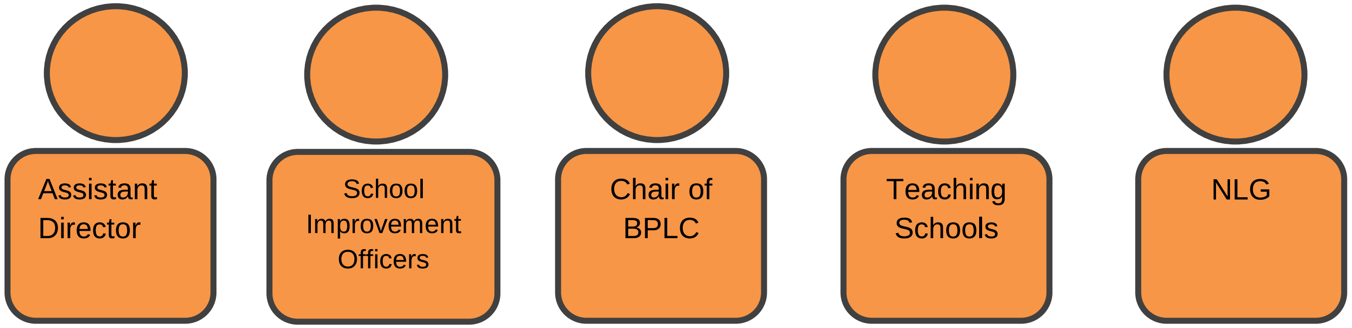
iii) Reviewing reports from clusters;

iv) Approving the use of the funds allocated by the LA and held by the Board.

Bury Strategic Education Board (BSEB) Membership (to be reviewed annually):

Paul Cooke (Bury Council)	**Chair** – Assistant Director of Education and Learning
Kath Perry (BAPH)	Bury Association of Primary Headteachers
Brian Duffy (BASH)	Bury Association of Secondary Headteachers
David Frost	Post 16 Representative
Geraldine Woodwood	Bury Primary Learning Collaborative
Brian Duffy	Bury Secondary Learning Collaborative
Sue Reynolds	Early Years
Elaine Parkinson	Teaching Schools
Helen Chadwick	Special and Alternative Provision Cluster
Richard Ainsworth	Bury Governors' Association
TBC – Attending in September	Dioceses
Each Trust represented in turn	Multi-Academy Trusts
TBC	Children and Young People in Care
Currently Vacant	Parents and Young People

Bury Education CPD Membership:



The Role of the Education Improvement Boards

Primary Improvement Board (PIB)
Secondary Improvement Board (SIB)

Agreed Aims:

- To support education improvements in the Primary and Secondary Sectors.
- To support the Schools Causing Concern agenda through a system-led peer model;
- To share good practice;
- To work closely with the Bury Strategic Education Board (BSEB) to inform and deliver the strategic vision for education in Bury;
- To inform the CPD Group of support/development needs;
- To be open and transparent and ensure effective communication with the clusters and BSEB.

Membership = one vote for each Cluster and one vote for the LA
Membership is organised to represent all schools via their designated cluster.

Each member is expected to discuss the role of the board, its planned priorities and any proposed actions with the Cluster they are representing.

Chaired by the Assistant Director for Learning and Culture and made up of the leads of the clusters (in the case of the Primary Board, due to the larger numbers, it has been agreed that more than one lead may attend) supported by the LA School Improvement Officers.

The lead(s) of each cluster will have been selected by their cluster using approved eligibility criteria for selection. This process is reviewed and agreed annually.

All leads of clusters agree that the role of the Board is significant and will do their very best to attend all meetings and undertake all agreed functions and actions. Where a Cluster Lead cannot attend a meeting, another Headteacher, approved by the LA and the Cluster, may deputise on an interim basis.

All members undertake open and honest dialogue and act with transparency

All members act with integrity and rigour, respecting confidentiality and ensure that the Board and the LA are not brought into disrepute.

Any formal reporting takes into account the requirements of the Freedom of Information Act.

System leaders are adaptable and pragmatic... System leaders are reflective and self-aware... They are advocates and role models and are recognisably educational leaders – leaders of their profession – as well as of their own institution. - *What does a system leader do? A discussion tool by Perrie Ballantyne, David Jackson and Julie Temperley with Ann Lieberman*

The role of the Education Improvement Boards (Primary and Secondary)
The Education Improvement Board in partnership with the LA will:

1. Provide support, challenge and evaluation in relation to Education Improvement by:

a) Designing and reviewing, annually, the methods and timescales by which vulnerable schools (including schools causing concern) are identified and evaluated by determining and agreeing a local categorisation criteria to be approved by the BSEB each year;
b) Evaluating the outcomes of all schools using analysis provided by the LA, in a timely manner, in order to undertake identifying schools which are vulnerable or at risk of being vulnerable;
c) Ensuring appropriate support is made available to those schools identified as being in need/vulnerable;
d) Reviewing and reporting on the collective progress of the agreed targets for improvement in vulnerable schools;
e) Evaluating and disseminating good practice across all clusters;
f) Supporting the development of the bury education strategy by providing cluster information, to facilitate reporting to DfE, Elected Members and Governors on the progress of schools and the Bury Strategic Education Board (BSEB) on a termly basis.

2. Oversee the effectiveness of all clusters by:

a) Approving the accuracy of the list of schools identified as in need of support according to the agreed categorisation criteria.
b) Ensuring vulnerable schools are in receipt of appropriate levels of quality support and are making good progress through evaluation of impact of support, including the use of LA funding
c) Utilising national, LA data, non-statutory school performance predictions, progress reports from each Cluster and, where appropriate, external reports (e.g. Ofsted) to demonstrate that schools deemed vulnerable, or at risk of being vulnerable, have made quantifiable improvements and are no longer at risk;
d) Identifying the positive and, where appropriate, the negative impact of actions agreed by the clusters in supporting vulnerable schools.

3. Ensure each cluster has established and maintains an approved constitution (terms of reference, remit, code of conduct) by:

a) Reviewing and approving the constitutions annually;
b) Ensuring there is parity of expectation and operation within each cluster whilst accepting variations that meet local needs.

4. Provide peer mentoring, challenge and evaluation for leads in each of the clusters by:

a) Providing advice and guidance to support each lead to provide effective leadership of the cluster;
b) Using exemplars of effective leadership practice to strengthen the leadership capacity of the Board.

5. Ensure LA funding is used effectively by:

a) Approving the method for allocating the LA funding based on the suggestions offered by the clusters;
b) Prioritising allocation of funds towards Schools Causing Concern;
c) Reviewing reports from clusters;
d) Approving the use of the funds allocated by the LA and held by the Bury Strategic Education Board.

6. Disseminate the profile of success of each Cluster to support the development of good practice across the Borough by:

a) Identifying and reporting on an annual basis, to all schools and relevant bodies, the actions and interventions, including examples of CPD, that were most effective in raising standards in both vulnerable schools and in those where practice is good or better.

Indicators to support the Education Improvement Boards in evaluating their effectiveness

1. All schools deemed vulnerable by the categorisation process can evidence tangible improvements against targets for example are no longer in danger of falling below floor standards.
2. All schools judged by Ofsted to Requires Improvement, have serious Weaknesses or require Special Measures are in receipt of appropriate interventions.
3. All schools deemed vulnerable and in receipt of support can evidence the impact of cluster support and intervention, where appropriate.
4. All leads of clusters can evidence effective leadership and management through improving standards and the sharing of good practice across the clusters.
5. All members of the Board agree that they have been in receipt of high quality, and timely, information and support from the LA in order to fulfil the terms of the formal agreements.
6. The Board is in a position to be able to identify and' where possible' procure cross-borough CPD as identified from cluster feedback and performance analysis.
7. The Board provides value for money in that the number of schools found vulnerable and at risk of underperforming is reducing.

Primary Education Board

Membership:

- Assistant Director
- Cluster A chairs
- Cluster B chairs
- Cluster C chair/vice chair
- Cluster D chair/vice chair
- Teaching School Rep
- LA School Improvement Officer - Steve Tilley

Secondary Education Board

Membership:

- Assistant Director
- Cluster A chairs
- Cluster B chairs
- Cluster C chair
- Teaching School Rep - Elaine/ St Monicas
- LA School Improvement Officer - Wendy

The role of the Education Clusters Primary and Secondary

Agreed Aims:

- To support education improvements in the Primary, Secondary and Post-16 sectors;
- To support the Schools Causing Concern agenda through a system-led peer model:
- To identify cluster-wide needs and innovation;
- To understand the strengths and weaknesses within each cluster;
- To share good practice;
- To work closely with the Bury Strategic Education Board (BSEB) to inform and uphold the strategic vision for education in Bury;
- To work closely with the Education Improvement Boards to ensure all skills are utilised in providing support for vulnerable schools;
- To inform the CPD Group of support/development needs;
- To be open and transparent, ensuring effective communication within the clusters and with the Education Improvement Boards and BSEB.

Membership = one vote for each school in the cluster
The clusters in partnership with the LA will:

1. **Support the self-improvement of the whole cluster so that all children achieve their best educational outcomes by:**

a) Establishing, maintaining and reviewing a constitution (remit, terms of reference and code of conduct);
b) Promoting the work of the cluster to all schools and governing bodies, encouraging attendance and participation;
c) Ensuring concise and efficient reporting to the cluster, the Education Improvement Board and governing bodies on progress made by individual schools and by the schools in the cluster;
d) Agreeing to the sharing of non-statutory school performance predictions in order to identify schools at risk of becoming vulnerable;
e) Collectively evaluating and reporting on the strengths and weaknesses of all schools within the cluster, based on the data and information provided by the Education Improvement Boards, with confidence, rigour and sensitivity so that schools in need are identified, prioritised, their areas for development verified and they obtain the additional support necessary for them to make improvements
f) Identifying clear examples of good practice across the cluster (provided by schools within/outside the cluster, Teaching Schools, regionally, sub-regionally, nationally or indeed commercial companies, if appropriate) and enabling the dissemination of good practice to all schools in the borough;
g) Providing feedback on the quality of the support from the Board and on the effectiveness of the Bury Education System Leadership Strategy.

2. Work together to pool cluster resources and share expertise in order to improve the practice of all schools within the cluster by:

a) Using the cluster allocated resources to improve the practice of all schools through a shared project;
b) Ensuring allocated Schools Causing Concern funds are processed according to need in agreement with all schools in the cluster as directed by the Education Improvement Boards.

3. Work collaboratively to prevent schools in the cluster from falling below floor standards or being graded as inadequate by Ofsted by:

a) Working collectively to apply the categorisation process effectively so that vulnerable schools or those in danger of becoming vulnerable are identified and supported;
b) Producing a position statement and action plan for each School Causing Concern that provides support of sufficient quality to address the areas for improvement and building in sustainability;
c) Determining the ability to respond to supporting schools in need based on capacity within the cluster or, if necessary, utilising the funding available to procure the support from other sources;
d) Ensuring support for vulnerable schools is implemented effectively;
e) Monitoring the impact of the support for each School Causing Concern on a termly basis and reporting back to the Education Improvement Board.

4. Focus primarily on improving standards of teaching and learning and leadership and management by:

a) Identifying and sharing good practice from individual schools and clusters across the borough;
b) Arranging and evaluating CPD to raise standards of teaching and learning, leadership and management, and feed back to the Education Improvement Board on the quality in order to inform all schools.

Primary School Clusters

Cluster A = 17 schools, Peter Hudson/ Tracey Bevan

- Our Lady of Lourdes Primary
- Sedgley Park Primary School
- Guardian Angels RC Primary
- Higher Lane NLE School
- St Mary's, Hawkshaw
- Holly Mount Primary School
- St Thomas's NLE Primary School
- Sunny Bank Primary School
- Summerseat Methodist Primary
- East Ward Primary School
- St Margaret's Primary School
- Gorsefield Primary School
- Chesham Primary School
- St. Andrew's, Ramsbottom
- St Mary's, Radcliffe
- Holcombe Brook Primary School
- Holy Trinity Primary School

Cluster B = 19 schools - Chris Ashley / Steve Ollis

Hoyle Nursery School

Millwood School

St Mary's, Prestwich School

Tottington Primary School

Hollins Grundy School

St. John with St. Mark CE School

Wesley Methodist

Emmanuel Holcombe

Radcliffe Hall CE/ Methodist Primary

The Ark Primary

Chapel Field Primary

Mersey Drive Primary School

St. Peter's CE Primary School

Peel Brow Primary School

Unsworth Primary School

Christ Church Ainsworth

Fairfield Primary School

Yesoiday Hatorah

Park View School

Cluster C = 17 schools Phil Barlow / Tessa Townsend

Old Hall Primary School

Elton Primary School

Greenmount Primary School

Our Lady of Grace School

Lowercroft Primary School

St. Bernadette's RC School

St. Joseph's RC School

Hazlehurst Primary School

Springside Primary School

Christ Church, Walshaw NLE

Radcliffe Primary School

Greenhill Primary School

St Michael's Primary School

St Stephen's Primary School

St Luke's CE Primary School

St. John's CE Primary School

Chantlers Pre-School

Cluster D = 13 schools - Liz Connolly/ Paul Lord

St Marie's Primary School

St. Paul's Primary School

Cams Lane Primary School

St Andrew's CE, Radcliffe

Butterstile Primary School

Heaton Park Primary School

St. Joseph & St. Bede RC Primary

St. Hilda's CE Primary School

Woodbank Primary School

All Saints C.E Primary School

Bury and Whitefield Jewish

Ribble Drive Primary School

Whitefield Primary School

Secondary School Clusters

Cluster A = 5 schools – Jonathan Duffy

St Gabriel's High School

Elms Bank High School

Elton High School

Prestwich Arts College

Bury Church High School

Cluster B = 5 schools - Chris Bell

Parrenthorn High School

Tottington High School

Castlebrook High School

Spring Lane School

Derby High School

Cluster C = 5 schools – Brian Roadnight

Woodhey High School

St Monica's RC HS

Broad Oak HS

Cloughside

Mesivta

Philips HS

<u>Role of the Cluster Leads</u>

There will be an agreed payment to the school where the cluster lead(s) is/are employed to make some compensation for administration of cluster meetings, attending Education Improvement Board meetings, initial meetings with schools, preparation of Education Improvement Board, action plans, position statements, commissioning support, evaluation of the progress and outcomes and reporting to the board and LA. The amount to be determined by the Bury Strategic Education Board (BSEB) annually.

Agreed Principles

1. All leads must meet the agreed eligibility criteria (See eligibility criteria);
2. The school where the lead(s) is/are employed should be able to demonstrate the capacity to accommodate the freeing up of a senior leader, such that taking on the responsibility would not cause the school to be weakened or vulnerable;
3. Permission should be sought from the school's Governing Body for the person undertaking the role;
4. The lead(s) can commission out any part of the role from within the cluster, within the school, or externally, except for being on the Education Improvement Board, as long as the cluster grants permission. This could include diagnoses of barriers to improvement in a vulnerable school, provision of support to vulnerable schools, evaluation of impact of progress made in vulnerable schools and the verification of good practice in schools;
5. The lead(s) would remain responsible for ensuring that the provision of support, monitoring of progress and evaluation of impact in vulnerable schools were being undertaken effectively;
6. There must be a clear declaration of any personal or pecuniary interest by all leads.
7. Leads should be in post for a minimum of two years in the first instance

<u>The Cluster Lead will:</u>

Be an effective member of the Improvement Board and represent all views of their cluster by:

1. Calling and leading cluster meetings, producing and disseminating accurate minutes to be shared with the LA;
2. Being accountable for the deployment and effective use of the budget allocation and resources;
3. Monitoring and reporting on the performance/effectiveness of the cluster;
4. Ensuring vulnerable schools are identified, appropriately supported and progress monitored;
5. Ensuring effective communication with schools in the cluster and the Improvement Board;
6. Ensuring confidentiality.

Draft Eligibility Criteria for Primary Cluster Chair/s

A minimum of 3 years experience as a headteacher

1. Ofsted good or outstanding for Overall Effectiveness (while in post as Headteacher in either current or previous school)
2. LA Category 3 –self improving school (maintained schools only)
3. Pupil progress for KS2 reading and mathematics scores are above the coasting progress measure 2016 and above national averages in 2015(except Special Schools)

5a.Evidence of successful collaborative working with other schools

<u>or</u>

5b. Evidence of successful school improvement work beyond own school

Note: In order to build capacity, Headteachers who are National Leaders of Education and / or members of the Strategic Education Board should not be eligible as Cluster Leads.

Draft Eligibility Criteria for Primary Cluster Vice Chair/s

Each cluster may wish to appoint two, or three, Vice Chairs based on criteria 3 and 4 above.

Note: Taking on the role of Vice Chair does not automatically mean that the person would step up to Chair when the role became vacant.

Draft Eligibility Criteria for Secondary Cluster Chair/s

1. A minimum of **2** years experience as a headteacher
2. Ofsted good or outstanding for Overall Effectiveness (while in post as Headteacher in either current or previous school)
3. LA Category 3 –self improving school (maintained schools only)
4. Pupil progress above coasting measure for 2016 and value added not significantly negative in 2015

5a. Evidence of successful collaborative working with other schools
or
5b. Evidence of successful school improvement work beyond own school

Note: In order to build capacity, Headteachers who are National Leaders of Education and / or members of the Strategic Education Board should not be eligible as Cluster Leads.

Draft Eligibility Criteria for Secondary Cluster Vice Chair/s

Each cluster may wish to appoint one or more Vice Chairs based on criteria 3 and 4 above.

Note: Taking on the role of Vice Chair does not automatically mean that the person would step up to Chair when the role became vacant.

- The role of Governors - Roles and Responsibilities of Governors to be outlined here.

- Bury Governors Association and Governance Development

Overview

The Bury Governor Association (BGA) is a forum for governors to get together to keep up to date with national and local issues through invited speakers. Bury Governance Development (BGD), which operates as a committee of the BGA, oversees the identification, collation, analysis and commissioning of training and development to meet the needs of governors.

What the Service Provides

BGA

- Termly meetings with guest speakers to discuss current topics
- Affiliation to the National Governance Association (NGA)
- Networking opportunities to discuss issues and share good practice
- Representation within the local election system ensuring governor voices are heard

BGD

- Organisation of development and training for school governors
- Organisation/brokering and commissioning of external training development and training
- Organisation of an annual conference in Bury
- Recording and reporting governor attendance at BGD training events
- Access to the NGA Learning Link on-line training service

Benefits to Your School

- Gives governors opportunities to widen their awareness of the national and local education landscape
- Develop governance capability through access to CPD, training and networking
- Evidence of collaboration with other schools to develop governance

Costs

Membership of BGA is £90 for each school for the year

Membership of BGD is £660 for primary schools and £960 for secondary schools

Joint membership of the BGA and BGD is £700 for primary schools and £1000 for secondary schools

Monitoring the Impact

- Table of Support
- School Effectiveness Partner (SEP) Support

Table of Support

Process for Evaluating of the Impact of the Bury Education Improvement Strategy in targeted support schools

Category 2B Interventio

Primary

Cluster Support
Access to School Effectiveness Partner (5 days)
Brokerage / signposting as required through Teaching School Alliances, BPLC and the wider marketplace.

Secondary

Cluster Support
Access to School Effectiveness Partner (5 days)
Brokerage / signposting as required through Teaching School Alliances, BPLC and the wider marketplace.

Category 2A Interventio

Primary

Cluster Support
Access to School Effectiveness Partner (up to 10 days)
Brokerage / signposting as required through Teaching School Alliances, BPLC and the wider marketplace.
LA Monitoring Team activity.

Secondary

Cluster Support
Access to School Effectiveness Partner (up to 10 days)
Brokerage / signposting as required through Teaching School Alliances, BPLC and the wider marketplace.
LA Monitoring Team activity.

Category 1 Intensive

Primary

Cluster Support
Access to School Effectiveness Partner (up to 20 days)
Brokerage / signposting as required through Teaching School Alliances, BPLC and the wider marketplace.
LA Monitoring Team activity.
Termly review meeting with all partners.

Secondary

Cluster Support
Access to School Effectiveness Partner (up to 20 days)
Brokerage / signposting as required through Teaching School Alliances, BPLC and the wider marketplace.
LA Monitoring Team activity.
Termly review meeting with all partners.

School Effectiveness Partner (SEP) Support

Category 3
Self-Improving

- Schools pay for SEP days on a pay-as-you-go basis.
- Choice of following SEP Agenda or choosing own self-evaluation validation activities.
- Choice of buying in SEP to undertake other school improvement activities.
- SEP reports written in negotiated format.
- Option to have SEP act as 'External Advisor' for HT Performance Management.

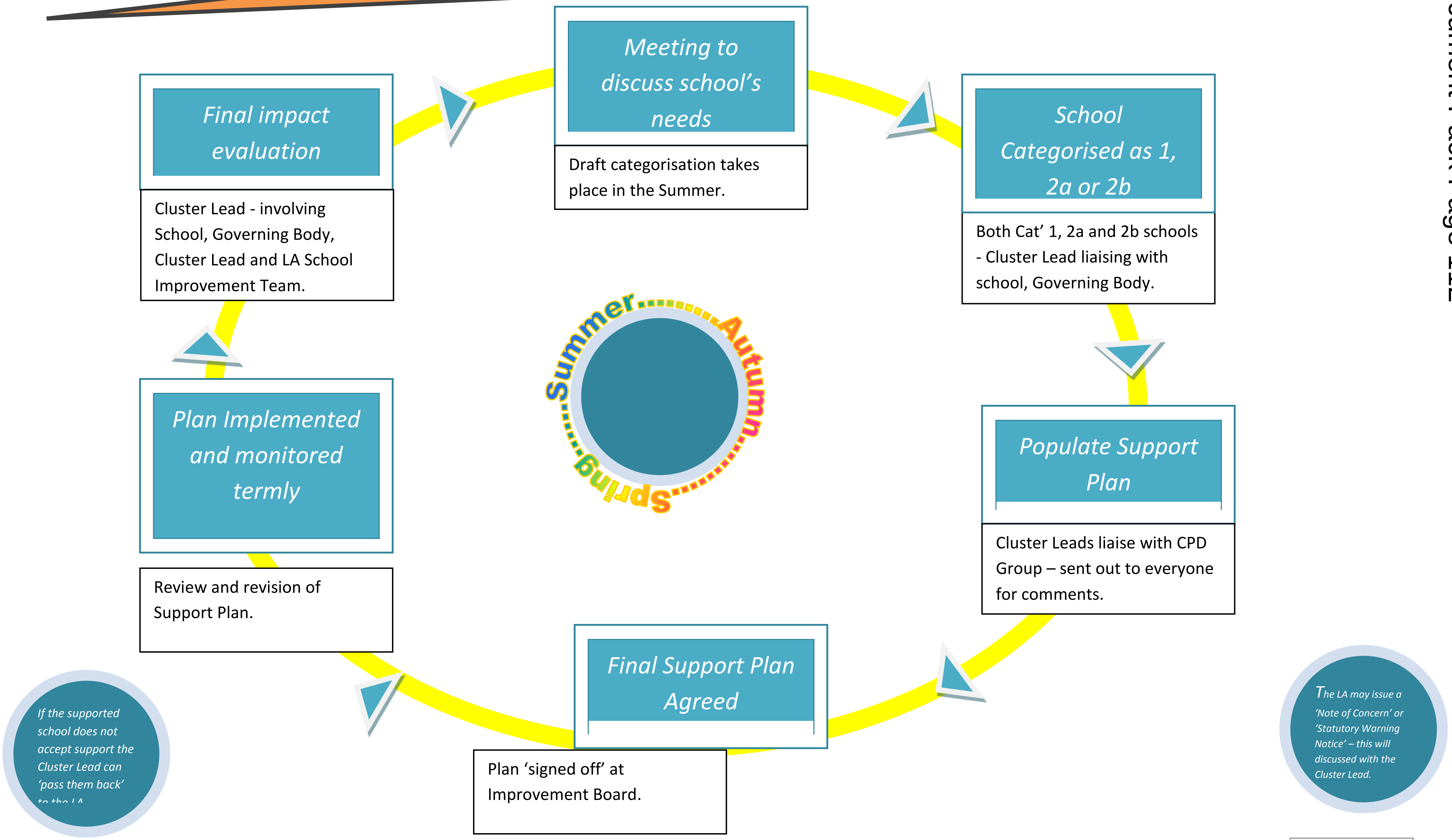
Category 2A &2B
Intervention

- **Schools given between 5 and 10 SEP days.**
- **Meetings follow SEP Agenda validating school's self-evaluation in the 6 Ofsted areas, including an evaluative summary critiquing the school's work.**
- **Support for HT and Leaders through Learning Walks, Data Analysis, Book Scrutinies etc.**
- **SEP can act as 'External Advisor' for HT Performance Management.**
- **Attendance at Team Around the School Meetings (if applicable).**

Category 1
Intensive

- Schools given up to 20 SEP days.
- Meetings follow SEP Agenda validating and supporting school's self-evaluation in the 6 Ofsted areas, including an evaluative summary critiquing the school's work.
- Support for HT and Leaders through Learning Walks, Data Analysis, Book Scrutinies etc.
- SEP can act as 'External Advisor' for HT Performance Management.
- Attendance at Team Around the School Meetings.
- Additional support activities agreed with LA.

Process for Supporting Category 1, 2a and 2b Schools



Relevant Documents

- Cluster Lead Contact Details
- Secondary Cluster Lead Contact Details
- Guidance to System-Led Model Cluster Leads on School-to-School Support
- School-Led System Support Plan
- Guidance to Governing Bodies / Boards on Additional Payments for Staff
- School-to-School Support Log
- Facilitating the Sharing of Good Practice

School Categorisation Process

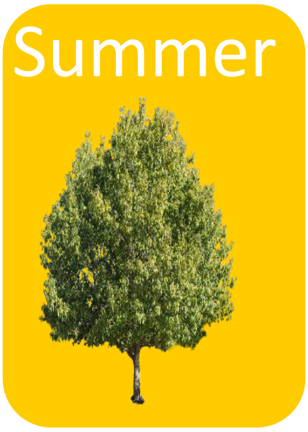
Principle

Criteria have been based on factual information (data, key government measures, Ofsted judgements) to avoid any subjectivity. Criteria have been shaped by the DfE Schools Causing Concern document which outlines the LA's role.

School performance is reviewed (at least) three times a year; in the early Autumn, Spring and Summer terms.

- School performance is reviewed using the Bury School Assessment Booklet. Schools showing performance (progress and attainment) significantly below national levels are highlighted for further consideration. Schools demonstrating a declining trend over time are also highlighted*. This information is used in conjunction with the school's Ofsted rating, and any warning notices the school may have been subject to, to consider the level of intervention needed by the school
- **We have always looked at more than one year and for trends over time, not just the most recent year but this may have implications for early intervention.*

- School performance is reviewed using ASP and IDSR and looking specifically at the performance of groups (disadvantaged, EAL, gender, SEND) in comparison to national 'All' children. At this point school's whose data may not have indicated inclusion in the plan in the Autumn would be considered.



- A further review of school performance is undertaken, this time using the validated IDSR, with particular reference to the strengths and weaknesses highlighted on the first page. Any significant weaknesses are explored through the contents of the dashboard booklet, and cross referenced with ASP and the Assessment Booklet.

Additional notes

1. We have had to adapt to the new assessment measures for 2016 and the latest criteria haven't been sent out to schools, although we have discussed them at the School Improvement Partnership Board.

2. When we had more categories we used to include schools with new heads but we have addressed this in a different way over the last few years.

Category		Characteristics	LA Provision (direct/ brokered)
1. Intensive **Statutory Intervention** **(High)** (up to 20 days)	1	• Special Measures • Serious Weaknesses • Subject to a formal warning notice for standards	Access to a School Effectiveness Partner LA Monitoring Team Termly review meetings with all partners e.g. school, LA, Diocese Brokerage/ signposting as required through: o Primary/ Secondary Learning Collaborative o Teaching School Alliances o The wider Market Place **Maximum number of days per year = 20 days***
2. Intervention **Schools 'at risk'** **(Medium/ low)** (5 – 10 days)	2A	• Schools judged to Require Improvement • Below floor in last three years • Schools meeting the coasting school criteria in all in 2015, 2016 and 2017 • Subject to a note of concern from the LA	Access to a School Effectiveness Partner LA Monitoring Team activity Brokerage/ signposting as required through: o Primary/ Secondary Learning Collaborative o Teaching School Alliances o The wider Market Place **Number of days per year = 5 – 10 days***
	2B	• Below the attainment floor standard in two of the last three years, including 2017 (primary only) • Below one of the progress floor standard indicators in two of the last three years, including 2017 • Declining trends in end of Key Stage data (3 years) • Pupil premium attainment in-school gaps are wide in 2014 and 2015, and attainment is flagged pink/red in 2016 RAISEonline (primary - reading, writing and mathematics combined), (secondary - Attainment 8/ 5+A-C including English and mathematics) • Progress of sizeable vulnerable group/s below National Average in two of the last three years, including 2017 • Below the progress criteria for coasting schools in 2016 and 2017	
3. Prevention **Self-improving Schools**	3	Note: Some Category 3 primary schools are accessing LA led projects to improve outcomes in phonics and mathematics at Key Stage 1.	School Effectiveness Partner offer of challenge and support through a Traded Service.

Schools can and will move between categories as required. A full review of categories will take place twice a year, however we will respond to needs as they arise between reviews.

** The number of days relates to School Effectiveness Partner days and do not include additional agreed activity e.g. school to school support. For category 1 & 2 schools the number of days allocated will depend on individual school needs.*

Subject to discussion / review

Primary Clusters

Contacts

Cluster A

Peter Hudson 0161 764 4927

P.Hudson@bury.gov.uk

Tracy Bevan 0161 766 2121

Tracy.Bevan@bury.gov.uk

Cluster B

Chris Ashley 0161 764 1559

C.Ashley@bury.gov.uk

Steve Ollis 0161 764 5330

S.Ollis@bury.gov.uk

Primary Clusters

Contacts

Cluster C

Phil Barlow 0161 761 1074

P.Barlow@bury.gov.uk

Tessa Townsend 0161 761 2798

T.Townsend@bury.gov.uk

Beacon Alliance

Liz Connelly 0161 764 3781

L.Connelly@bury.gov.uk

Paul Lord 0161 773 9554

P.J.Lord@bury.gov.uk


Secondary Clusters
Contacts
Cluster A
Jonathan Wilton 0161 763 1434
J.Wilton@bury.gov.uk
Cluster B
Chris Bell 0161 773 8634
C.Bell@bury.gov.uk
Cluster C
Brian Roadnight 01706 825215
B.Roadnight@bury.gov.uk

Guidance to system-led model cluster leads on school to school support

1. Planning school to school support

Please utilise the agreed planning format:

School-Led System Support Plan
Challenging and supporting the school to improve

Supported School:				Cluster Lead:			
Dates:				Funding Amount and Source:			
School Improvement Plan Priorities	1. 2. 3. 4.			Priorities for Support	1. 2. 3. 4.		
Activity	Support Priority (No.)	Intended Impact	Who is Involved	When	Cost	Monitoring Activity and Who	Progress Towards Intended Impact

Plans should:

- Be needs-led
- Link explicitly to the school improvement plan priorities
- Focus on school to school support e.g. practitioner level, leadership coaching etc.
- Identify the system leaders - initially from within the cluster then across clusters and finally from the Education CPD Board (BPLC, BSLC, Teaching Schools)
- Be costed against the Greater Manchester Learning Partnership recommended system leader rates (rates should be applied against the role undertaken rather that the member of staff having the official badge) – see below

- Have the vast majority of funding identified to release system leaders to support and will be payable to their schools
- Have limited funding assigned to resources and/ or supply cover
- Included monitoring against the intended impact from the outset; this could be through various activities undertaken by one, or more, system leader.

Role (or equivalent)	Daily Rate – February 2017 (£)
Executive Headteacher	**550**
National Leader of Education (NLE)	**500**
Local Leader of Education (LLE)	**450**
Specialist Leader of Education (Leadership Spine)	**400**
Specialist Leader of Education (SLE)	**350**
Subject Leader (not SLE)	**250**
Teachers	**200**
Support Staff	**125 (Bury not GMLP)**

2. Recording school to school support

System leaders will need to provide evidence of their work in order to draw down the funding. As a minimum this would be on receipt of the support log:

School to School Support Log

Supported School						Supporting School		
Date	No. hrs total	Support Person	No. hrs in school	Contact Name	Focus of the School to School Support	Agreed Actions and next steps	Date of next visit	Cost

For significant pieces of work the system leader should complete and return a visit report using the visit proforma below:

School to School Support
Reporting Proforma

Supported School:	
Supporting School:	
Date/s:	
Total Time Spent:	
Focus for Visit	
Priority from School to School Support Action Plan	
Summary	
Next Steps for the School	
Date of Next Visit:	
Focus for Next Visit:	
Completed by:	
Date:	

3. Monitoring the effectiveness of school to school support

Interim Review 1	
Date:	
Personnel:	
Outcomes:	
Points to be addressed:	
Interim Review 2	
Date:	
Personnel:	
Outcomes:	
Points to be addressed:	
Final Review	
Date:	
Personnel:	
Actual impact:	

Plans should formally be reviewed on a termly basis and progress with implementation of the plan recorded briefly on the support plan.

The plan is a working document. Support needs may change and additional needs may need to be included.

4. Approving support plans, associated funding and monitoring impact

The Strategic Education Board has the role to approve plans and the level of funding requested for maintained schools. Evaluating progress will also be undertaken through the Board.

Guidance to Governing Bodies/Boards:
Additional Payments for staff involved in school to school support work

1. Background

Increasingly, school staff are involved in providing challenge and support in other schools as part of collaborative school improvement working. We have been asked to provide guidance on how additional work/ responsibility could be recognised in relation to school staff, at all levels, working with other schools.

This guidance from Children's Services Human Resources indicates a preferred method for recognising teaching staff's involvement. The decision as to if, and when, it is appropriate to award additional payments is entirely a governing body/ board decision.

For Bury schools, we have adopted the system leader rates recommended by the Greater Manchester Learning Partnership in funding school to school support activity. This is based on a daily rate relating to the role of the member of staff. This funding is paid to the member of staff's school and it would be from this funding that any additional payments would then be paid by the school.

2. System Leader Rates (payable to the school)

Role (or equivalent)	Daily Rate – February 2017 (£)
Executive Headteacher	**550**
National Leader of Education (NLE)	**500**
Local Leader of Education (LLE)	**450**
Specialist Leader of Education (Leadership Spine)	**400**
Specialist Leader of Education (SLE)	**350**
Subject Leader (not SLE)	**250**
Teachers	**200**

Note: The member of staff does not need to be officially registered as an NLE, LLE or SLE if the role fulfilled is equivalent.
This daily rate will cover any back-fill and would, if appropriate, for example if the task involves wider preparation and activity to their substantive role, cover any additional payments

3. Additional Payments (advice from Human Resources)

Additional payments should usually only be considered where an individual is fulfilling a system leader role outside their own school commensurate with that role. For example, someone eligible for the leadership additional payment should be undertaking a significant leadership role; this could include conducting an audit, working to develop the capacity of other leaders or monitoring impact. The teacher additional payment would, for example, usually be for a practitioner working to develop the professional practice of others.

We would not usually expect additional payment to be made for attendance at meetings or briefings.

Governors may wish to refer to:

- School teachers' pay and conditions document (Currently 2017)
- National standards of excellence for headteachers (January 2015)

Payments are split into those within the school day and a payment for work undertaken outside usual hours. There are two levels of additional payments:

a) Within the school day

Payments within the school day	Daily rate (£)	28% Estimated on-costs (£)	**Total (£)**
Teachers on leadership spine	66.80	18.70	**85.50**
Teachers not on leadership spine	57.68	16.15	**73.83**

b) Outside usual hours

Governing Bodies/ Boards should consider limiting the number of 'out of hours' payments that can be made. This is to recognise both the extent of the funding received by the school and the work: life balance of members of staff undertaking school to school working.

Payments outside the school day	Hourly rate (£)	28% Estimated on-costs (£)	Total (£)
Teachers on leadership spine	40.38	11.31	51.69
Teachers <u>not</u> on leadership spine	34.03	9.53	43.56

Staff eligible for additional payments should complete a 'Claim for Additional Payments' form which should be signed by the headteacher or, in the case of the headteacher being the claimant, signed by the Chair of the Governing Body/ Board.

Facilitating the sharing of good practice in school improvement

In order to share good practice and areas of expertise within the cluster it would be helpful if each school could complete at least one of these proformas outlining an area of school improvement that could be shared with other schools

School:	Completed by:
Priority: *Please include how and why this was identified*	
Brief outline of the actions taken:	
Impact: *What difference did it make?*	
How has/ will improvement be sustained?	
How could you support other schools to learning from your school improvement work? *You may wish to reference specific expertise within school.*	

COUNCIL

School to School Support Log

Supported School						Supporting School		
Date	**No. hrs total**	**Support Person**	**No. hrs in school**	**Contact Name**	**Focus of the School to School Support**	**Agreed Actions and next steps**	**Date of next visit**	**Cost**

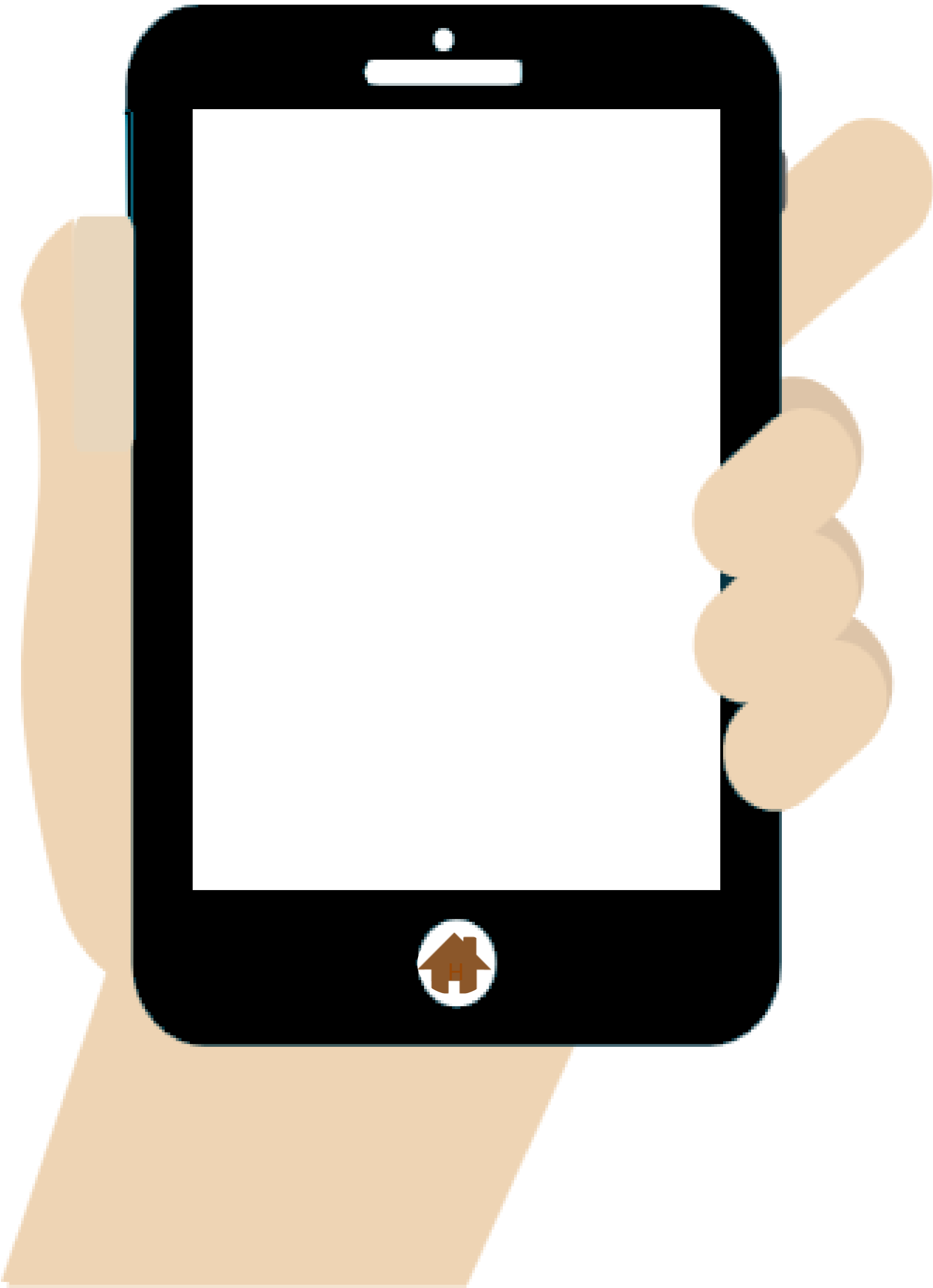
School-Led System Support Plan

Challenging and supporting the school to improve

Supported School:		**Cluster Lead:**	
Dates:		**Funding Amount and Source:**	
School Improvement Plan Priorities	1. 2. 3. 4.	**Priorities for Support**	1. 2. 3. 4.

Activity	**Support Priority (No.)**	**Intended Impact**	**Who is Involved**	**When**	**Cost**	**Monitoring Activity and Who**	**Progress Towards Intended Impact**

Interim Review 1	
Date:	
Personnel:	
Outcomes:	
Points to be addressed:	
Interim Review 2	
Date:	
Personnel:	
Outcomes:	
Points to be addressed:	
Final Review	
Date:	
Personnel:	
Actual impact:	



REPORT FOR DECISION

Bury COUNCIL

DECISION OF:	**Cabinet**
DATE:	**27 June 2018**
SUBJECT:	**OBJECTIONS TO THE PROPOSED DISPOSAL OF PUBLIC OPEN SPACE – LAND AT ASHCOMBE DRIVE, RADCLIFFE**
REPORT FROM:	**Cabinet Member for Finance and Housing**
CONTACT OFFICER:	**Fiona Kenyon** **Senior Surveyor, Property & Asset Management**
TYPE OF DECISION:	**EXECUTIVE (KEY DECISION)**
FREEDOM OF INFORMATION/STATUS:	**Public Domain**
SUMMARY:	The report provides details of the objections received to the proposed disposal of Public Open Space of land at Ashcombe Drive, Radcliffe. The extent of the land concerned is shown edged red on the plan contained within Appendix 1 to this report.
OPTIONS & RECOMMENDED OPTION	Members are requested to consider the objections received and determine whether any have sufficient weight to prevent the sale of the Public Open Space.

IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? **Yes**
Statement by the S151 Officer: Financial Implications and Risk Considerations:	This land has been identified as surplus to requirements. The report invites Cabinet to consider objections received prior to proceeding to sale.
Health and Safety Implications	Risks and mitigations to be identified and agreed for each transfer considered.

Statement by Executive Director of Resources (including Health and Safety Implications)	This proposal is part of the Council's approach to asset rationalisation
Equality/Diversity implications:	None
Considered by Monitoring Officer:	Yes JH The Council has complied with the legal requirement to advertise the proposed disposal of Public Open Space. The Council must now consider the objections received and determine whether the open space should be disposed of.
Wards Affected:	Radcliffe North
Scrutiny Interest:	Internal Scrutiny

TRACKING/PROCESS **INTERIM DIRECTOR: Paul Patterson**

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

1.0 BACKGROUND

1.1 This reports refers to a plot of land off Ashcombe Drive, Radcliffe as shown edged red on the plan shown in Appendix 1. The land comprises a flat grassed area with a couple of trees covering an area of approximately 1,035 square metres.

1.2 There are no restrictions in the title deeds in relation to disposing of the land but there are points to note. A tunnel to Mount Sion works is in the area and part does run through the property. There is also a culvert on the land. Part of the land is classified in planning terms as protected recreation provision in the urban area. If the land was sold then any potential purchaser who wished to build on the land would have to satisfy any planning requirements. The Council did submit a planning application in 1996 for one detached dwelling and subsequently withdrew this application.

1.3 The land is managed by the Council's Parks and Countryside Department and was declared surplus to Parks and Countryside's requirements following the policy laid out in the Surplus Land and Property Disposal Strategy, which was approved by Cabinet on 18 December 2013. Part of the process in declaring the land surplus included consulting with ward Councillors who raised no objections. A copy of the Operational Decision form is contained within Appendix 2 of this report.

1.4 Under the Strategy, the procedure makes provision where, due to their size, type or location, assets not considered appropriate to be circulated around other Council departments or Team Bury Partners may be declared surplus to Council requirements via Officer Delegation. The land was not considered to be suitable for circulation and was declared surplus. A copy of the Operational Decision form is contained within Appendix 2 of this report.

1.5 Sections 123(2A) and 127(3) of the Local Government Act 1972 and section 233(4) of the Town and Country Planning Act 1990 ('the 1990 Act') require a local authority wishing to dispose of open space under those powers to advertise its intentions in a local newspaper for two consecutive weeks and to consider objections.

1.6 Notices advertising the intention to dispose of Public Open Space were placed in editions of the Bury Times on 2 March 2017 and 9 March 2017 with a closing date for objections of 3 April 2017. Local Ward Councillors were informed that the advertisements were to be placed in the Bury Times on 14 February 2017.

2.0 OBJECTIONS RECEIVED

2.1 Following the advertisement of the intention to dispose of Public Open Space, 2 letters of objection to the disposal have been received. (the objections were from 3 households via 2 letters) Copies are contained within Appendix 3 to this report.

3.0 SUMMARY OF OBJECTIONS

3.1 Objection 1 states that the land is both a visual amenity and an informal recreation area used by local children to play keeping them safe by stopping them playing on the road. The land is also used by dog walkers who use the dog bins provided – if the land was sold and the bins removed where would the dog mess end up? The objector understood that when the houses were built there was a stipulation that the land was to be kept open and not built upon. As there is a culvert running under the land the ground is often wet so how suitable would the site be for building. The objector went on to ask how much the Council spends on maintenance on the site – the Council is already in the area maintaining nearby sites so savings would be minimal. Could the Council simply undertake the mowing less frequently. There is also a large ash tree on the site which would be a shame to lose.

3.2 Objection 2 (from 2 households) states that when the houses were built the builder had to leave the site open space on instruction from the Council so why have the Council now changed direction? In the past the objector, whose house backs onto the land, has applied to the Council to extend their garden onto this land and these requests have always been refused with the Council stating that the land is for open space only. The objector goes on to say that some years ago after applying once again to extend their garden the Council put in a planning application to erect two houses but after initial exploration and piling the Council withdrew the application due to unsuitable ground conditions. There are 2 culverts which cross the area and therefore if the land was sold one would not expect building to take place on these areas if sold for the use of building. (This objection was one letter but sent in on behalf of 2 households)

4.0 RECOMMENDATION

4.1 Members are requested to consider the objections received and determine whether any have sufficient weight to prevent the proposed sale of the Public Open Space.

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

Fiona Kenyon
Senior Surveyor
Property & Asset Management

Tel: 0161 253 5994
Email: f.m.kenyon@bury.gov.uk

APPENDIX 1

Public Open Space Disposal Plan

P6019 Ashcombe Dr
03022017.pdf

APPENDIX 2

Operational Decision Forms declaring land to be surplus

Parks and
Coutryside.pdf

Officer Decision
Notice ODN004 - sigı

APPENDIX 3

Letters received from members of the public

Objection 1.pdf

Objection 2.pdf

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PLAN REFERRED TO

SCALE LIABLE TO DISTORTION IF PHOTOCOPIED OR SCANNED

%

PLAN	P6019 Land at Ashcombe Drive M26 3NL
SCALE	1:1250
DRAWN BY	MB
DATE	25/01/2017

Resources & Regulation
Property & Asset Management
3 Knowsley Place
Duke Street,
Bury, BL9 0EJ
Telephone 0161-253-5995

Bury COUNCIL

OFFICER DELEGATION SCHEME
RECORD OF OPERATIONAL DECISION

Bury COUNCIL

TO BE UPLOADED TO THE E-MEETINGS MANAGER

Date: 25.2.14	**Ref No:** LS-96

Type of Operational Decision:

Executive Decision	✓	**Council Decision**	

Status:

Title/Subject matter: Permission to dispose of 9 plots of Leisure land across the Borough which are surplus to requirements

Addresses are listed below

Budget/Strategy/Policy/Compliance – Is the decision:

(i) within an Approved Budget	Yes
(ii) not in conflict with Council Policy	Yes
(iii) not raising new issues of Policy	Yes
Equality Impact Assessment [Does this decision change policy, procedure or working practice or negatively impact on a group of people? **If yes** – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]	No

Details of Operational Decision Taken *[with reasons]*:

Working within the agreed scale of savings as part of the Plan for Change, this is a strategy to reduce the size of the Councils assets and therefore the responsibility and risk they bring

The first 9 Pilot sites have been identified as being (also see attached plans) – Radcliffe Banking, R/o 16 Belmont rd, Ashcombe Drive, Radcliffe
Shaw St, Gladstone St, Pine St South, Fir St, Pine St, Hark to Towler, Bury

Site assessments have been carried out which identified the land as surplus with little community value

Planning Policy and Property Services have been consulted in relation to the Greenspace Strategy, UDP, the local development framework and covenants within the deeds, combined comments report attached for reference

The ward Councillors in each area have been consulted - all happy to proceed after answering some initial questions

In summary,
3 sites are protected recreational space which need to satisfy requirements under NPPF before development which could reduce the value and the potential sale, but not prevent it
2 sites are also Green Belt, wildlife corridors, river valley which need these requirements satisfied before development which could reduce the value and the potential sale, but not prevent it
5 sites have no issues
1 Site – Ashcombe Drive Walkway – The disposal of this site would contravene the Greenspace Strategy, however we could advertise it with a condition which reaffirms the status of the land as Protected Recreation Provision and states the site should remain in recreational use. However, should the site be redeveloped and replacement provision was laid out in the area of a better standard, or it was part-retained and enhanced as part of a housing scheme this could potentially satisfy NPPF requirements. This would reduce the value and the potential sale, but not prevent it

The income generated through these disposals for each individual site will be reinvested into neighbouring sites for the purposes of Self Management, Asset Transfer or other invest to save projects, business cases will be written for any plots of land valued over £10k

Decision taken by:	**Signature:**	**Date:**
Executive Director EDS	[signature]	10/3/14
Assistant Director (Operations)	[signature]	25/3/14.
Members Consulted ***[see note 1 below]***		
Cabinet Member	[signature]	7/3/14

Notes

1. It is not generally a requirement to consult with any Members on Operational Decisions but where a Chief Officer considers it necessary to consult with the appropriate Executive Member and/or Lead Member, they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained to confirm that he/she has been consulted.

2. **This form must not be used for urgent decisions.**

Flood Risk Zones

Within areas at risk of flooding i.e. Flood Zones 2 (medium probability), 3a (high probability) and 3b (functional floodplain), the NPPF states that inappropriate development should be avoided by directing development away from areas at highest risk. Where development is necessary, this should be made safe without increasing flood risk elsewhere.

A sequential test will be required which aims to steer development to Flood Zone 1 where possible, with reference to local evidence base (the Bury, Rochdale and Oldham Strategic Flood Risk Assessment). The test is to demonstrate there are no reasonably available sites in Flood Zones 1 and 2 before development is considered within Flood Zone 3.

Other planning constraints

Some of the sites identified are also affected by other planning designations. The relevant policies are considered in turn below:

Green Belt

The NPPF contains national policy on Green Belts which seeks to prevent urban sprawl by keeping land permanently open. The construction of new buildings is regarded as inappropriate development in the Green Belt with the following exceptions:

- Buildings for agriculture and forestry;
- Appropriate facilities for outdoor sport and recreation;
- Extension or alteration of buildings that are not disproportionate additions;
- Replacement of a building in the same use which is not materially larger;
- Limited infilling in villages;
- Limited infilling/partial redevelopment of brownfield land.

Inappropriate development is harmful to the Green Belt and should not be approved except in very special circumstances.

River Valleys

The River Valleys designation operates over the valleys of the Rivers Irwell and Roch and their tributaries. UDP Policy OL5/2 states that new buildings or change of use of buildings or land will not be permitted except where a case can be made that development would not lead to the division of the open parts of the valley into sections. Where sites are also in the Green Belt, as with Sites 3 and 4, Green Belt policies also apply (see above).

It is intended under the emerging Local Plan that the River Valleys designation will form part of a new Strategic Green Infrastructure Network, where proposals will be resisted should they result in negative impacts. Proposals that improve the connectivity and quality of the network will be supported.

Wildlife Links and Corridors

UDP Policy EN6/4 seeks to consolidate and strengthen wildlife links and corridors, and will not permit development which would adversely affect them. New development within or adjacent the corridors should contribute to their effectiveness through design, landscaping and siting and mitigation where appropriate.

The NPPF advises that local planning authorities should aim to conserve and enhance biodiversity. If significant harm to a designated site resulting from a development cannot be avoided by (i) finding an alternative site, (ii) through mitigation or (iii) via compensation as last resort, then planning permission should be refused.

BACKGROUND

Protected Recreation Provision

A number of the sites to be considered under Phase 1 are Protected Recreation Provision under Policy RT1/1 of the Unitary Development Plan (UDP). Policy RT1/1 protects sites identified as recreation space on the Proposals Map and also recreation sites created during the period of the UDP, including:

- Sites protected under other UDP recreation designation proposal policies such as Policy RT3/2 on Additional Provision in the Countryside.
- Sites identified in a recreation audit / Greenspace Strategy.

Applications for development on the above sites must comply with the requirements of Policy RT1/1, an approach which has now been updated under guidance in the National Planning Policy Framework (NPPF).

Paragraph 74 of the NPPF states that existing open space, sport and recreational land should not be built on unless:

- The land is proved to be surplus to requirements by an assessment *e.g. the Greenspace Strategy*, or
- It is replaced by better provision in quantity and quality and is in a good location or
- The replacement facility is for sports and recreational provision which outweigh the loss.

Greenspace Strategy

The Greenspace Strategy is currently being finalised for consultation and contains evidence on the quantity, quality and accessibility of open space, sport and recreation sites within the Borough. This information was collated as part of a Recreation Audit in 2012 and has been assessed according to how actual provision performs against set provision standards. Comparison against these standards has revealed that there are a number of areas which record deficits in open space, sport and recreation in terms of how much we have (quantity), what condition it is in (quality) and how easy it is to reach them (accessibility).

The Strategy considers the findings of the Audit and assessment and prioritises for action those deficiencies in Townships highlighted as 'significant' or 'major' due to funding constraints. For Townships which have excesses in the quantity of open space i.e. the existing provision is above that of the required provision, the Strategy highlights that the standards set are minimum standards and therefore any excess does not necessarily justify disposal. The NPPF requires the Council to use the assessment in the Greenspace Strategy to clearly demonstrate a site is surplus to requirements before it can be considered for other uses and therefore all the information in the strategy and other supporting strategies will be consulted before any decision is made.

Site Name	Policy Designation(s)	Greenspace Strategy evidence	Comments
Site 4 Belmont Road field	- Green Belt - River Valleys - Wildlife Links and Corridors	Not in audit.	The site is not Protected Recreation and therefore there are no issues in terms of recreational policy. However, the site must also satisfy policies on Green Belt, River Valleys and on wildlife corridors and flood risk which all restrict the possible uses of the site (see 'Background'). Deeds not available but nothing onerous mentioned on Terrier Record Card.
Site 5-9 Bury East: • Shaw Street • Gladstone Street • Pine Street South • Fir Street • Pine Street/Wash Lane	None	Not in audit.	The sites have no planning constraints and can proceed further through the disposal process. This does not confer planning approval and any planning application will be judged on its individual merits. **Shaw Street** - Deeds not available but restriction on alcohol stated on Terrier Record Card. Registered title states subject to any existing rights and easements. **Gladstone Street** - No deeds available but registered title only states subject to any existing rights and easements. **Pine Street South** - Usual party walls/ash pit clause. **Fir Street** - No deed record but registered title only shows subject to rights of way, drainage, pipes, conduits etc. **Pine Street/Wash Lane** - No deed record but registered title only shows subject to rights of way, drainage, pipes, conduits etc.

Site Name	Policy Designation(s)	Greenspace Strategy evidence	Comments
Site 3 Radcliffe Banking	- Protected Recreation - Green Belt - River Valleys - Flood Risk - Wildlife Links and Corridors	• **Site details**: Ref no. RP/RD053/00, Natural/semi-natural greenspace, Outwood, 75.33 Ha. • **Quantity**: Major excess of natural/semi-natural greenspace in Radcliffe. • **Quality**: Site – Average (44%), Radcliffe township – Poor (35%). • **Accessibility**: Site would still border large site of Outwood which has 1200 metre catchment area.	The site is Protected Recreation and therefore this land should not be built upon unless the requirements of NPPF Para. 74 are satisfied (see 'Background'). There is an excess in quantity of natural/semi-natural greenspace, quality is below the required standard and there are no major problems with accessibility in the vicinity of the site. None of these issues are priorities for action in the Greenspace Strategy. Whilst there an excess of quantitative provision and low standards of quality do not necessarily justify disposal, it is considered that the loss of this site which forms part of a larger 75 Ha. site at Outwood would not be contrary to recreational planning policy objectives. The site must also satisfy policies on Green Belt, River Valleys and on wildlife corridors and flood risk which all restrict the possible uses of the site (see 'Background'). Deeds not available but nothing onerous mentioned on Terrier Record Card.

PHASE 1 RECREATION LAND SURPLUS – PLANNING POLICY AND ESTATES COMBINED COMMENTS (JANUARY 2014)

OVERVIEW

There are 9 sites which are currently used as recreation space that are being considered by the Operations Team for disposal. This note reviews the issues arising from the planning designations and constraints placed on these sites to help give an initial view of the order in which sites should be prioritised. The conclusions are as follows:

Site Name	Policy Designation(s)	Greenspace Strategy evidence	Comments
Site 1 Hark to Towler	Protected Recreation Adjacent a Neighbourhood Centre	• **Site details**: Ref no. RP/BY114/00, Amenity Greenspace, 0.098 Ha. • **Quantity**: Slight deficiency of Amenity Greenspace in Bury East. • **Quality**: Site – Average (51%), Bury East township – Average (57%). • **Accessibility**: Site within access threshold of other Amenity Greenspace sites (e.g. Gorses Quarry).	The site is Protected Recreation and therefore this land should not be built upon unless the requirements of NPPF Para. 74 are satisfied (see 'Background'). There is a slight deficiency in quantity of amenity greenspace, quality is just below the minimum standard of 60% (Good) and there are no major problems with accessibility in the vicinity of the site. None of these issues are priorities for action in the Greenspace Strategy. Deeds available Site of two demolished houses. Subject to rights of adjoining owners to pass over and through back yards. Remainder of site is not owned by Council

Site Name	Policy Designation(s)	Greenspace Strategy evidence	Comments
Site 2 Ashcombe Drive Walkway	Protected Recreation	• **Site details**: Ref no. RP/RD023/00, Amenity Greenspace, 0.1 Ha. • **Quantity**: Significant excess of Amenity Greenspace in Radcliffe. • **Quality**: Site – Good (73%), Radcliffe township – Good (60%). • **Accessibility**: Site within distance threshold of other Amenity Greenspace sites (e.g. Exeter Avenue, Sparking Clog PH).	The site is Protected Recreation and therefore this land should not be built upon unless the requirements of NPPF Para. 74 are satisfied (see 'Background'). There is a considerable surplus of this type of informal recreation in Radcliffe, although the site performs well against all three provision standards of quantity, quality and accessibility in the Greenspace Strategy. These are minimum standards and therefore a surplus does not necessarily justify disposal. Consequently, it would be difficult to prove that the site is surplus to requirements in line with the NPPF. There are therefore issues with disposing of this site in that the eventual loss of this site would be contrary to Greenspace Strategy findings. We could possibly advertise any disposal with a condition which reaffirms the status of the land as Protected Recreation Provision and states the site should remain in recreational use. However, should the site be redeveloped and replacement provision was laid out in the area of a better standard, or it was part-retained and enhanced as part of a housing scheme this could potentially satisfy NPPF requirements. Deeds available Tunnel to Mount Sion Road crosses NE of this plot. Usual 'No Nuisance' clauses. No buildings until spec approved by vendor.

SCALE: 1:1250 DATE:

PHOTOGRAPHIC COPY LIABLE TO DISTORTION IN SCALE

N

BURY METRO

3127 315 Ashcombe Drive Walkway

Bury Metropolitan Borough

OFFICER DELEGATION SCHEME RECORD OF OPERATIONAL DECISION

Date	14th October 2016

Ref No	ODN004

Title/Subject Matter: **Surplus Land & Property Disposal Strategy**
Officer Decision Notice – Surplus Property Assets

Budget/Strategy/Policy/Compliance - *Is the decision:*	
(i) within an Approved Budget	Yes
(ii) not in conflict with Council Policy	No
(iii) not raising new issues of policy	No
Equality Impact Assessment (Does this decision change policy, procedure or working practice or negatively impact on a group of people? If yes – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR	No

Under the Surplus Land and Property Disposal Strategy, approved by Cabinet on 18th December 2013, the property assets set out below have been made surplus by the holding service.

The procedure makes provision where, due to their size, type or location for Assets not considered appropriate to be circulated around other Council departments or Team Bury Partners are to be dealt with under Officer Delegation. The assets listed are recommended for consideration in this way.

Accordingly, officers of Property & Asset Management have now declared surplus the following property assets by this Officer Decision Notice. Interim management will however remain the responsibility of the holding service until disposal of the asset is completed.

Details of Surplus Properties:

ASSET NO	ADDRESS	SERVICE USE	SIZE
Awaiting Asset No.	Land at Bury NewRoad/Church lane, Whitefield	Leisure – Fmr Landscaped area	228m2
Awaiting Asset No.	Land adj Hark To Towler PH, 460 Walmersley Road, Bury	Leisure – Landscaped area	882m2
Awaiting Asset No.	Banking R/o, Outwood Road, Radcliffe	Leisure – Rough Landscaped area	923m2
Awaiting Asset No.	Field, Belmont Road, Radcliffe	Leisure – Rough Landscaped area	2785m2
A00771	Land at Pine Street/Wash Lane, Bury	Leisure – Landscaped area	146m2
A00769	Land adj 13 Pine Street, Bury	Leisure – Landscaped area	84m2
A00788	Land at Ashcombe Drive, Radcliffe	Leisure – Landscaped area	1008m2

A00965	Land at Lakeland Crescent/Tarn Drive, Bury	Leisure – Landscaped area	197m2
A00966	Land at Whitefield Road, Bury	Leisure – Landscaped area	330m2
Awaiting Asset No	Land at Peel Brow [Plot 2], Patmos St/Fern St, Ramsbottom	Leisure – Rough Landscaped area	3427m2
A00992	Land at Fellside Close, Greenmount	Leisure – Landscaped area	1000m2
A00992	Land at Greenheys Crescent, Greenmount	Leisure – Landscaped area	1272m2
A01037	Land at Chapel Road, Prestwich	Leisure – Landscaped area	599m2
A00502	8 &10 Tithebarn Street, Bury	Property & Asset Man - Vacant	195.3m2
A00503	12 Tithebarn Street, Bury	Property & Asset Man - Vacant	187.0m2
Awaiting Asset No.	Land adj 65 Turks Road, Radcliffe	Six Town Housing	53m2
Awaiting Asset No.	Land adj Fitzgerald Close/Venwood Road, Prestwich	Six Town Housing	140m2
Awaiting Asset No.	Land adj 2 Rufford Drive, Whitefield	Six Town Housing	465m2

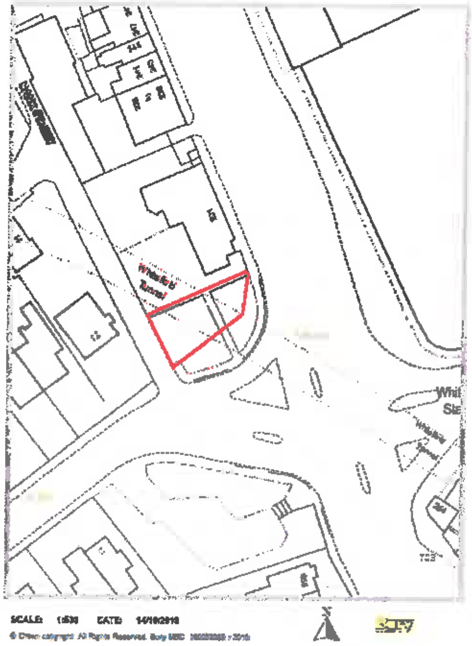
Leisure Sites: Consultation with Ward Members for the above sites has been carried out by Leisure Services and no objections were received. These sites have therefore been declared surplus by Leisure Services under DP LS 1346 & DP LS 96 & DP LS 1405 & DP LS 1461

Property Services Land & Buildings: These have been declared surplus as part of the Estates Strategy process.

Six Town Housing Sites: Declared Surplus

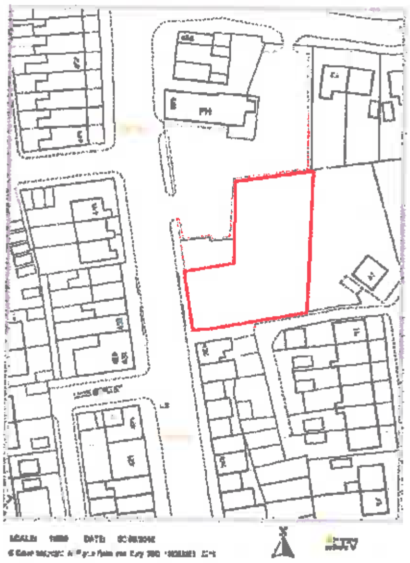
To be signed by at least 3 officers:		Date:
♦ **Head of Property & Asset Management:**		
♦ **Estates Team Manager:**		
♦ **Corporate Asset Manager:**		14th October 16
♦ **Principle Estates Surveyor:**		17-10-16
♦ **Senior Asset Officer:**		29/06/15

Signed:		Date:
♦ **Executive Director of Resources & Regulation**		8/12/16
♦ **Head of Property & Asset Management:**		17.10.2016



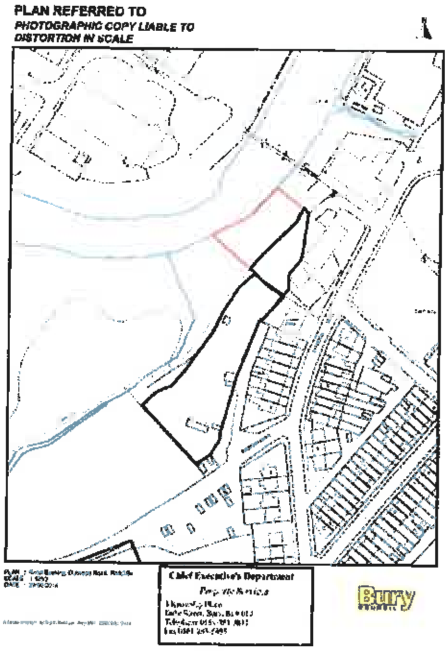
Land at Bury New Road/Church lane, Whitefield

<u>Tenure</u>: Long Leasehold
<u>Current Use</u>: Former landscaped area maintained by Leisure Services - Land does not adjoin any other Council Land or property. Land not required for strategic purposes. Adjoining restaurant has encroached for car parking – rectification in process



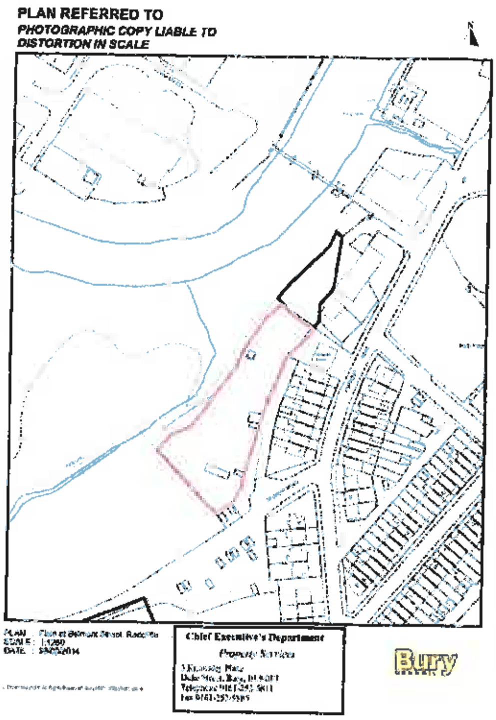
5018 – Land adj Hark To Towler PH, Walmersley Road, Bury

<u>Tenure</u>: Freehold/Long Leasehold
<u>Current Use</u>: landscaped area
Land adjoins Public House car park. Land not required for strategic purposes.



Banking at r/o Outwood Road, Radcliffe

Tenure: Freehold
Current Use: Rough landscaped area/ sloping River bank. Not required for strategic purposes.



Field at Belmont Street, Radcliffe

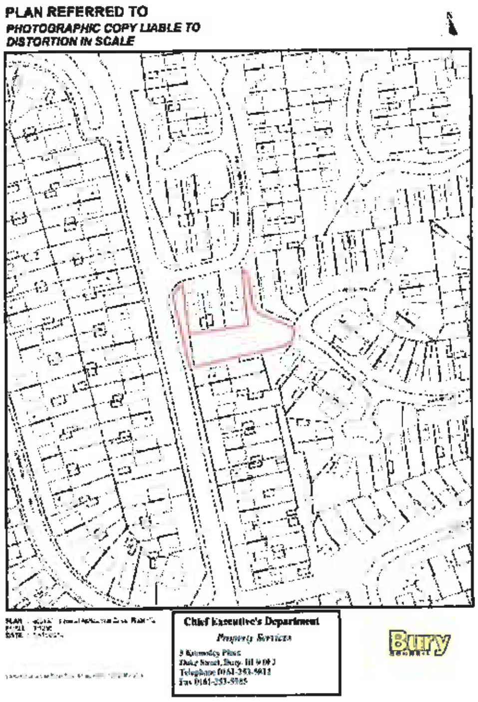
Tenure: Freehold
Current Use: Rough landscaped area/part unauthorised grazing. Adjoins Outwood Colliery Reclamation scheme but not required for strategic purposes.

5132 – Land at Pine Street South/Wash Lane, Bury

Tenure: Freehold
Current Use: open area maintained by Leisure Services
Land does not adjoin any other Council Land or property. Not required for strategic purposes.

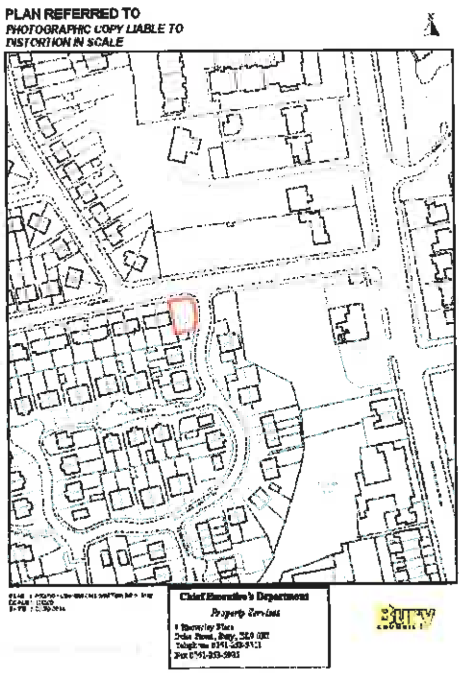
5131 – Land adj 13 Fir Street, Bury

Tenure: Freehold
Current Use: open area maintained by Leisure Services
Land does not adjoin any other Council Land or property. Not required for strategic purposes.



A00788 - Land at Ashcombe Drive, Radcliffe

Tenure: Freehold
Current Use: landscaped area – maintained. Land not required for strategic purposes.

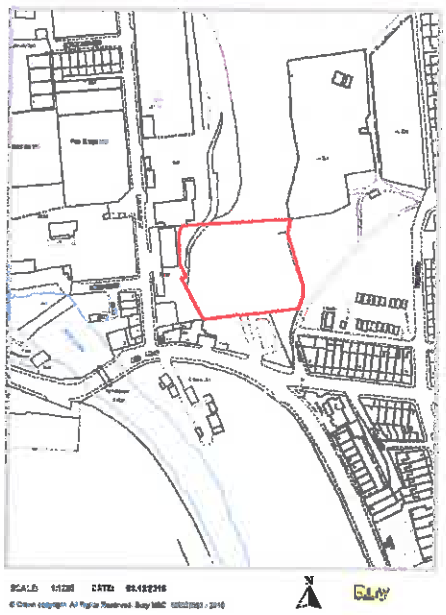


4220 - Land at Lakeland Crescent/Tarn Drive, Bury

Tenure: Freehold
Current Use: open area maintained by Leisure Services
Land does not adjoin any other Council Land or property. Land not required for strategic purposes.

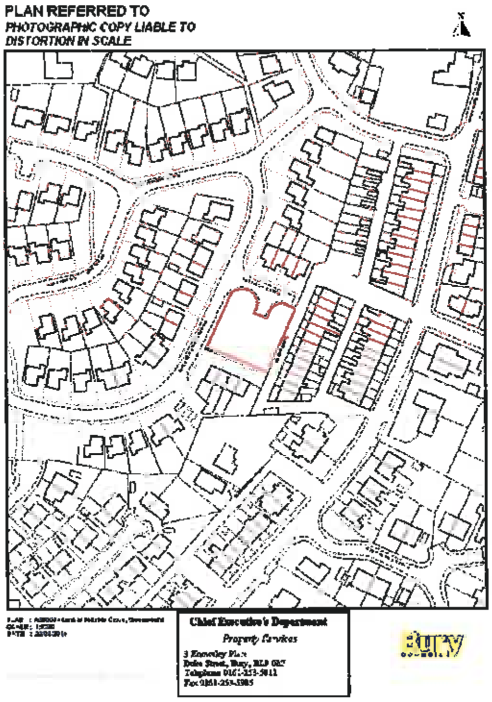
4221 - Land at Whitefield Road, Bury

Tenure: Freehold
Current Use: open area maintained by Leisure Services
Land does not adjoin any other Council Land or property. Land not required for strategic purposes.



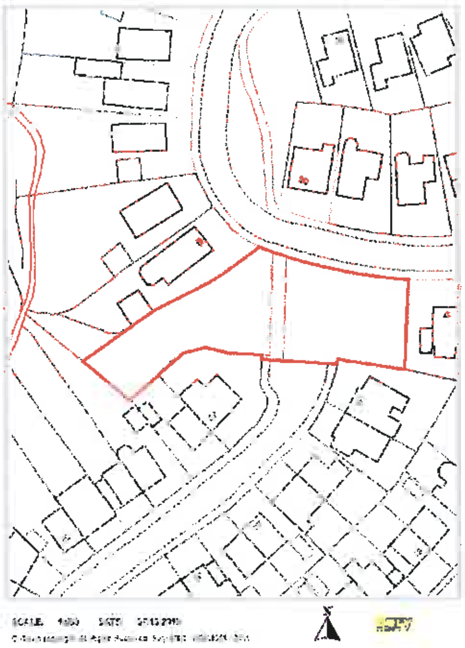
Land at Peel Brow [Plot B], Ramsbottom

Tenure: Freehold
Current Use: Rough landscaped sloping land
Land adjoins open/allotment area under Leisure Services control. Land not required for strategic purposes.



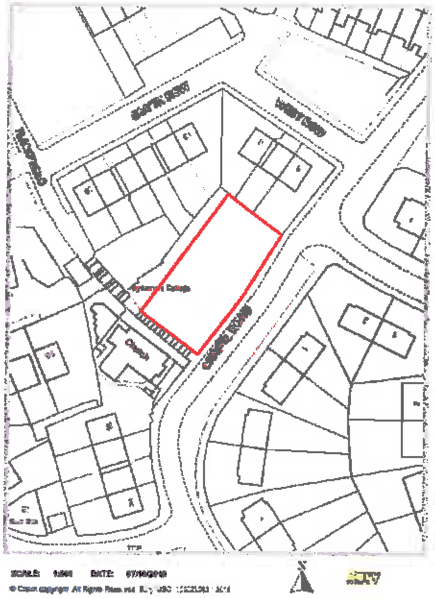
2025 – Land at Fellside Close, Greenmount

<u>Tenure</u>: Freehold
<u>Current Use</u>: open area maintained by Leisure Services
Land does not adjoin any other Council Land or property. Land not required for strategic purposes.



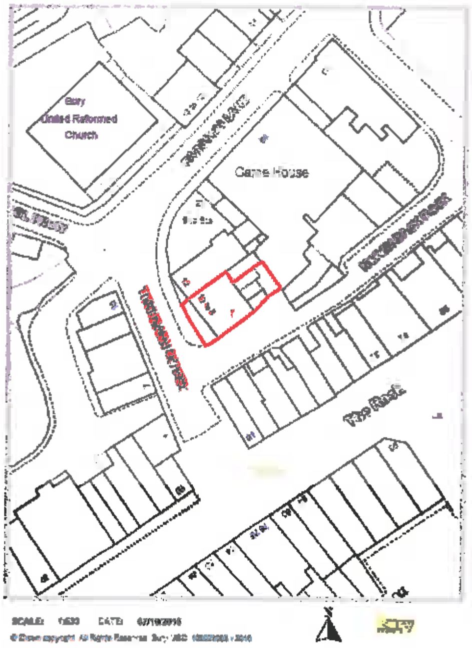
Land at Greenheys Crescent, Greenmount

<u>Tenure</u>: Freehold
<u>Current Use</u>: open area maintained by Leisure Services
Land does not adjoin any other Council Land or property. Land not required for strategic purposes.



Land at Chapel Road, Prestwich

<u>Tenure</u>: Freehold
<u>Current Use</u>: sloping open area maintained by Leisure Services – part of landscaped walkway
Land not required for strategic purposes.

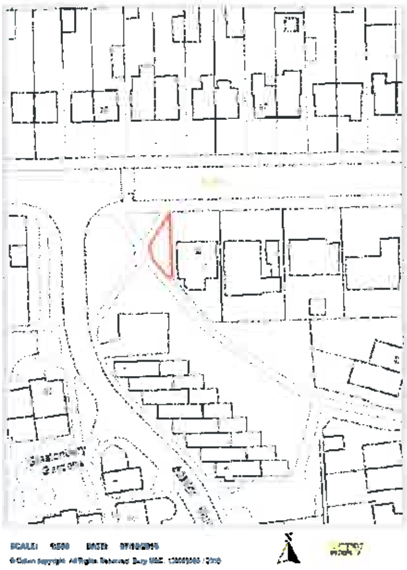


8 & 10 Tithebarn Street, Bury

<u>Tenure</u>: Freehold
<u>Current Use</u>: Vacant shop/office managed by Property Services
Vacant office managed by Property Services - in poor condition with structural issues.
Adjoin 12 Tithebarn Street. Not required for strategic purposes.

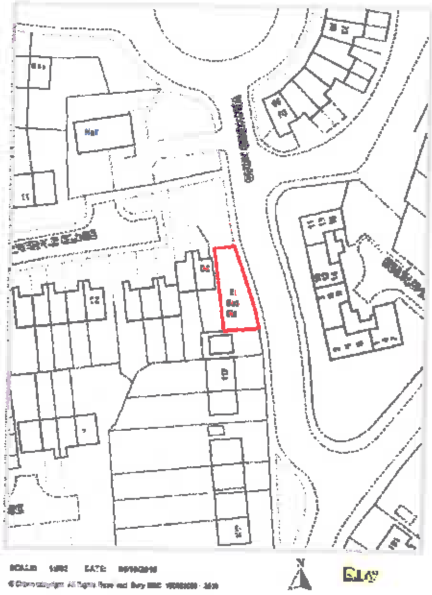
12 Tithebarn Street, Bury.

Tenure: Freehold
Current Use: Vacant office managed by Property Services – in poor condition Adjoin 8 & 10 Tithebarn Street. Not required for strategic purposes.



Land adj To 65 Turks Road, Radcliffe.

Tenure: Freehold
Current Use: open area maintained by Six Town Housing – part of landscaped walkway Land not required for strategic purposes.



Land adj 30 Fitzgerald Close, Prestwich.

<u>Tenure</u>: Freehold
<u>Current Use</u>: open area maintained by Six Town Housing. Land not required for strategic purposes.

Land adj 2 Rufford Drive, Whitefield.

<u>Tenure</u>: Freehold
<u>Current Use</u>: open area maintained by Six Town Housing. Land not required for strategic purposes.

Council Solicitor

Town Hall

Bury

BL9 0SW

[redacted]

27/03/2017

CHIEF EXECUTIVES
FOR
FILE
2 ~ MAR 2017
ACK
COPY TO
SENT ON

Dear Sir/Madam

This is a letter of objection regarding the Council's intention to dispose of land at Ashcombe Drive, Radcliffe.

This patch of grass is used regularly by the younger neighbourhood children (who are too young to go to the ball zone on Westminster Avenue) as a play area. It helps keep them safe by stopping them playing on the road, where car users are still inconsiderate even though a 20mph limit is in force.

Dog walkers also use the land and use the bin provided by the council for any mess, keeping the area clean. If the land is sold. Would the bin be removed and where would the dog mess go then?

This is both a visual amenity and used for informal recreation.

I am led to believe that when the housing estate was built in 1980 there was a stipulation that this land was to be kept open for the residents use and not to be built on.

There is a culvert running under the land and it is often wet even in dry times. How suitable would it be for building?

I understand that the Council has to make financial savings, how much does this land actually cost to maintain? It gets mowed every fortnight in summer and the dog bin gets emptied on a regular basis. Grounds Maintenance would still have to be in the area to now the grass verges on Westminster Ave, Coronation Rd and Kilburn Road. Also, there are the Council owned flats that still need their lawns mowing. The team are already in the area. Savings would equate to 30 minutes once a fortnight.

If the mowing was done less often e.g. every 4-6 weeks, this would encourage wildlife and wildflowers. Cuckoo spit is abundant here until the mowers arrive.

There is a large ash tree at one end of the sight, it would be a shame to lose this healthy specimen as the starlings congregate here each evening before heading off to roost.

Please consider my objections, this is an important open space in so many ways. If sold and built upon this would be a great and permanent loss to local residents and the Council portfolio

Yours sincerely

[redacted].

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[redacted]

28th March 2017

Council Solicitor
Town Hall
Bury
BL9 0SW

RE: LOCAL GOVERNMENT PLANNING AND LAND ACT 1980
SCHEDULE 4: LAND AT ASHCOMBE DRIVE DRIVE,RADCLIFFE

Dear Sir

We are writing to object to the proposed intentions to dispose of the above mentioned parcel of land. This land is to the rear of our property and adjacent houses number 2 and 4, when these houses were constructed the builder Wimpey on instruction from the Bury Council had to leave this area for open space area, so why now has this changed direction?

Also we all have in the past applied for an extension of the land for our gardens, and always been refused with the council stating that the land is for open space only. Some years ago after applying once again you yourselves put in a planning for the erecting of two houses on the land, but after a initial exploration and piling you withdrew your application due to unsuitable ground conditions.

According to my records there are two culverts which cross the area, one being of the Cockey Moor Culvert and a further area the Mount Sion Tunnel. One would not expect building to take place on these areas if sold for use of building.

We all strongly object to this proposal on the grounds above stated.

Yours faithfully

[redacted]

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Agenda Item 10

NOTICE OF KEY DECISION

BURY COUNCIL

Agenda Item	

MEETING:	**CABINET**
DATE:	**27 June 2018**
SUBJECT:	**MEMBERSHIP OF NEW LOCAL GOVERNMENT MUTUAL**
REPORT FROM:	**CABINET MEMBER FOR FINANCE AND HOUSING**
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

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SUMMARY:

This report outlines work being undertaken by the Local Government Association to establish mutual insurance arrangements, and seeks approval for the Council to engage in the process as a founding member.

OPTIONS & RECOMMENDED OPTION

The Cabinet is recommended to:

a) support the Authority's participation as a Founding Member of Local government Mutual and nominate the Leader / Finance & Housing Portfolio Holder to be a Founding Member committee member;

b) authorise the Interim Executive Director (Resources & regulation) to share the Authority's relevant risk transfer and protection data with the LGA officers working on the project on a strictly confidential basis; and

c) agree to instruct officers to consider the business case for utilising the Mutual at the appropriate time and to report accordingly to the Cabinet with a recommendation.

IMPLICATIONS:

Corporate Aims/Policy Framework:	Do the proposals accord with Policy Framework? Yes.
Statement by the s151 Officer:	This project has the potential to generate sustainable revenue savings. Conversely the maximum exposure at this stage is capped at £100. The benefits of a mutual approach could well extend beyond savings in premia – e.g. access to a wider network to address risk management.
Statement by Interim Executive Director of Resources & Regulation:	There are no wider resource implications.
Equality/Diversity implications:	No
Considered by Monitoring Officer:	Yes Under a range of powers, the Council can participate in an external shared services body. Following a particular legal case involving mutual insurance arrangements, Councils were given powers to enter into such agreements. The legal implications of the detailed arrangements will need to be considered in due course.
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
29/5/18	**27/06/18**				

1.0 INTRODUCTION

This report seeks Cabinet authority for:

- the Authority to become a Founding Member (i.e. subscribe to the memorandum of association) of a new company limited by guarantee (“Local Government Mutual”), the intention being that Local Government Mutual), whose establishment is being facilitated by the Local Government Association (“LGA”);

- the Leader / Finance & Housing Portfolio Holder to be appointed as a Founding Member committee member to oversee and make strategic decisions in respect of its build phase activity pending trading a mutual;

- the Interim Executive Director (Resources & Regulation) to share the Authority's relevant risk transfer and protection data with Local Government Mutual and its suppliers and contractors working on the project on a strictly confidential basis; and
- officers of the Authority to consider the business case for utilising the Mutual at the appropriate time and to report accordingly to the Cabinet with a recommendation.

2.0 BACKGROUND

- Councils currently spend hundreds of millions of pounds on insurance nationally. The LGA has been exploring options to develop a cost effective alternative to the conventional insurance market products and services available to local authorities.

- A phase of research has been undertaken with a broad range of local authorities including interviews with LGA members, analysis of the current insurance models and talking to key providers in the market.

- A viable potential alternative identified is pooling the risk of LGA members to form a discretionary mutual, where all surpluses are retained in the mutual.

- The LGA wants to work with a small number of leading authorities with a view to developing a new Mutual for local government which will aim to offer comparable cover to LGA members at a competitive rate.

- The Mutual would be owned and controlled by its members, and professionally managed by FCA authorised industry experts.

- Over the summer the LGA has been inviting local authorities to become Founding Members of Local Government Mutual. The LGA will also be a founding member and help develop the new Mutual.

3.0 FOUNDING MEMBER TASKS

- A company such as a Local Government Mutual acts through two bodies of people – its members and its board of directors.

- The tasks of the Founding Members will in the ordinary course of events be limited to:

  i) subscribing to the memorandum of association of Local Government Mutual in order to incorporate the company; and

  ii) adopting the Mutual's Rules and new Articles of Association which will convert Local Government Mutual to mutual trading status and allow it to accept risks.

- The tasks of Local Government Mutual will be, inter alia, to:

  a) procure the Mutual management services;

  b) procure supporting insurance arrangements;

  c) adopt a business plan, prospectus and member admissions process; and

d) have general oversight of the build activity.

4.0 RISKS

- No contribution to the new Mutual's set-up costs is sought from this Authority.
- There is no obligation on this Authority to utilise the Mutual subsequently. Liability to this authority is limited to £100 guarantee.

5.0 CONCLUSIONS

- Local Government Mutual aims to offer the prospect of affordable, high quality risk transfer and risk management through a mutual structure for the benefit of the local government sector.

- It may make a valuable contribution to sector-wide efficiencies and financial stability.

- Participation in the manner described above allows the Authority to contribute to the establishment of the new Mutual without exposing itself to any financial or operational risk.

Councillor Eamonn O'Brien, Cabinet Member for Finance and Housing

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List of Background Papers:-
None at this stage of the project.

Contact Details:-*Steve Kenyon, Interim Executive Director of Resources & Regulation, Tel. 0161 253 6922, E-mail: S.Kenyon@bury.gov.uk*

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MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY, HELD ON FRIDAY 27 APRIL 2018 AT GREATER MANCHESTER FIRE SERVICE TRAINING CENTRE.

PRESENT:

Greater Manchester Mayor	Andy Burnham
Deputy Mayor (Policing and Crime)	Baroness Beverley Hughes
Bolton	Councillor Linda Thomas
Bury	Councillor Rishi Shori
Manchester	Councillor Richard Leese, (Deputy Mayor)
Oldham	Councillor Jean Stretton
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Wendy Wild
Tameside	Councillor Brenda Warrington
Trafford	Councillor Sean Anstee
Wigan	Councillor David Molyneux

OTHER MEMBERS IN ATTENDENCE:

GMWDA, Chair	Councillor Nigel Murphy
TfGMC, Chair	Councillor Guy Harkin
Bury	Councillor Andrea Simpson
Manchester	Councillor Angeliki Stogia
Rochdale	Councillor Sara Rowbotham
Salford	Councillor Paula Boshell
Trafford	Councillor Dylan Butt

OFFICERS IN ATTENDENCE:

GMCA Chief Executive	Eamonn Boylan
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee
Bolton	Tony Oakman
Bury	Pat Jones-Greenhalgh
Oldham	Ray Ward
Manchester	Geoff Little
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith
Tameside	Steven Pleasant
Trafford	Joanne Hyde

Wigan	Donna Hall
Manchester Growth Company	Mark Hughes
TfGM	Steve Warrener
GMCA	Simon Nokes
GMCA	Julie Connor
GMCA	Lindsay Dunn
GMCA	Nicola Ward
GMCA	Emma Stonier

GMCA 79/18 APOLOGIES

Apologies for absence were received and noted from Cllr Anne Marie Watters (Bolton), Cllr Jane Black (Bury), Joanne Roney (Manchester), Cllr Barbara Brownridge (Oldham), Cllr Alex Ganotis (Stockport), Theresa Grant (Trafford), Cllr Laura Evans (Trafford), Cllr Peter Smith (Wigan), Jon Rouse (Greater Manchester Health and Social Care Partnership), Jon Lamonte (TfGM) and Ian Hopkins (GMP)

GMCA 80/18 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

1. **Manchester Arena Attack**

   The GM Mayor raised the upcoming one year anniversary since the Manchester Arena Attack and expressed his sympathies to all those who had been affected by this; particularly to those people who had lost family or friends.

   Sir Richard Leese informed the GMCA about the official arrangements for the anniversary which were being led by Manchester City Council. The commemorations would begin the weekend before at the City Games and the Greater Manchester Run. On May 22nd a memorial service will take place at Manchester Cathedral and a national minutes silence will take place at 2:30pm (during this service). The Memorial Service will also be broadcast live from Liverpool, York and Glasgow Cathedrals and will be screened in Cathedral Gardens in Manchester City Centre.

   An official event will be held on the evening of May 22nd in Albert Square to commemorate those lost, recognise the resilience of the city and celebrate how people came together following the Manchester Arena Attack. People have been asked to submit songs for this event and the chosen songs will be performed by a range of musical groups in Albert Square, following this at 10:31pm the bells in churches and the town hall will be rung. Song lyrics will be shone onto St Ann's Square which will reflect people's feelings about the tragic event.

2. **Shop Direct Redundancies**

The GM Mayor noted the recent redundancies recently announced by Shopdirect which would affect approximately 2000 people primarily at its sites in Oldham, Rochdale and Salford. The Mayor and the GMCA will provide as much support as possible for those affected working alongside the Leaders of the relevant Councils. An urgent meeting had taken place with ShopDirect in which counter proposals had been put forward but this had not been successful. ShopDirect had agreed to join a taskforce to look at alternative uses for the sites but from these discussions it appeared that ShopDirect had not considered other sites within GM and that the decision about its new site had already been taken. It was therefore stated that the priority for GM was to now support those affected through redundancy. Members of the GMCA will continue to be updated regarding this matter as it goes forward.

3. **Mayor – first year anniversary**

   The upcoming one year anniversary of the election of the GM Mayor was highlighted and members were informed that there was an event at the Sharp Project on 8th May which would celebrate the work and achievements over this time.

4. **Workers Memorial Day**

   The GM Mayor drew members attention to Worker's Memorial Day on 28th April which remembered and celebrated the lives of all those who had lost their life in the line of work. In particular, in Greater Manchester Steve Hunt, Nicola Hughes and Fiona Bone would be remembered and this day would be marked in an appropriate way in GM.

GMCA 81/18 DECLARATIONS OF INTEREST

There were no declarations of interest made by any member of the GMCA in relation to items on the agenda.

GMCA 82/18 MINUTES OF THE GMCA MEETING HELD ON 29 MARCH 2018.

The minutes of the GMCA meeting held 29 March 2018 were submitted for consideration.

RESOLVED/-

That the minutes of the GMCA meeting held on 29 March 2018 be approved as a correct record.

GMCA 83/18 MINUTES OF THE GMCA ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED /-

That the minutes of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee held on the 13 April 2018 be noted.

GMCA 84/18 MINUTES OF THE GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

The scheduled meeting had been cancelled.

GMCA 85/18 MINUTES OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED /-

That the minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee held on the 18 April 2018 be noted.

GMCA 86/18 GMCA AUDIT COMMITTEE MINUTES

RESOLVED /-

That the minutes of the GMCA Audit Committee meeting held 12 April 2018 be noted.

GMCA 87/18 GM STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE MANAGEMENT FRAMEWORK

The Mayor of Greater Manchester introduced a report which provided an update on the development of the two year Greater Manchester Strategy (GMS) Implementation Plan and included a copy of the first six monthly GMS Performance Dashboard. The GMS Implementation Plan sets out how the ambitions for Greater Manchester (GM) are intended to be achieved and includes key milestones for the various work programmes. The role of the Overview and Scrutiny Committees in holding GM to account for the implementation of the GMS, and comments and actions arising from the discussion of the GMS Implementation Plan at these meetings were also highlighted.

RESOLVED /-

1. That the comments and actions arising from the Overview and Scrutiny Committees were noted.

2. That the final version of the GMS Implementation Plan was approved.

3. That the first six monthly GMS Performance Dashboard was approved.

4. That it was noted that a template report was being provided to GM local authorities to support them to take the GMS Implementation Plan through their local governance structures.

GMCA 88/18 PERSON AND COMMUNITY CENTRED APPROACHES

Members received a presentation and video regarding the development of person and community centred approaches to care at Wigan Council. It was highlighted that this approach cut across all the priorities in the GMS and that it was crucial to delivering the work outlined in the GMS.

Donna Hall, Chief Executive Wigan Council, highlighted the following;

- Reform principles have formed the background of this work including; an asset based approach, a place based approach and an evidence led understanding of risk and impact;
- Funding was secured from the Greater Manchester Health and Social Care Partnership (GMHSCP) through the Transformation Fund to carry out this work;
- The programme pioneers an approach based on the strengths and assets of local residents/communities and an expansion of the 'social prescribing' approach;
- The growing evidence around the impact of the person and community centred approach, including a study which found 24% lower attendances at A&E and a 28% reduction in need for GP services by people who were supported this way;
- The GM Support Offer which included; bespoke set ups for each locality, a roll out of good practice across GM, work to address underpinning and enabling factors for such a roll out to be carried out across GM including workforce training and IT information sharing; and
- That Wigan had invested £10m in a Community Investment Fund which had taken demand out of the system and led to a reduction in over-use of the Social Care budget.

Members supported and welcomed this approach and raised the following comments and questions;

- That this was a timely reminder of the impact of devolution and what could be achieved through integrating services and delivering them in a completely different way;
- Requested that the video shown was shared as this was a real-life, positive demonstration of the impact of this initiative which helped to outline the concept of a person and community centred approach;
- That this approach was essential to drive the next steps of the place based /reform model to delivery of public services; and

- Requested that digital technology was included as one element of the bespoke model/offer to districts.

RESOLVED /-

1. That the presentation be welcomed and proposed approaches strongly endorsed.

2. That the slides and the video links be shared with members of the GMCA.

GMCA 89/18 BREXIT MONTHLY MONITOR

Councillor Richard Leese, GMCA Portfolio Lead for Business and Economy presented a report which updated members on the key economic and policy developments of relevance to Greater Manchester in relation to the UK's decision to leave the European Union (EU).

Key items highlighted were;

- That there had been positive indications that companies in GM were looking more at opportunities for international trade;
- That one of the biggest debates was around the customs union with the Irish Border and that the final proposal from Government in relation to this was still a few months away; and
- The importance of a plan being in place for GM for post 2019, and particularly for post 2021, when current European funding comes to an end. The Government has announced that it will replace some funding with a Shared Prosperity Fund but the detail of this was not yet known. It was also highlighted that European Funding was for a period of 6 years and GM would need to make the case for this to continue to ensure long term economic planning was able to take place at a local level.

The Mayor supported the importance of the Government providing clarity about the Shared Prosperity Fund and noted that the amount of funding received and flexibility around funding was key for GM for the development of a local Industrial Strategy. The Mayor highlighted a recent report which outlined that the GM economy was the fastest growing city region in the UK and that it was crucial that the Government was clear about future funding to ensure that growth continues post-Brexit. The recent announcement by Government Communications Headquarters (GCHQ) to establish a base in the city was also highlighted.

RESOLVED /-

That the content of the April Brexit Monitor were noted.

GMCA 90/18 NATIONAL PLANNING POLICY FRAMEWORK – CONSULTATION PROPOSALS

City Mayor Paul Dennett, GMCA Portfolio Lead for Housing, Planning and Homelessness, provided a report which informed the GMCA of the proposed changes to the National Planning Policy Framework (NPPF) and outlined the proposed GM response. The Government consultation on the revision to the NPPF had been published in early March and the consultation was due to end on May 10^{th} 2018. The Government was also simultaneously consulting on reforms to developer contributions (Community Infrastructure Levy and s.106). GMCA intended to respond to the 43 detailed questions and to submit a more strategic response alongside this.

In the consultation some areas which the GMCA welcomed were highlighted: the standardised methodology for the calculation of local housing need; the standardised approach to viability assessments and the plan led approach to housebuilding. There were also some concerns noted particularly around: the lack of alignment with the DEFRA 25 Year Plan; the weakening of protection given to locally important wildlife sites; changes to the definition of what can be included within the 5 year housing supply and the potential to link this to the New Homes Bonus; penalising of local authorities for non-delivery of housing even when some of the issues may be because of industry and the approach to affordable housing including a lack of reference to the definition of 'affordability'.

RESOLVED /-

1. That the proposed response to the consultation be approved.

2. That delegated authority be given to the GMCA Chief Executive in consultation with the Portfolio Lead for Housing, Planning & Homelessness to sign off the final response for submission by the 10 May deadline be approved.

GMCA 91/18 DEVOLVED TRANSPORT FUNDING – HIGHWAYS FUNDING AND CONGESTION DEAL

The Mayor of Greater Manchester introduced a report which provided an update on the amount and allocation of the Devolved Transport Funding for 2018/19 including the allocation of the additional pothole funding received in 2017/18. The report also set out the proposed funding arrangements for developing and implementing the congestion deal in 2018/19. The importance of significant transport investment for all modes of transport to achieving the ambitions of GM was highlighted. The allocation of funding was welcomed, however it was also emphasised that the package of funding received was not enough to meet challenges faced relating to transport infrastructure. It was also noted that it was estimated that the need for pothole repairs in GM was in excess of the level of grant available.

Manchester City Council highlighted that prior to 2010 funding for pothole repairs had been £12m per annum; as a result of budgets cuts to local authorities this funding was now £4m per annum. Residents had informed them, through responses to the budget consultation, that road conditions were one of their main concerns. The Council had now allocated £100m over the next 5 years to road maintenance. Nationally it was noted that the Government spent on average approximately £1.1m per year per mile on national road maintenance; for councils this figure was on average £21,000 per year.

Members requested that the strategy for Integrated Transport Block (ITB) Funding (as referenced in paragraph 2.6) was reviewed in advance of 2019/20 to ensure that strategic changes were incorporated in this. Resources allocated to ITB fed into the GM Transport Fund (GMTF) and it was stated that the way resources were allocated through this could be kept under review.

RESOLVED /-

1. That the allocations of funding for Highways Maintenance and Incentive elements for 2018/19 as part of the Devolved Transport Grant be noted and agreed.

2. That the allocation of the Additional Pothole Action funding received in 2017/18 be noted and agreed.

3. That the allocations of the further pothole funding received for 2018/19 be noted and agreed.

4. That the funding mechanism for the payment of the Integrated Transport Block Grant, Highways Maintenance Capital Grant and Highways Maintenance Efficiency funding in 2018/19 which will be received through additional retained business rates as part of the 100% business rates pilot be noted.

5. That the allocations of the grants of £4.99 million to Manchester City Council and £3.621 million to Stockport MBC from the DfT's National Productivity Investment Fund for the schemes set out at Section 5.2 of the report be noted.

6. That approval be given to the inclusion of the 2018/19 funding amounts of £1.199 million and £0.869 million respectively in the 2018/19 GMCA Capital Programme.

7. That that the allocation of £1.5 million from a combination of the Mayoral General Budget and Earnback Reserves, the optimum mix to be determined by the GMCA Treasurer, to fund the incremental costs in 2018/19 associated with the development and implementation of the Greater Manchester Congestion Deal and Plan be approved.

8. That delegated authority be given to the GMCA Treasurer to determine the appropriate allocation of the grants between capital and revenue and to update the GMCA Capital Programme, as appropriate, through the Quarterly Capital Monitoring reports.

GMCA 92/18 DEVOLUTION OF THE ADULT EDUCATION BUDGET

Councillor Sean Anstee, GMCA Portfolio Lead for Skills, Employment & Apprenticeships, presented a report which gave an update on progress towards devolution of the Adult Education Budget (AEB). The AEB had originally been due to be devolved to GM in 2018/19 but this was deferred due to national delays. The AEB allocation of an anticipated £92.2m was now projected to be devolved for the 2019/20 academic year. During 2018/19 GM will implement a shadow year in preparation for full devolution.

Members were informed that the timescales in relation to AEB were challenging as there was a need to lay the Orders in Parliament prior to the summer recess in July. It was expected that the final Order and supporting documents would be received in June for formal consent by the end of June 2018.

Members highlighted that devolution of the AEB was an integral part of achieving the ambitions of GM. The crucial role of having a skills policy which supported the GM Industrial Strategy was also emphasised.

RESOLVED/-

1. That the report be noted.

2. That, in view of the timescales for receipt of the final Order in June, Chief Legal Officers be requested to confirm that necessary delegations are in place to enable GM local authorities to provide consent prior to the summer recess of parliament.

GMCA 93/18 GOVERNANCE REVIEW

The Mayor of Greater Manchester provided a report to members which presented arrangements for the carrying out of the Mayor's Fire and Rescue Function and the GMCA Waste Disposal Functions. The report also made recommendations on how Mayoral, District and GMCA functions on transport can be delivered. The governance review had arisen to ensure that the most effective governance arrangements were in place for GM following the election of the Mayor and the creation of the GMCA. New arrangements have been introduced to hold the Mayor and the GMCA to account through the three Overview and Scrutiny Committees. These involve 45 Councillors from all GM districts and provide scrutiny functions in relation to all areas of the Mayor's and the GMCA's work. The review was intended to improve and streamline decision making at a local and GM level and to make sure that as many elected representatives were involved in the work of the GMCA as possible.

Members were notified that the Fire Committee was going to be abolished and an amendment of the GM Police and Crime Commissioner (PCC) Order pursued to provide for the Deputy Mayor to exercise delegated authority for Fire and Rescue functions. This was proposed to broaden the oversight and alignment of all 999 services. It was also proposed that the Police and Crime Panel's remit was extended to include Fire and Rescue Services.

Waste functions had now transferred to the GMCA; it was proposed that there was a Waste Committee. Two nominations would be invited from the nine authorities which shared waste management arrangements. It was suggested that the Waste Committee was composed of between 12-15 members, to ensure political proportionality and gender balance, and that these appointments were agree at the June Combined Authority meeting.

The review into Transport Governance was ongoing and it was requested that districts made appointments to the existing Transport for Greater Manchester Committee (TfGMC) at their annual meetings for the period May-July 2018 and that the appointments included the Transport Portfolio holder in each district.

RESOLVED /-

1. Fire

   That the Mayor's decision, following consultation with GMCA members be noted as follows:

   - To pursue the amendment of the GM PCC Order to provide for the Deputy Mayor PCC to exercise delegable Fire and Rescue functions.
   - To include advice and support on Fire and Rescue issues in so far as possible as matters for the Police and Crime Panel to consider.
   - To seek permission to rename the Police and Crime Panel as the Police, Crime and Fire Panel.
   - To disestablish the Fire Committee
   - To make the appropriate representation and appointments to the bodies set out in Section

2. Waste Disposal

   That the following proposals be approved:

   - To invite two nominations (except Wigan) from each District for the establishment of a Waste Committee as a CA committee from 2nd July 2018.

- To agree that the Committee will have between 12-15 members to ensure political proportionality and gender balance.

- To agree that the size and Chair of the Committee will be agreed at the June CA AGM.

- To agree the Terms of Reference of the Committee at the June AGM which will include delegated authority to progress contract negotiations.

3. Transport

That the following proposals be approved:

- To request Districts to consider the functions, size and membership of TfGMC as joint committee of the Districts, the CA and the Mayor.

- To agree to determine the re constitution of TfGMC at the June CA AGM.

- To request Districts to make appointments to the existing TfGMC at their annual meetings for the period May-July 2018, and that those appointments include the Transport Portfolio holder in each district.

4. That the portfolio governance and the wider engagement of GM elected members be reviewed after the CA AGM in June to be overseen by portfolio leads supported by the Monitoring Officer and Assistant Director, Governance and Scrutiny.

5. That it be noted that this report will be considered by the Corporate Issues and Reform Overview and Scrutiny Committee at their June meeting.

GMCA 94/18 GM SKILLS CAPITAL 2017-2020 PROGRAMME UPDATE

Cllr Sean Anstee, GMCA Portfolio Lead for Skills, Employment & Apprenticeships, presented a report which updated members with the latest information related to the Skills Capital. Skills Capital investment is a key component of GM's Growth Deal devolved responsibilities and will be key to delivering the skills and employment agenda in GM.

The GMCA had previously agreed the Trafford/Stockport College merger. The GMCA were asked to approve in principle Bury College's bid for funding for the development of a new build Health Innovation STEM Centre and Tameside College's application for the development of a new build Construction Skills Centre; demolition of Condition C estate and refurbishment of existing Condition B estate.

Members were informed that there was £43m of Skills Capital remaining for round 2 applications, to be allocated for the benefit of other areas within GM.

Cllr Rishi Shori, Leader of Bury Council, welcomed the report and investment in an area which was a predicted key growth sector in GM.

Cllr Brenda Warrington, Leader of Tameside Council, highlighted the opportunities this investment would bring to Tameside.

RESOLVED/-

1. That the update of the whole Skills Capital programme be noted.

2. That the funding applications from Bury College (£2,250,000) and Tameside College (£3,302,453) be given conditional approval and progress to due diligence.

3. That it be agreed to delegate authority to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign of any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the grant at 1 above.

GMCA 95/18 GM INVESTMENT FRAMEWORK APPROVALS

The Mayor of Greater Manchester provided a report which sought approval from the GMCA for an investment of £3,000k to Broughton House, Salford. The investment would be made from recycled funds. Broughton House had been established in 1916 as a treatment centre for soldiers after World War One; the building was now in need of significant investment and the charity is aiming to transform the site into a modern care village for veterans. It is intended that a range of services and support will be provided to ex-forces personnel. Additionally Broughton House works to reduce rough sleeping and homelessness with ex-armed forces.

The Mayor also highlighted the Armed Forces Summit taking place on 8th May and GM's ambitions to be a national exemplar in the support provided to ex-armed forces. It was expected that a range of proposals will be produced following the summit.

Members supported the proposal and emphasised the outstanding work which Broughton House carried out supporting veterans in Salford and across GM. Additionally Broughton House were congratulated on the £8,000k of funding raised from private donations and fundraising. The expected creation of 39 jobs from the investment and development was also highlighted.

Overall £100m had been invested in GM businesses through the Investment Framework and thanks was expressed to the teams at the Growth Company and the GMCA working to drive this valuable support for the GM economy.

RESOLVED /-

1. That the funding application by Broughton House (loan of £3,000k) be given conditional approval and progress to due diligence.

2. That authority be delegated to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan/investment at 1 above.

GMCA 97/18 GM HOUSING INVESTMENT FUND APPLICATIONS

Paul Dennett, Salford City Mayor and GMCA Portfolio Lead for Housing, Planning and Homelessness, introduced a report which sought approval from the GM Housing Investment Loans Fund for a loan to Eccleston Homes Ltd for £3.534m. This would take the total value of loans offered from the Fund to £410.7m. The loan will enable the construction of 27 residential homes in Temple Road, Bolton and it was noted that full planning permission had been granted for the development in November 2017.

Linda Thomas, Leader of Bolton Council, noted support for the approval of this loan and the delivery of homes that it would enable for people in Bolton.

RESOLVED /-

1. That the GM Housing Investment Loans Fund loan in the table below, as detailed in this and the accompanying Part B report be approved;

BORROWER	SCHEME	DISTRICT	LOAN
Eccleston Homes Ltd	Temple Road	Bolton	£3.534m

2. That Manchester City Council be recommended that it approves the above and prepares and effects the necessary legal agreements in accordance with its approved internal processes.

GMCA 97/18 THE GROWTH COMPANY BUSINESS PLAN

Councillor Richard Leese, GMCA Portfolio Lead for Business and Economy, provided a report which presented the Growth Company Business Plan for the 2018-19 financial year. Thanks were noted to the Board of the Growth Company and the Advisory Panel for the commitment and time spent in assisting the delivery of GM's ambitions. The team at the Growth Company were also thanked for their work and the support provided to the GM economy.

RESOLVED /-

That the Growth Company 2018-19 Business Plan be endorsed.

GMCA 98/18 EXCLUSION OF PRESS AND PUBLIC

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

GMCA 99/18 GM SKILLS CAPITAL 2017-20 PROGRAMME UPDATE

CLERK'S NOTE: This item was considered in support of the Part A GM Skills Capital 2017-2020 Programme Update (minute 94/18 refers).

GMCA 100/18 GM INVESTMENT FRAMEWORK APPROVALS

CLERK'S NOTE: This item was considered in support of the Part A GM Investment Framework Approvals (minute 95/18 refers).

GMCA 101/18 GM HOUSING INVESTMENT FUND APPLICATIONS

CLERK'S NOTE: This item was considered in support of the Part A GM Housing Investment Loan Fund – Investment Approval Recommendation (minute 96/18 refers).

GMCA 102/18 GROWTH COMPANY BUSINESS PLAN

CLERK'S NOTE: This item was considered in support of the Part A Growth Company Business Plan (minute 97/18 refers).

GMCA 103/18 CAPITAL INVESTMENT FOR REINSTATEMENT OF RAIKES LANE FROM WASTE FACILITY

Members received a report which requested approval of capital expenditure by GMCA of £7.3m for the reinstatement of the Raikes Lane Energy from Waste facility, Bolton. It was noted that as the owner of the asset the GMCA had to initially incur the capital cost and recover expenditure from the insurers subsequently.

RESOLVED /-

1. That the increase of the GMCA capital budget by £7.3 million be approved.

2. That delegated authority be given to the Executive Director Waste and Resources, in Consultation with the Lead Member for Waste (Councillor Sean Anstee), Lead Chief Executive (Eamonn Boylan) and the GMCA Treasurer, to place orders through the run off contract with Viridor Waste (Greater Manchester) Ltd (VWGM) up to a value of £7.3m to carry out the reinstatement works relating to Phase 1 and 2 of Raikes Lane; and

3. That it be noted that the decision is an urgent key decision and is exempted from call in under Rule 17 Access to Information Procedure Rules.