

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, 30 January 2019
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 - 6)*

Minutes from the meeting held on 14th November 2018 are attached.

5 LGA CORPORATE PEER CHALLENGE REVIEW REPORT *(Pages 7 - 28)*

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

6 CORPORATE PERFORMANCE UPDATE QUARTER 2 *(Pages 29 - 40)*

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

7 AGREEMENT OF BURY COUNCIL NJC PAY SPINE 2019 *(Pages 41 - 58)*

A report from the Cabinet Member, Corporate Affairs and HR, Councillor Kelly is attached.

8 ** FOR INFORMATION - MINUTES OF AGMA EXECUTIVE BOARD** *(Pages 59 - 80)*

To consider the minutes of meetings of the AGMA Executive Board held on 14th December 2018 and 11th January 2019.

9 URGENT BUSINESS

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

Minutes of:	THE CABINET
Date of Meeting:	14 th November 2018
Present:	Councillor R Shori (in the Chair) Councillors E O Brien, K S Briggs, J Kelly, A Quinn and T Tariq
Apologies:	Councillor A Simpson
Also in Attendance:	Councillors J Daly and T Pickstone
Public attendance:	3 members of the public were in attendance.

CA.226 DECLARATIONS OF INTEREST

There were no declarations of interest.

The chair agreed that the agenda would be re-arranged and item CA.227 Demolition of Former GM Police HQ, Irwell St, Bury (part A report) be considered first.

CA.227 DEMOLITION OF FORMER GM POLICE HEADQUARTERS, IRWELL ST, BURY (PART A REPORT)

The Cabinet Member for Housing and Finance provided members with an update in respect of the demolition of the former GM police headquarters. The report advises on the current position regarding the demolition and remediation of the development site of the former GMP Headquarters, Irwell Street, Bury and contains recommendations for completing the works.

Responding to questions from Members of the Public present at the meeting, the Executive Director for Business, Growth and Infrastructure reported that the site will be remediated to enable re-development. A residents meeting has been arranged for week commencing 19th November to discuss their concerns. The Executive Director reported that the demolition will result in the site being remediated to the natural gradient and enclosed with a fence. All debris will be removed.

Delegated decision:

Cabinet agreed to note the current position and approve the entering into a contract for the remaining works, with the associated expenditure as detailed within the exempt report, subject to the completion of the tender evaluation and a "value engineering" exercise.

Delegated approval is also sought to authorise officers to negotiate a final tender amount with the lowest tenderer.

Reason for the decision:

The recommended option will leave the site in a suitable condition to enable future redevelopment and therefore supports the Council's wider ambitions for growth and regeneration.

Other options considered and rejected:

Option 2.

Approve the implementation of an additional procurement exercise to market test through an open tender.

Option 3.

Approve the leaving of the site in its current state and seek an appropriate developer to remediate and further develop the site.

CA.228 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 further questions were received.

CA.229 MINUTES

Delegated decision:

That the minutes of the meeting held on 16th October 2018 be approved and signed by the Chair as a correct record.

CA.230 CORPORATE FINANCIAL MONITORING REPORT APRIL 2018 TO SEPTEMBER 2018

The Cabinet Member for Finance and Housing submitted a report setting out details of the Council's financial position for the period April 2018 to September 2018 and projects the estimated outturn at the end of 2018-19. The report also includes Prudential Indicators in accordance with the CIPFA's Prudential Code.

Delegated decisions:

Members note the financial position of the Council as at 30 September 2018 and approve the recommendations from the recent LGA Finance Review regarding line management accountability to the S151 Officer as detailed in paragraph 2.4.

Reason for the decision:

The report has been prepared in accordance with all relevant Codes of Practice.

CA.231 MID-YEAR TREASURY MANAGEMENT REPORT

The Cabinet Member for Finance and Housing submitted the mid-year treasury management report. The report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management and covers the following:

- An economic update for the 2018/19 financial year to 30 September 2018;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2018/19
- A review of the Council's borrowing strategy for 2018/19

- A review of any debt rescheduling undertaken during 2018/19
- A review of compliance with Treasury and Prudential Limits for 2018/19

Delegated decision:

That in accordance with CIPFA's Code of Practice on Treasury Management, the report be noted and forwarded for consideration at the next meeting of full Council scheduled to take place on 28th November 2018.

Reason for the decision:

Treasury Management is an integral part of the Council's financial framework and it is essential that the correct strategy is adopted in order to ensure that best value is obtained from the Council's resources and that assets are safeguarded.

CA.232 RISK MANAGEMENT ANNUAL REPORT

The Cabinet Member for Finance and Housing presented to members the Risk Management Annual Report. The report provides Members with details of risk management activity that has taken place over the past 12 months. It outlines risk management policies and practices now in place and the key issues that will be addressed during the coming financial year.

Delegated decision:

That support be given for the Council's approach to Risk Management; and the progress made throughout 2017/18 and actions planned for 2018/19 be noted.

Reason for the decision:

Risk management is an integral part of the Council's approach to Corporate Governance and service and financial planning and it is essential that robust risk management practices are put in place to safeguard the Council's assets and its reputation.

CA.233 COMMUNITY SAFETY PLAN

The Cabinet Member for Communities submitted the Community Safety Plan. The Plan identifies five key priorities:

- Protect & Support Vulnerable People
- Putting victims first
- Reduce re-offending
- Build stable, cohesive communities
- Develop a partnership approach to community safety

Each of these priorities directly links to the GM Police & Crime Plan whilst also addressing local needs. The Plan will be delivered via the Community Safety Partnership and six sub-groups.

Delegated decision:

Cabinet agreed to note the contents of the Plan and its priorities and recommend to Council that the Plan and its priorities be approved for inclusion in the Council's Policy Framework.

Reason for the decision:

The development of a Community Safety Plan is a statutory responsibility of the Local Authority

Other options considered and rejected:

Cabinet to suggest amendments to the Plan and recommend the amended Plan to Council for inclusion in the Policy Framework.

To reject the Plan.

CA.234 DOMESTIC VIOLENCE AND ABUSE STRATEGY

The Cabinet Member for Communities submitted for consideration the Domestic violence and abuse strategy. The strategy identifies six key priorities:

- Improve Strategic Co-ordination
- Reduce re-offending
- Reduce re-victimisation
- Remove inequalities and gaps in provision
- Enhance workforce development
- Further develop primary prevention approaches

The resulting actions will be delivered through the Domestic Abuse Strategic Group and the Domestic Abuse Forum.

Delegated decision:

Cabinet agreed to approve the Domestic Violence and Abuse Strategy.

Reason for the decision:

Domestic Abuse is rising in Bury and remains a key priority for Police colleagues but it is also becoming more complex, with more victims reporting additional needs.

Other options considered and rejected:

To approve the attached Strategy with amendments

To reject the Strategy

CA.235 FOR INFORMATION MINUTES OF THE ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

CA.236 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.237 DEMOLITION OF FORMER GM POLICE HEADQUARTERS, IRWELL ST, BURY (PART B REPORT)

The Cabinet Member for Housing and Finance advised the Cabinet on the tenders received for the final site remediation phase.

Cabinet considered the financial details set out within the report.

Delegated decision:

That Cabinet agrees that Council Officers be authorised to negotiate a final tender amount with the lowest tenderer to demolish and remediate the site.

Reason for the decision:

The recommended option will leave the site in a suitable condition to support future redevelopment and therefore supports the Council's wider ambitions for growth and regeneration.

Councillor Rishi Shori, Leader of the Council
CHAIR

(Note: The meeting started at 6.00pm and ended at 7.20pm.)

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DECISION OF:	The Cabinet
DATE:	30 th January 2019
SUBJECT:	Outcome of the Corporate Peer Challenge of the Council
REPORT FROM:	Councillor Rishi Shori, Leader of the Council
CONTACT OFFICER:	Geoff Little, Chief Executive
TYPE OF DECISION	NON-KEY
FREEDOM OF INFORMATION/STATUS	This paper is within the public domain
SUMMARY:	To set out the key findings from the Local Government Association (LGA) Corporate Peer Challenge undertaken in November 2018, together with the Council's proposed response and next steps.
RECOMMENDATION:	Cabinet is asked to consider the findings and key recommendations of the review and to agree the draft action plan that addresses those recommendations.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Our response to the findings from the Peer Challenge will ensure that we focus our resources on delivering Members' priorities for Bury.
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The recommendations of the review are fully supported. Resources will be identified within the overall council budget to implement recommendations as required.
Statement by Interim Executive Director of Resources & Regulation (including Health and Safety Implications)	

Equality/Diversity implications:	These proposals are in line with equality and diversity policies.
Considered by Monitoring Officer:	Yes.
Wards Affected:	None.
Scrutiny Interest:	Overview and Scrutiny Committee

1. Introduction

- 1.1 In November 2018, we invited the Local Government Association (LGA) to undertake a Corporate Peer Challenge of the Council. The purpose of the review was to help us understand what we are doing well and what areas we could improve. The feedback report from the review is appended.
- 1.2 This is an important report for the Council. It presents an independent external assessment of our capacity to deliver Members' priorities for Bury. The review was conducted by a team of expert Members and officers from other Councils. A wealth of evidence was collected from over 260 hours' worth of information from discussions with Members, officers at all levels, residents and partners.
- 1.3 The report sets out the key findings and recommendations from the review and seeks approval to the proposed response to the Peer Team's recommendations.

2. Key Findings

- 2.1 The report sets out the many strengths of Bury and of the Council. It will be important to communicate these strengths and build our response from them.
- 2.2 Overall, the Peer Challenge Team's view was that 'Bury is a Council and place with genuine ambition to grow its economy and serve its community well', and:-
 - Bury is well regarded within Greater Manchester and is considered as 'punching above its weight' on the sub-regional agenda;
 - The political leadership of the council has prioritised and is driving inclusive growth and increased social mobility – evidenced through the launch of the Life Chances Commission and re-drafting of the Economic Growth Strategy;
 - Bury's ambition has successfully translated into one of the highest new business start-ups rates nationally;
 - The energy, enthusiasm and commitment of staff is one of the council's biggest assets;
 - The priorities put forward by the Chief Executive in his engagement with staff are recognised and supported;
 - The Council and partners, has demonstrated a purposeful focus on accelerating health and social care integration, leading to an increase in the pace of integration that has been recognised locally and regionally.

2.3 The Peer Challenge Team also offered a series of suggestions for how the Council could continue to improve. In particular it highlighted the following key recommendations:-

- Develop a new Corporate Plan which states the priorities for the next three years;
- Strengthen financial management and discipline;
- Co-produce, then consistently live a new workforce culture, reflecting the cultural requirements of a new 'integrated' organisation and empower all to meet the level of sustainable corporate transformation required;
- Centralise relevant support and enabling services into a strong 'corporate core';
- Develop and deliver a single, comprehensive corporate performance management framework;
- Councillors and officers to co-design a considered, deliverable commercialisation strategy;
- Invest in ICT infrastructure in its entirety (hardware, software, connectivity and training) based on clear business cases. Also to define the Council's digital journey and the steps that will need to be taken to deliver it;
- Refresh the approach to community engagement and look at how the resourcing of the voluntary, community and faith sector could have a greater impact on local priorities;
- Review organisational workforce development;
- Review the role of the strategic 'Team Bury' partnership, the outcomes it can deliver for Bury and the governance arrangements required to do this.

3. The Council's response

3.1 Transformation and Reform Programme

- 3.1.1 The majority of the report's recommendations focus on the internal corporate management processes of the Council. It is important that we act on each of the specific recommendations and this will be part of a much wider transformation and reform programme for all public services in the borough.
- 3.1.2 Progress has been made over the last five months in implementing the Bury Locality Plan to integrate health and social care. Without losing focus on the implementation of the One Commissioning Organisation and Local Care Alliance, we now need to accelerate the wider reform of all public services and we are developing our plans in response to the Greater Manchester New Model of Public Services, which was recently launched. This will enable our first steps towards creating a new narrative that can inspire all staff from all sectors.
- 3.1.3 The objective is a single programme of transformation and reform across all services and all sectors focusing on the relationships frontline staff have with each other and with the people of Bury. A new Corporate Plan which will flow from the Peer Challenge review, will be the Council's contribution to that single programme for all public services.

3.2 Co-design

3.2.1 The review team told us that the feedback from their many discussions with staff at all levels was that the whole organisation is willing to change but must be brought on the journey together. The response to the review will therefore use and build on the recent changes in the way in which we engage with staff. The focus will be on:-

- Empowering staff;
- Giving permission to innovate and to learn;
- Giving and receiving feedback;
- Senior management listening attentively to staff at all levels; and
- Recognising and celebrating success.

3.2.2 The new arrangements for staff engagement are now being accelerated and from the spring, will be joined up with similar arrangements now being rolled out for CCG and Council staff within the scope of the One Commissioning Organisation.

3.3 Phasing and prioritisation

3.3.1 The level of our ambition for Bury is acknowledged by the report. There is a determination to meet the challenges to deliver on those ambitions. However the advice in the report is clear: we cannot do everything at once. A key requirement now is to agree the phasing of what we will do, in what order and over what timescales. This will be key to delivery of a new Corporate Plan.

3.4 Resources

3.4.1 The biggest and most urgent challenge facing the Council is the budget. Along with the LGA review of financial management, the Peer Challenge report contains clear recommendations to improve our financial planning, including connecting the budget to the new Corporate Plan and the new approach to public service reform.

3.4.2 In setting a budget for 2019/20, we need to consider investment in transformation, particularly ICT, and workforce development. This will, to a large extent, determine the pace and phasing of transformation.

4. Framework for the Council's response

4.1 Phasing

4.1.1 It is proposed that the action plan responding to the review should be in three phases:-

- January to March 2019.
- 2019/20.
- 2019 - 2022.

4.2 January, February, March 2019

4.2.1 Actions are being taken to use the Peer Challenge report to create a momentum for change. These immediate actions include:-

- Agreeing and communicating our high level response to the review.
- Some early improvements visible to staff.
- Staff engagement in co-designing the changes needed.
- Continuing to strengthen member and officer relations, for example, through the staff engagement sessions held with the Leader and the Chief Executive and Member Development.
- Begin designing the corporate infrastructure i.e. a new Corporate Plan, Medium Term Financial Plan, business planning and workforce development processes.
- A three month review of HR/OD. This review will produce a plan to improve our workforce and organisational development capabilities which will underpin everything else that we do.

4.2.3 The choice of some early visible improvements will be an important decision. Some suggestions from staff feedback are:-

- The five LCA Integrated Neighbourhood Teams will go live in April.
- ICT:-
 - Resolving log-on problems.
 - Providing better kit for mobile/home working for priority groups of staff.
- New ways of working to go with the planned office moves.
- Step-up training and development opportunities.
- Use the three month review of HR/OD to identify and change processes that most restrict managers/staff.

4.3 2019/20

4.3.1 The decisions on the budget for 2019/20 will require some investment in transformation. The challenge will be using that investment to deliver changes next year. During 2019/20 we will develop our three year Medium Term Financial Plan (MTFP) which will determine the scale of investment in transformation and therefore the pace and phasing of change. This will include investment in ICT, workforce training and development and new ways of working.

4.3.2 2019/20 will also see a significant step change in the way we engage with partners in the private, public and voluntary and community sectors. This will involve co-designing the roll-out the Local Care Alliance (LCA), the One Commissioning Organisation (OCO) and the New Model Public Services, with a specific focus on reducing demand for reactive services. This will include the refresh of our approach to community engagement and strengthening our relations with the voluntary, community and faith sector.

4.3.3 Finally during 2019/20 the Council and the CCG, working together as the OCO, will design and implement new commissioning, business planning, and workforce development performance processes. These will include the corporate infrastructure of:-

- Creation of corporate core for the Council and the OCO.
- New Corporate Plan.
- MTFP.
- New approaches to commissioning via the OCO.
- Capital Programme.

- New ICT and Digital Strategy.
- Workforce development plan for the OCO and Council focussed on a new workforce culture.
- Performance management and reporting for the Council and CCG together. This will include the measures of success covering outcomes for the people and place of Bury, service demand and budget pressures.

4.4 2019/2022

4.4.1 The work described above during 2019/20 will strengthen the improvement capability of all Bury's public services, focussing on workforce, technology, performance and financial management. But these processes have to have purpose in better outcomes for Bury's people, environment and economy. The outputs from 2019/20 will therefore provide a strategic framework for the three year period 2019-22 comprises:-

- A renewed vision and strategy for Bury developed with communities and partners. This will replace the current Vision, Purpose and Values 2015 – 2020.
- A continued strengthening of Bury's role as part of the Greater Manchester Combined Authority and Health and Social Care Partnership.
- A new approach to public service reform supported by the GM new model of public services and driven by new relationships between front line staff and with bury people and businesses.

4.4.2 The Council will be expected to have a further Corporate Peer Challenge in 4 or 5 years' time. It will be helpful as we develop our response to this review over the coming months, to keep asking the question; what do we expect the difference to look and feel like in 5 years' time?

4.4.3 In the meantime there will be a light touch follow up visit by the LGA within the next 2 years to assess progress. With this in mind one of the key areas of development will be a stronger performance framework to provide Members with short and medium term evidence of impact.

5. Conclusion

5.1 The Corporate Peer Challenge report is key report for the Council, as it presents an independent external assessment of our capacity to deliver Members' priorities for Bury. It is important that Members' consider the findings of the review and shape our response.

List of Background Papers:-

Corporate Peer Challenge Report
(Appendix 1)

Contact Details:-

Geoff Little Chief Executive
Email: g.little@bury.gov.uk



Corporate Peer Challenge **Bury Council**

12th – 16th November 2018

Feedback Report

1. Executive Summary

Bury is a council and place with genuine ambition to grow its economy and serve its community well. This ambition is relevant to the opportunities presented by its geographical location being within a short, easy commute of Manchester city centre and key employment sites in the region. Bury is well regarded by colleagues within the Greater Manchester (GM) Combined Authority and is considered as *“punching above its weight”* on the sub regional agenda. Whilst Bury’s ambition have successfully translated into one of the highest new business start-ups rates nationally, the appetite for growth is now, quite rightly, becoming more focussed on inclusive growth for all..

The political leadership of the council has prioritised and is driving inclusive growth and increased social mobility. This is evident in the launching of a life chances commission and re-drafting of the economic growth strategy that is based on a clear understanding of local need in Bury. The commitment to inclusive growth and improving life chances for everyone is particularly important given the higher average incomes of those who travel out of the borough for work compared to those who remain. Although Bury overall is an area with higher than average income levels, this is not the case in all areas of Bury or for all its residents.

The scale of Bury’s ambition is a strength, although this also presents a challenge.

Delivering on this scale of ambition will require the use of evidence based priorities which are used by senior officers to manage the capacity and resources of the organisation effectively. It is the view of the peer team that this does not appear to have always been the case in recent years. This is most seen in the shortage of capacity to deliver sustainable change.

In managing a budget reduction in the region of £65m since 2010, a *“path of least resistance”* appears to have been taken in some areas. This has led to a shrinking of some services, in particular corporate support services and staff leaving the organisation without their skills and experience always being appropriately replaced. This has led to officers often taking responsibility for functions outside of their experience range. In some cases this has stretched heads of service and front line staff beyond what has typically been seen elsewhere in the sector by the peer team. This has diluted some of the core processes required of the council and left a *“feeling of disconnect”* amongst officers in different service areas and within the organisational hierarchy. Crucially, this appears to have limited the transformational capacity of the organisation.

The approach taken by the recently appointed CEX to meet and engage with councillors, staff and partners has been well received by all. Continued engagement will help to rebuild some of the disconnections that have emerged between officers. Staff are consistent in the sentiment that they now wish to see these early steps to engage become ‘business as usual’. They also want to be engaged and involved more regularly on the practical progress the council is making beyond their own service areas. Demonstrating evidence of change will help to maintain the pragmatic response shown by officers.

Building on the strong political direction present in Bury, the priorities put forward by the CEX in his engagement with staff are recognised and supported. These priorities include

managing the budget position, inclusive growth, the effective integration of health and social care and public service reform. These priorities cannot however be delivered under the current ways of working and will require change. Staff at all levels again recognise and broadly welcome this. Staff are clear that they want to be part of the solution and are very committed to Bury as a place.

Change within the council has been typically service rather than corporately led in recent times and the council has not effectively used a corporate planning process to channel the resources of the council behind a clear set of priorities. Such is the scale of transformation required and the pace at which this needs to happen in some areas, this is now vital. The council should – as a collective – develop a new Corporate Plan and use this to direct the capacity of the organisation with clear milestones and measures put in place. A Corporate Performance Framework should be developed and implemented across all levels of management which goes beyond the outcome level of detail currently seen and into service impact. Corporate performance information should be reported on a frequent basis throughout the council and on at least a quarterly basis to the cabinet. This will help ensure an appropriate pace of delivery. Constructive challenge internally within the organisation will be essential to ensuring that progress is being made in achieving the council's priorities. Councillors and officers should be consistently supported by high quality service specific information that shows impact and the progress being made. Success should be embraced as well as poor performance challenged.

To help facilitate this change and more effectively direct the capacity of the organisation behind the corporate priorities, the council should look to establish, as a priority, a 'Corporate Core' of enabling and support services. This will help ensure support functions in key service areas like children's social care are made more resilient and are not as reliant on a small number of individuals. This will also enable greater consistency and prioritisation of resources across the organisation. Examples of service areas to consider for inclusion in this Corporate Core include financial management, communications, HR, ICT/digital, performance and risk, policy, business planning, procurement, project management and democratic services.

Investment in materials and infrastructure will also be required to maximise organisational capacity and release potential savings. This includes investment in ICT/digital, accommodation, equipment, organisational and workforce development – in short the tools to do the job. It is recognised that the council's current financial position may make this investment challenging. This is important however for delivering sustainable solutions rather than the type of temporary fixes which have been observed in recent years. The council have already recognised the need for change and have put in place a re-energised approach to budget management in recent months. This is leading to increased financial grip or *"...challenge like we've never seen before"* and has included the direct involvement of the new CEX. This grip on financial management needs to be continued and provide the foundation for a new Medium Term Financial Strategy.

In addition to re-aligning the council's internal capacity, there is also potential to review how the council works with partners and the voluntary, community and faith sector. There is willing capacity here that the council can work with in a collaborative way, focussed on delivery.

In the last few months the council, along with its partners, has demonstrated a purposeful focus on accelerating health and social care integration. This has led to an increase in the pace of integration that has been recognised locally and regionally. This is an appropriate step, given the funding this can release in Bury to allow further transformation to happen. How the council will use this funding to support health and social care transformation should be made clear to all members, officers and partners so that there is a consistency of understanding locally. It will however add to the amount of transformation the council is required to manage. As part of a portfolio of transformation work, through ongoing engagement and an effective Corporate Plan, officers need to be provided with a clear sense of:

- What to expect – what are the key priorities for the council during this period?
- When steps will be taken – by showing clear milestones that reflect the progress needed; and
- As part of one team, what is your role? – this should be translated throughout delivery plans and service plans. This will help bring the ownership and accountability required to increase the pace and sustainability of delivery.

The energy, enthusiasm and commitment of staff is one of the council's biggest assets. Focusing it, empowering it, developing it and connecting it together as one team will help the council significantly on its transformation journey.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

- 1) **Develop a new Corporate Plan which states the priorities for the council over the next three years.** This should include regular milestones which are clearly owned across the organisation – featuring in service plans and annual staff appraisals. This should also include progression, proxy and output measures to demonstrate and track progress towards longer term outcomes.
- 2) **Strengthen financial management and discipline, building on the action plan recently drafted.** This requires a more strategic and collectively owned, priority based approach to budget setting which is aligned to the priorities in the Corporate Plan and is consistent with a new medium term financial strategy. This must be underpinned by clear business cases followed by detailed delivery plans which can be effectively and proactively monitored and challenged.

- 3) **Co-produce, then consistently live a new workforce culture. This should reflect the cultural requirements of a new 'integrated' organisation and empower all to meet the level of sustainable corporate transformation required.** This must be developed with members and staff locally but may include how staff are brought together as one team, how engagement happens, empowerment, accountability, challenge and recognition of success.
- 4) **Centralise relevant support and enabling services into a strong 'Corporate Core'.** This will help direct the capacity of the organisation behind the key corporate priorities and bring more consistency, discipline, rigour, challenge and resilience. Examples of this may include financial management, communications, HR, ICT/digital, performance and risk, policy, business planning, procurement, project management and democratic services.
- 5) **Develop and deliver a single, comprehensive corporate Performance Management Framework.** This will help ensure appropriate accountability and enable all services to demonstrate and be challenged on their impact. Performance against the key priorities should be reported at least quarterly in a relevant scorecard to the cabinet and senior leadership team. Scrutiny should also then be supported to challenge with a similar level of detail on specific areas.
- 6) **Councillors and officers to co-design a considered, deliverable commercialisation strategy.** This should communicate the parameters within which the council is willing to become commercial. This will then help the council become more systematic in identifying the right commercial opportunities and avoid losing valuable capacity exploring commercial opportunities that are not appropriate.
- 7) **a) Invest in the ICT infrastructure in its entirety (hardware, software, connectivity and training) based on clear business cases.** Technology must be robust and fit for purpose for the council to deliver effectively and discharge its functions. Investment will be quickly needed to replace end-of-life infrastructure. This investment will also underpin digitisation and further transformation (for example 'channel shift').

b) Define the council's digital journey and the steps that will need to be taken to deliver it. A strategy is required which sets out the council's digital ambitions for the borough more widely. Whilst the council's own ICT strategy is an important initial building block, the digital strategy should also articulate, how further digital inclusion will be supported, how business will be supported and enabled to function in a digital age, and how channel shift will be progressed. A clear, costed implementation plan should underpin this to assist members and officers in communicating the council's digital journey.
- 8) **Refresh the approach to community engagement and look at how the resourcing of the voluntary, community and faith (VCF) sector could have a greater impact on local priorities.** There is willing capacity in the community and the VCF sector available to the council. This is as much about how resource is targeted as it is about how – and how early in the process - communities and the VCF sector are involved in co-designing local solutions.

- 9) **Review organisational and workforce development.** This will enable the organisation to be strategic in how it supports staff with the right development opportunities which are clearly linked to the needs of the council on its transformation journey.
- 10) **Review the role of the strategic 'Team Bury' partnership, the outcomes it can deliver for Bury and the governance arrangements required to do this.** This will require an agreed set of priorities with partners locally and delivery plans which detail roles and responsibilities. This should also outline the mechanisms through which partners can hold each other to account for delivery. There may be wider opportunities to bring more partners together under the 'Team Bury' approach to co-design new creative solutions and benefit from each other's roles, reach, capability and capacity.

Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Bury were:

- **David Parr** (Chief Executive – Halton Borough Council)
- **Cllr Doug Taylor** (Enfield Council)
- **Cllr Alan Jarrett** (Leader – Medway Council)
- **Sophie Ellis** (Assistant Director of Customers, Policy & Improvement - London Borough of Merton)
- **Jacqui Blesic** (City Human Resources Manager - Hull City Council)
- **Nigel Broadbent** (Head of Finance (Section 151 officer) - Calderdale Metropolitan Borough Council)
- LGA peer challenge manager: **Dan Archer** (LGA Programme Manager)

Scope and focus

The peer team considered the following five questions, these form the core components looked at by all Corporate Peer Challenges. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to provide feedback on the plans for the future.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge every 4 to 5 years. Bury Council had a Corporate Peer Challenge in November 2013. Where relevant to do so, findings from that previous peer challenge have been referenced in this report.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Bury, during which they:

- Spoke to more than 120 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 40 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 260 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Bury.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (16th November 2018). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

3. Feedback

3.1 Understanding of the local place and priority setting

Bury is a post-industrial borough in Greater Manchester which is home to around 189,600 residents spread largely across six townships (Bury, Ramsbottom, Tottington, Radcliffe, Whitefield and Prestwich). Whilst average income levels across the borough are above the North West average, this is not true for all areas of the borough. Neighbourhoods in Radcliffe, Moorside and Bury East are home to around 11,000 residents and feature in the 10% most deprived areas in the country.

Knowledge of this distinctive local profile has been used effectively to target 'trailblazer' hubs, which cluster together the 'people' based services from different organisations into one accessible community based location. These have been put in place in Radcliffe and Bury East. Anecdotal evidence at present has shown these have had a positive impact. Steps have not yet been taken to quantifiably monitor or evaluate their impact on reducing demand for more intense and costly local services, which must become a natural progression.

In 2016, the leader of the council also took the step to commission an independent report into life chances in Bury. The report gave 25 recommendations including the establishment of a 'Standing Commission in Life Chances'. These steps have signalled an ongoing commitment to delivering on social mobility and inclusive growth; which is a message that resonates with councillors, officers and partners.

As a council, Bury appears to benefit from a particularly local and longstanding workforce. A large number of staff – particularly in front line and middle management roles carry an understanding of place into their services which often comes from being a resident of the area also. There is a need to build on this with effective recruitment to senior posts and organisational and workforce development to encourage change agility, bringing new ways of working, ideas and a diversity of experience. This would help ensure staff are ready to embrace the transformational agenda.

Whilst examples have demonstrated the council's ability to translate intelligence into priorities, there is inconsistency in how often this is seen and the process for how this happens. Crucially, the council does not actively use a Corporate Plan to direct capacity and the use of resources at the council. This has contributed to an approach within the current Medium Term Financial Strategy which places spending ceilings on each service area, without a detailed understanding of the underlying service pressures, how they are changing and how they contribute to the overall corporate financial position. The council does not have a centralised function for developing, analysing and disseminating corporate intelligence and performance that would support the development of either a Corporate Plan or shared overarching local strategy between partners. It was also unclear where within the organisation this type of intelligence could be produced to support cross-cutting themes (one example being for an extra-care housing strategy).

3.2 Leadership of Place

The council is embracing the opportunities presented by being part of the Greater Manchester Combined Authority (GMCA). The leader, cabinet members and the CEX are in prominent positions within the combined authority and it is clear that this is now seen as *“part of, not an addition to the day job”*. The council may wish to consider how all engagement, at all levels with GM is managed to help achieve “two-way” feedback systematically within the council. This will enable more of those involved in these discussions to meaningfully influence in a consistent way, ensuring the Bury message is heard even clearer still in GM. It will also further support the leader, cabinet members and CEX in their key roles in the decision making cycles.

In the last few months in particular an increase in the pace of health and social care integration in Bury has been seen with the CEX of the council now also the accountable officer for the CCG. This presents a significant opportunity to bring about public service reform and improve outcomes locally. With this comes additional capacity and funding. The council should continue to consider carefully and in detail alongside health colleagues how this will be used to most effect so that it can lay the groundwork for lasting change and demand reduction in Bury. Integration of the CCG and council will not just happen by aligning key roles. Whilst this is important, it is equally important that the complexities of integration are carefully addressed – including cultures, values, policies, terms and conditions (where relevant) and the future role for elected members.

The strategic partnership for the area – ‘Team Bury’ - carries enthusiasm from partners but does not appear to have in place an effective overarching strategy for the area which partners can work collaboratively on to deliver. Whilst there is inherent benefit in bringing people from different organisations together, networking opportunities deliver more impact for the borough when there is focused, concerted effort around clear deliverables. There is merit in considering a “refresh” of this strategic partnership. To do this meaningfully requires the time to co-produce this properly, based on a shared hard and soft intelligence base. A strategy like this would help articulate each partners role in ‘Team Bury’ based on their reach, capability and capacity. To help ensure ‘Team Bury’ delivers on this strategy, a proportionate, delivery-focused governance approach should also be in place around it.

The council has taken the positive step recently of establishing the Voluntary, Community and Faith (VCF) Alliance as a way of re-engaging with the sector, which has been welcomed. Given the 1,200 VCF organisations active in Bury, there is significant capacity locally with which the council could continue to develop its relationship in order to benefit from their distinct and shared capacity. The council may also wish to consider how its approach to community engagement and the use of social capital funds, participatory budgets and other resources could be more closely aligned to the local priorities.

3.3 Organisational leadership and governance

The council benefits from strong political leadership both from the cabinet and leader. Steps have been taken recently to more closely connect the work of the senior officer leadership team with the work of the cabinet, including the establishment of regular joint cabinet and SLT meetings. An immediate benefit of this arrangement has been to improve the financial understanding each portfolio holder has of the budget in their area.

In the most recent staff survey, communication from senior management to officers was seen to have deteriorated in recent years. The new CEX has been in post for the last four months and has made a conscious effort to engage with councillors, officers and partners. This open and engaging approach has been well received and should continue to be an important feature of the way officers are brought together as one team moving forward. Officers reported wanting to see this type of engagement become routine so that they can communicate the experience in service areas and receive from the senior leadership team updates on the activity and progress of the council more broadly. This is one key action - a clear 'quick win', which would help bridge the "disconnection" observed between departments and within the hierarchy of the organisation.

A further step that could help bridge the disconnection between what is happening corporately and what is happening in services is to develop a robust Corporate Plan and use it to direct the work of all council services. Once this new Corporate Plan is developed the clear milestones, measures and actions within it should translate into more detailed business plans. This includes service plans and staff performance appraisals; with regular performance reports being produced, closely monitored and used to drive forward agreed priorities. This will allow for critical challenge to happen, helping the organisation stay on track. It will also ensure that when necessary, remedial measures can be identified and action taken more quickly.

In recent years there has been a period of instability in the senior management of the council including the resignation of a previous Chief Executive and Executive Director for Children, Young People and Culture. A number of senior posts have also been back-filled on a fixed term or interim basis. Since the recent appointment of a new, permanent Chief Executive, steps have been taken to establish a new senior management structure which should be used to bring more clarity of responsibilities and stability. This has involved new posts being advertised that reflect the need for transformation and allow a sharper focus on the key local priorities. For the benefits above to be achieved it is important that the council continues to look to sustainable recruitment, minimising the use of fixed term, interim and consultant work wherever possible.

Given the significant portfolio of transformation work required the council may also wish to consider reviewing its current scrutiny arrangements to ensure that they are able to achieve the right objectives for the council on the journey ahead. This should include the alignment of scrutiny to the corporate priorities and partnership arrangements as well as the type of member support this requires. This review

may wish to check whether an appropriate level of challenge is currently in place and if this is fit for the journey ahead. At present, scrutiny is provided with a more limited set of outcome level information rather than the type of detailed service performance information recommended here. As the corporate Performance Management Framework is developed, how this feeds into scrutiny to support effective and transparent challenge should also be considered. Scrutiny should be provided with the appropriate performance information and officer capacity to provide effective challenge and assist with policy development. As a result of this review, the council should also be able to more clearly map out internal governance arrangements and where assurance and monitoring happens. This will be an important step in the council achieving its priorities.

As the council progresses on its transformation journey, strong relationships between senior officers and members will be crucial, as will relations with the Trade Unions. The leader and recently appointed CEX are clearly developing a strong and appropriate working relationship and the lines of communication are open with the Trade Unions who understand the need for change. Maintaining and developing these relationships will be critical to the success of the council's transformation journey, especially as on occasions there may be a difference of view on the way forward.

3.4 Financial planning and viability

Since 2010 the council has been required to make cuts to the revenue budget of £65m with £32m required between 2017 and 2020. This as is the case for a number of councils, is a demanding position to be in. The council is now particularly struggling with its financial challenges with the majority of service areas currently reporting an overspend which is in part offset by central savings and efficiencies.

The continued use of reserves in recent years as a temporary solution has left the level of reserves now moving close to the minimum level of balance recommended by the statutory chief finance officer. Continuing to use reserves in this way is unsustainable. Whilst £32m of savings are identified for the 2017-2020 period, 58% of these savings are now delayed. The council has chosen to operate a corporate leadership approach to budget setting in recent years. This has however been disconnected from service level financial expertise and has resulted in spending ceilings being set for service areas without a full and proper understanding of demand pressures. This has also meant that savings and efficiencies have often been arrived at through disconnected 'salami slicing' and opportunistic actions rather than through more evidence based, transformative and sustainable approaches. Over time, this may have contributed to less ownership in recent years of the saving and efficiency targets which has contributed to the level of slippage now being seen.

The council have recognised the need for increased financial grip and have taken steps to align financial roles in the directorates with the chief finance officer. A 'Senior Management Budget Recovery Group' has also been put in place which is chaired by the CEX. This is having a positive impact - *"it's challenge like we've never seen before"*. Members are now also more engaged on the budget position with fortnightly

meetings between the cabinet and senior leadership team now in place. Following an external financial review in September, the council have accepted all of the recommendations made and have begun acting on them.

Work is underway to develop a new Medium Term Financial Strategy (MTFS) that will take effect from 2020. This is an important step and should be done collectively with the involvement of members and relevant officers to ensure the proposals are fair, achievable and owned. This work should continue and then be reviewed and updated each year. Key to this new MTFS is the potential for demand reduction, transformation and commercialisation. Each of these will require a realistic assessment of the time delay often associated with new savings, income and efficiencies. Where investment is needed, it is important that this is carefully and prudently planned.

Ahead of this new MTFS there is a need to fully understand the financial position leading up to 2020 and ensure the council is able to arrive at 2020 with the current financial pressures managed via sustainable means (i.e. without reliance upon one off reserves). Without this, the new MTFS will start from a deficit position and will not accurately reflect the scale of further savings required. This MTFS should be aligned carefully to the priorities overall for Bury to avoid misaligning the capacity of the organisation with its key priorities.

Both in the new MTFS and in the crucial period before then, all savings proposals should have a clear business case and be supported by a delivery plan to bring about ownership, grip and discipline in delivery. These should be clear on risks, policy implications and performance consequences. All decisions should then be reflected in service plans with necessary actions and their impact monitored.

The need for clear business cases (supported by delivery plans) and the need to be clear on the consequences of decisions is also true of 'invest to save' decisions which the council may wish to look at in more detail. Business cases must give sufficient detail around benefits and the timescales for their realisation as well as clarity around the expected return on investment. A robust project management methodology should be deployed, including appropriate governance arrangements, to monitor and assure the delivery of these projects.

The council should give more consideration to the way in which it uses capital, as well as the way in which capital receipts can be used to fund transformation. The council should also refresh the Asset Management Strategy which has not been reviewed since 2012. This will help identify ways in which the public estate could either become more efficient, effective or even generate a return.

3.5 Capacity to deliver

There is an obvious sense of ambition in Bury to improve outcomes for local residents. To continue to do this in a sustainable way and within the existing budget constraints will require change and transformation at pace. This is

recognised by councillors, officers and partners in Bury who are ready to respond and have demonstrated a positive response to the “*call to action*”.

There is a lot to do and the council can't do everything, prioritisation will be crucial. Key to this transformation is a need to align the capacity of the organisation behind the council's core priorities, which should be formalised into a new Corporate Plan and communicated effectively across the organisation. This should have a close connection to the MTFS – to ensure the way in which the budget is prioritised over this time frame relates to the priorities of the council. The Corporate Plan should then be underpinned by a clear delivery plan as detailed elsewhere in this report and be reflected in relevant service plans and individual staff objectives.

This will allow the organisation to more effectively performance manage the delivery of the key priorities of the council. All service plans should also feature a consistent level of service performance measures. These measures should be able to demonstrate how much each service does, how well the service does it and how much impact this has on outcomes – progression, proxy and output metrics will be essential to track progress against longer term outcomes. Targets should be used where relevant, which are challenged to ensure appropriate levels of stretch are in place where needed. This will allow the council to have better sight of service impact on the Single Outcomes Framework and allow for accountability, learning and remedial action to be taken as necessary.

Centralising support and enabling services into a strong ‘Corporate Core’ will bring:

- More consistency – in the advice and support given (for example HR).
- More resilience to the support given – by sharing knowledge of a particular service area with those with similar skills, reducing the reliance on one or two individuals for key support functions.
- More discipline and challenge – by establishing and maintaining clear corporate standards.
- More capacity targeted at the key corporate priorities. This would include both horizon scanning and the development of intelligence to support decision making which cuts across departmental silos. Examples of this may include an extra care housing needs assessment and support for Bury's role in GM.

Looking at practice from elsewhere, services that are often included in a ‘Corporate Core’ include financial management, communications, HR, ICT/digital, performance and risk, policy, business planning, procurement, project management and democratic services.

The need for internal change and transformation does not however stop there and completing the review of the senior management structure with sustainable, rather than interim solutions is an important step. When specific expertise is brought in on a temporary or permanent basis it is important that all are cited on their responsibilities, the role they will play and the outcomes they will help the council achieve.

All of this should be approached by looking at the workforce through a lens of 'what the culture of Bury council needs to be' to meet the challenges and capitalise on the opportunities being presented. There is an eagerness to break down a feeling of disconnection between services and within the organisational hierarchy; this should be used to help define the culture through shared local input.

Some of the decisions made in recent times have led to short term fixes such as temporary appointments to key roles and the loss of specific skills and expertise that were not replaced. It was made clear to the team there is a need to fill gaps and bridge these divides, bringing the workforce together as one team behind a clear set of corporate priorities. Engagement with staff, building on the start made by the CEX is important here. The CEX has already indicated he is keen for this to happen and articulated a desire to do this at the start of the peer challenge process.

An area which has been underfunded in recent years compared to elsewhere in the sector is infrastructure, equipment, accommodation and materials. This includes in particular ICT. A number of business systems and some of the technical infrastructure at the council are either at, or approaching, end of life. This will impede efficiencies and the capacity to transform if left unaddressed. The council has immediate and significant budget pressures to deal with which makes investment in new infrastructure and equipment more difficult. This is however key to the foundations upon which a modern efficient, effective organisations are built and there is potential to increase the capacity to deliver by making such an investment. There are opportunities to fund this in different ways which the council may wish to consider whilst dealing with the immediate pressures on the revenue budget.

Like the rest of the sector, digitisation has a particularly key role to play in the future of service delivery. This includes the extent to which residents and businesses in Bury are able to exploit digital opportunities in order to thrive and the role the council plays in that. This also includes the way in which interactions between the council and service users are shifted online. The council clearly wishes to pick up the pace of digitisation with an honest assessment being that there is ground to make up here compared to what is typical elsewhere. Having the right infrastructure is an essential building block for this and is an important first step for Bury. The options moving forward are many and varied, requiring an effective, locally tuned strategy to set the council's digital course and direct this work. This will include the collective effort of training, communications, partnerships and culture to reap the real rewards available and is not just the responsibility of the ICT department.

The energy, enthusiasm, loyalty and commitment of the vast majority of officers in Bury is a real asset. The gaps left in capacity due to austerity and the way in which this has been managed have meant that an increasing number of staff have had to pick up new functions and responsibilities as well as continue to perform previous roles. This has left a number of heads of service and front line staff feeling particularly stretched and vulnerable. The council may wish to review its workforce

profile for the future and look at how organisational and workforce development can be used with more effect. There is a view that the way some policies are currently implemented is impeding the pace of change, particularly when working with close partners. There needs to be a robust dialogue with staff and Trade Unions about barriers to change and their impact on the council's ability to develop new ways of working. This will support its workforce in delivering the scale of transformation required whilst improving outcomes for Bury residents. The council has a number of successes, it is important that these individuals, teams and services continue to be recognised and celebrated on the journey ahead.

4. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Claire Hogan, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Her contact details are: Email claire.hogan@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before November 2023.

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	30th January 2019
SUBJECT:	Corporate Performance Update Quarter 2 2018/19
REPORT FROM:	The Leader of the Council
CONTACT OFFICER:	Jackie Summerscales (Principal Strategy Officer, Corporate Policy) and Marcus Connor (Corporate Policy Manager)
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report provides an update on performance in line with the Single Outcomes Framework for Team Bury
OPTIONS & RECOMMENDED OPTION	Cabinet are asked to note the report
IMPLICATIONS:	-
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers.</p> <p>This report compliments regular finance and risk monitoring reports that Members receive.</p>
Health and Safety	There are no implications directly arising from this report. Any actions to manage performance should consider health and

	safety in accordance with Council policy.
Statement by Executive Director of Resources:	There are no wider resource implications.
Equality/Diversity implications:	No: This report does not impact upon the EA completed for the Vision, Purpose and Values document. The Single Outcomes Framework is a mechanism to manage the performance of the VPV.
Considered by Monitoring Officer:	Yes: Measuring and monitoring corporate performance is an important tool in ensuring legal and administrative requirements are regularly reviewed and that areas of risk are identified and improvements sought where necessary. This report demonstrates the importance of having a robust framework in place and is aligned to other regular monitoring reports.
Wards Affected:	All
Scrutiny Interest:	Overview and Scrutiny

TRACKING/PROCESS

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

1.0 BACKGROUND

- 1.1 In 2017, the Council, along with partners in Team Bury adopted a Single Outcomes Framework (SOF), an outcome based approach to performance management.
- 1.2 The SOF is supported by five high level outcomes/conditions of wellbeing which the Council and its partners are seeking to achieve for residents of the Borough:
- *All people of Bury live healthier, resilient lives and have ownership of their wellbeing (SOF-1);*
 - *Bury people live in a clean and sustainable environment (SOF-2);*
 - *People of all ages in Bury have high level and appropriate skills (SOF-3);*
 - *All Bury people achieve a decent standard of living and are provided with opportunities through growth (SOF-4);*

- *Bury is a safe place to live, with all people protected (and feel protected) from harm (SOF-5).*

2.0 BURY AND GREATER MANCHESTER

- 2.1 In 2017 the Greater Manchester Combined Authority launched the Greater Manchester Strategy - 'Our People, Our Place'. A Greater Manchester Outcomes Framework has been developed to track progress against the ten priorities of the strategy. The GM Performance Dashboards are included in this report for completeness (*Appendix 1*).

3.0 LATEST PERFORMANCE

- 3.1 The report shows that there are areas of strength and, performance metrics which identify opportunities to improve outcomes for local people. A set of performance metrics is available in *Appendix 2*.
- 3.2 The data shows that healthy life expectancy for males in Bury has continued to decline since 2014 and is currently 58.5 years, which is below the North West average of 60.9 years and, significantly below the national average of 63.3 years. Healthy life expectancy for females is slightly better at 62.2 years, which is above the North West average of 62 years but below the national average of 63.9 years. The introduction of the IWIYW fitness initiative primarily targeted at women, appears to have improved life expectancy for women, as there has been a notable increase year on year since the programme was introduced in 2014.
- 3.3 Whilst Bury is not an outlier in terms of life expectancy within Greater Manchester, more needs to be done to prevent further decline/premature mortality in both men and women. Consequently, a new Integrated Wellness Model has been established as part of the Locality Plan and the work of the Lifestyle Service, to help address the issue by encouraging residents to adopt a more active, healthy lifestyle in order to live well and stay well for longer. Whilst there is still a general focus on women, the model consists of a wide range of physical and social activities for both males and females across the life course.
- 3.4 However, it is clear that more needs to be done to tackle childhood obesity. At present, around 1 in 5 (21%) reception-age children in Bury are overweight or obese. This is an increase on the previous year (20%) meaning that Bury is almost on par with the England average (22%), after two years of being significantly better. In order to address this, the Council is encouraging all primary schools in Bury to sign up to the Daily Mile programme, which encourages young children to get fit and active by running for fifteen minutes each day.
- 3.5 Transforming Early Years provision to improve school readiness is a key priority for the Council and its partners. At present, 68.7% of children in Bury achieve a good level of development at the end of reception. Whilst Bury is currently performing better than the North West average (67.9%), it aspires to be at a level above the national average (70.7%). Therefore, a model of intervention is currently being developed to enhance performance.
- 3.6 Bury has the second lowest level of 16-19 year olds in Greater Manchester that are not in education, employment or training (3.9%), which is significantly below the national average of 6% and positively reflects the availability of local

opportunities. This is due in part to the entrepreneurial nature of the Borough, reflected by increasing numbers of business start-ups, supported by a recent 'meet the provider' event and ongoing programme of business support and development under the Bury Means Business banner. The thriving local economies pilot with Barclays will add significant value to this work.

- 3.7 Household recycling rates have dropped from 60.9% in Q1, to 58.9% (target 60%) in Q2. This is largely due to seasonal variation of tonnage including brown bin tonnage, which fluctuates with the weather. A wet, warm Spring/Summer will increase tonnage, whilst dry, hot spells decrease tonnage because lawns stop growing.
- 3.8 In relation to air quality and carbon dioxide emissions (activities of the whole community), the Council can attempt to facilitate the reduction of emissions but, it does not have overall control. Council operations contribute to approximately 2% of total CO2 emissions in Bury. In terms of nitrogen dioxide emissions, only one of the Council's monitoring sites is failing to meet national and EU targets, as a result of improved vehicle engines leading to fewer emissions. The site that does not meet current targets is located at the junction of Butterstile Lane and Bury New Road in Prestwich, close to a busy 'A' road where higher levels of pollution exist. Options are currently being considered to address air quality at this site and, a GM Clean Air Plan is being developed to tackle pollution across GM and reduce emission levels.
- 3.9 The number of statutory homeless households in temporary accommodation in Bury has increased in recent years but, at 0.3 per 1000 households is still well below the regional (0.8 per 1000 households) and national average (3.4 per 1000 households). Bury's performance has been affected by the impact of the Homeless Reduction Act on the number of people seeking support from the service. However, Bury has taken a proactive approach to helping customers, working closely with Six Town Housing in relation to lettings and move on from temporary accommodation.
- 3.10 With regards to community safety, the Community Safety Partnership Strategy has been refreshed to strengthen resilience in local communities. In addition, a high number of applications have been received for support from the Social Capital Fund.

4.0 CONCLUSION

- 4.1 The development of indicators and performance measures will continue as the Single Outcomes Framework becomes increasingly embedded within the organisation.
- 4.2 Key performance metrics will be identified to form part of the performance framework for a refreshed Corporate Plan, based around the Council's corporate priorities.
- 4.3 Departmental plans and Cabinet Work Plans will continue to be aligned to this during the next quarter so that performance at all levels of the organisation can be discussed in an increasingly consistent fashion.
- 4.4 Areas of declining performance will be looked at with an outcome based approach, to consider what steps can be taken to improve performance so that a positive contribution can be made to the delivery of the desired outcomes.

List of Background Papers:-

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Management - Organisational Resilience

O Organisation Resilience (SOF-Enabler a)			Time Period	Actual Value	Target Value	Forecast Value	Current Trend
I	M	Number of calls answered (Council Tax)	Oct 2018	5,550	—	—	↗ 1
I	M	Number of calls answered (Business Rates)	Oct 2018	304	—	—	↘ 1
I	M	Staff numbers (FTE)	Sep 2017	4,768	—	—	↘ 9
I	A	Average age of workforce	HY2 2017	45.0yrs	—	—	↗ 1
I	M	Number of FTE days lost due to sickness absence	Nov 2018	3,652	4,560	—	↘ 1
I	M	Number of long term absences (over 20 days)	Nov 2018	151	140	—	↗ 3
P Organisation Resilience (SOF-Enabler b)			Time Period	Actual Value	Target Value	Forecast Value	Current Trend
PM	Q	Percentage of Council Tax Collected	FYQ2 2019	54.28%	54.91%	—	↗ 1
PM	M	Percentage of calls answered (Business Rates)	Oct 2018	94	80	—	→ 1
PM	Q	Percentage of Business Rates Collected	FYQ2 2019	56.77%	56.51%	—	↗ 1
PM	M	Percentage of calls answered (Council Tax)	Oct 2018	77	80	—	↗ 2
PM	Q	Number of corporate complaints	FYQ2 2019	62	—	—	↗ 2
PM	Q	Number of corporate compliments	FYQ2 2019	31	—	—	↘ 1
PM	A	Number of adverse finding as rate of total ombudsman complaints	HY1 2016	1	—	—	→ 0
PM	Q	Overall gym membership	FYQ4 2018	3,866	4,100	—	↘ 1
PM	Q	Average contact centre call waiting time	FYQ2 2018	229 seconds	—	—	↗ 3
PM	Q	Average time for processing new housing benefit/ Council tax support claims	FYQ2 2018	27.54 working days	26.00 working days	—	↗ 2
PM	Q	Average time for processing change events for housing benefit and Council tax support claims	FYQ2 2018	7.12 days	9.50 days	—	↗ 1
PM	M	Percentage of Freedom of Information requests responded to within 20 working days	Oct 2017	97%	—	—	→ 1
PM	Q	Percentage of minor planning applications determined within 8 weeks	FYQ1 2018	100%	77%	—	→ 3
PM	Q	Percentage of major planning applications determined within 13 weeks	FYQ1 2018	100%	82%	—	→ 8

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Q2

O Corporate Priority: Healthy lives for all		Time Period	Actual Value	Target Value	Forecast Value	Current Trend
I	A PHOF 2.01 - Low Birth Weight of Term Babies	2016	2.4%	2.8%	—	↗ 3
I	A PHOF 0.1i - Healthy life expectancy at birth (Male)	3YC 2016	58.50 yrs	63.30 yrs	—	↘ 3
I	A PHOF 0.1i - Healthy life expectancy at birth (Female)	3YC 2016	62.20 yrs	63.90 yrs	—	↗ 2
I	A PHOF 0.1ii - Life Expectancy at birth (Female)	2016	81.60 yrs	81.70 yrs	—	↗ 4
I	A PHOF 0.1ii - Life Expectancy at birth (Male)	2016	77.90 yrs	78.20 yrs	—	↘ 1
I	A PHOF 2.06i - Excess weight in 4-5 year olds	FY 2017	24.0%	22.6%	—	↗ 4
I	A PHOF 2.06ii - Excess weight in 10-11 year olds	FY 2017	36.2%	34.2%	—	↗ 2
I	BE PHOF 2.12 - Percentage of adults classified as overweight or obese	2017	64.3	61.3	—	↘ 1
I	A PHOF 2.14 - Smoking prevalence in adults - current smokers (APS)	2017	16.3	14.9	—	↘ 2
I	A PHOF 2.13i Percentage of physically active adults	2017	63.6%	66.0%	—	↘ 1
I	BE ASCOF 1I(2) - Proportion of carers who reported that they had as much social contact as they would like	FY 2017	26.2%	35.5%	—	↘ 2
I	BE ASCOF 3B - Overall satisfaction of carers with social services	2017	40.3%	39.0%	—	↘ 2
I	A NHSOF 2.4 Health-related quality of life for carers	FY 2016	0.800	0.800	—	↘ 1
I	A PHOF 2.03 - Smoking Status at time of delivery (SATOD) - Current Method	FY 2018	12.0%	10.8%	—	↗ 2
I	A PHOF 4.02 - Proportion of five year old children free from dental decay	FY 2017	64.8%	76.7%	—	↘ 1
I	A Rate of hospital admissions with alcohol related conditions per 100,000 population	2017	564	636	—	↘ 3
I	A ASCOF 1I(1) - Proportion of people who use services who reported that they had as much social contact as they would like	FY 2018	46.0%	46.0%	—	↗ 1
I	A PHOF 2.24i - Emergency hospital admissions due to falls in people aged 65 and over (per 100,000 population)	2017	1,784	2,114	—	↘ 2
I	A Premature mortality due to cardiovascular disease per 100,000 population	2017	62.6%	45.9%	—	↗ 3
I	A Premature mortality from cancer per 100,000 population	2017	86.5%	78.0%	—	↘ 2
I	A Premature mortality from respiratory disease per 100,000 population	2017	21.4%	18.9%	—	↘ 2
I	A Proportion of deaths in usual place of residence (65+) [DiUPR]	2016	46.7%	—	—	↗ 1
I	A Percentage of residents reporting high levels of anxiety	2017	23.9%	19.8%	—	→ 0
P Corporate Priority: Healthy lives for all		Time Period	Actual Value	Target Value	Forecast Value	Current Trend
PM	Q Number of customers with an outstanding annual social care review	FYQ4 2018	1,156	—	—	↗ 3
PM	M DToC: Delayed days from hospital per 100,000 population [NW Average]	Sep 2018	401Days	382Days	—	↘ 1
PM	Q Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (effectiveness of the service) - (subset of ASCOF 2B (1))	FYQ2 2019	83.1%	—	—	↘ 1
O Corporate Priority: Bury best for business		Time Period	Actual Value	Target Value	Forecast Value	Current Trend

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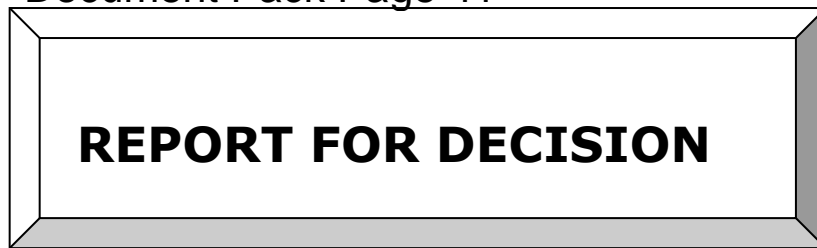
I	A	Net business growth rate (start ups minus closures)	2017	2,970	—	—		2
I	A	Number of businesses in the Borough	2017	7,980	—	—		5
I	Q	Business Rates Yield	FYQ2 2019	29.690£ (million)	29.184£ (million)	—		1
I	A	Median earnings of Bury residents	2018	£27,466	£28,751	—		1
I	A	Business Start Ups per 10,000 working age population	2017	190	110	—		0
I	A	Enterprises per 10,000 working age residents	2017	717	717	—		0
I	A	Average download speed across fibre, cable, mobile and wireless	FYQ4 2018	29.9	31.1	—		0
P	Corporate Priority: Bury best for business		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
O	Corporate Priority: Protecting and promoting our local environment		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I	A	Emissions of Carbon Dioxide (ktonnes per capita)	2016	4.8 kTpC	4.6 kTpC	—		4
I	A	Total Carbon Emissions from transport	2016	408ktCO2	433ktCO2	—		1
I	A	Number of monitoring stations not meeting nitrogen dioxide targets	2017	1	0	—		1
I	A	PHOF 3.01 - Fraction of mortality attributable to particulate air pollution	2016	4.9%	5.3%	—		1
P	Corporate Priority: Protecting and promoting our local environment		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
PM	Q	Household collected bin waste recycling rate	FYQ4 2018	52.60%	60.00%	—		3
PM	Q	Infection control - number of outbreaks	FYQ4 2018	11	—	—		1
O	Corporate Priority: Safe, decent and affordable homes		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I	A	PHOF 1.15ii - Statutory homelessness - households in temporary accommodation	FY 2017	0.30	3.40	—		1
P	Corporate Priority: Safe, decent and affordable homes		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
PM	M	Number on Housing Waiting List	Aug 2018	1,571	—	—		1
O	Corporate Priority: Equipping people for lifelong employment through learning and skills		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I	A	ASCOF 1E - Proportion of adults with a learning disability in paid employment	FY 2018	4.9%	6.0%	—		1
I	Q	Employment rate 16-64	FYQ3 2018	73.4%	74.9%	—		1
I	M	Number of leaving care children NEET (Not in Education, Employment or Training) [Placeholder]	Nov 2018	4.0%	6.0%	—		0
I	A	PHE - Gap in the employment rate between those with a long-term health condition and the overall employment rate	2016	11.5%	8.8%	—		1
I	A	Average 'progress 8' score per pupil (at KS4)	2018	-0.23	0.00	—		2
I	A	Percentage of pupils making expected/ sufficient progress (from KS1 to KS2) in reading, writing and maths - End of KS2	2018	61%	63%	—		1
I	A	Average Attainment 8 score per pupil	2017	46.00	46.40	—		1
I	A	Percentage of pupils achieved expected level of attainment at KS2 (RWM)	2017	63%	62%	—		1
P	Corporate Priority: Equipping people for lifelong employment through learning and skills		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	

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Corporate Priority: Safe and supportive communities		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I	A	Rate of Children Looked After (per 10,000 children)	2018	78	82	—	↓ 1
I	M	Rate of Looked After Children (per 10,000 children)	Feb 2017	80.2	60.0	—	↑ 1
Corporate Priority: Safe and supportive communities		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
PM	M	Safeguarding Concerns Per Month [Grey line - All concerns, Orange line - Progressed to Enquiry]	Nov 2018	172	47	—	↓ 2

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DECISION OF:	Cabinet
DATE:	30th January 2019
SUBJECT:	NJC Pay Award Implementation 2019
REPORT FROM:	Councillor Judith Kelly
CONTACT OFFICER:	Caroline Schofield, Head of Corporate HR Services
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is open
SUMMARY:	<p>In April 2018 the Council was informed that an agreement had been reached between the National Employers and the NJC Trade Union Side on the rates of pay applicable from 1 April 2018 and 1 April 2019.</p> <p>The pay award included the introduction of a new pay spine on 1 April 2019, shown at appendix 1. The new pay spine provides a bottom rate of £9.00, this is the rate set for the Foundation Living Wage in 2019.</p> <p>The Council has worked jointly with Unison to develop an agreed model for assimilating employees to from 1st April 2019.</p>
OPTIONS & RECOMMENDED OPTION	That the proposed new pay spine for NJC staff be implemented with effect from 1st April 2019, in order to implement the already agreed pay award for 2019.
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 report relates to the implementation of the national pay award. Costs have been factored into the forthcoming 2019/20 budget report.
Health and Safety	No issues
Statement by Executive Director of Resources:	See above
Equality/Diversity implications:	Equality Analysis carried out. The proposals improve the % differences of the salaries of females compared to males.
Considered by Monitoring Officer:	<p>Yes – The Council has a legal obligation under the Equalities Act 2010 to ensure that its pay and grading structure is fair and not discriminatory. The Council is required to implement the nationally agreed NJC (National Joint Council) pay award for those employees who are engaged on those terms and conditions. Introducing a new pay and grading structure is a variation to employees Terms and Conditions.</p> <p>The Council is obliged to consult with its recognised Trade Unions in order to achieve a collective agreement. The amendment to the grading structure will enable Equal Pay legislation to be met.</p>
Wards Affected:	
Scrutiny Interest:	

TRACKING/PROCESS**DIRECTOR:**

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

1.0 BACKGROUND

- 1.1. In April 2018 the Council was informed that an agreement had been reached between the National Employers and the NJC Trade Union Side on the rates of pay applicable from 1 April 2018 and 1 April 2019.
- 1.2 The pay award included the introduction of a new pay spine on 1 April 2019, shown at appendix 1. The new pay spine provides a bottom rate of £9.00, this is the rate set for the Foundation Living Wage in 2019. The National Living Wage for 2019 is £8.21 an hour.
- 1.3 Work has been undertaken with Unison to progress options for implementation.

2.0 ISSUES

- 2.1 The Council has an agreed pay spine which is linked to the "Points to Pay" line used for job evaluation purposes. The proposed model represents the least disruption to existing arrangements.
- 2.2 It is proposed to assimilate employees across onto their new spinal column points and then apply any increments due.
- 2.3 Senior Management grades have been introduced in between the top of the NJC and bottom of Chief Officer Grades.
- 2.4 Unison have been working jointly with Corporate HR on the development of the model and have given their support for its implementation. Support has also been given by the GMB and Unite.
- 2.5 Once agreed at Cabinet, the trade unions will commence communications with their members following which it is proposed to sign a collective agreement. The workforce will then be written to with their individual assimilation/salary details.
- 2.6 In terms of risk, if agreement is not reached the Council may not be able to implement the already agreed pay award on 1st April 2019.
- 2.7 An Equality Impact Assessment has been carried out and is attached at Appendix 3.
- 2.8 The cost of implementation is as follows:
 - 2.8.1 The following figures exclude casuals and school based staff:
 - Total cost - £1,636,260.25.
 - Additional cost; i.e. total cost minus current cost and including the 2% increase - £390,030.17.
 - 2.8.2 The following figures exclude casuals and include school based staff:
 - Total cost - £2,695,122.34
 - Additional cost; i.e. total cost minus current cost and including the 2% increase - £703,051.35

2.8.3 The costs are at a point in time and will vary on implementation – The Executive Director of resources and Regulation is aware of the financial implications.

2.8.4 Schools have been made aware of the proposals/cost implications.

3.0 CONCLUSION

3.1 This proposal is presented to Cabinet for approval to enable the implementation of the 2019 pay award.

List of Background Papers:-

Appendix 1 NJC Pay Award

Appendix 2 Proposed Bury Council NJC Pay Spine and Assimilation Chart

Appendix 3 Equality Impact Assessment

Appendix 4 Proposed Bury Council NJC Pay Spine

Contact Details:-

Caroline Schofield

Head of Corporate HR Services

APPENDIX 1

SCP	1 April 2018		1 April 2019			Old SCP
	£ per annum	£ per hour	New SCP	£ per annum	£ per hour	
6	£16,394	£8.50	1	£17,364	£9.00	6/7
7	£16,495	£8.55				
8	£16,626	£8.62				
9	£16,755	£8.68	2	£17,711	£9.18	8/9
10	£16,863	£8.74				
11	£17,007	£8.82	3	£18,065	£9.36	10/11
12	£17,173	£8.90				
13	£17,391	£9.01	4	£18,426	£9.55	12/13
14	£17,681	£9.16				
15	£17,972	£9.32	5	£18,795	£9.74	14/15
16	£18,319	£9.50				
17	£18,672	£9.68	6	£19,171	£9.94	16/17
18	£18,870	£9.78				
19	£19,446	£10.08	7	£19,554	£10.14	18
20	£19,819	£10.27	8	£19,945	£10.34	19
			9	£20,344	£10.54	20
			10	£20,751	£10.76	
21	£20,541	£10.65	11	£21,166	£10.97	21
22	£21,074	£10.92	12	£21,589	£11.19	22
			13	£22,021	£11.41	
23	£21,693	£11.24	14	£22,462	£11.64	23
24	£22,401	£11.61	15	£22,911	£11.88	24
			16	£23,369	£12.11	
25	£23,111	£11.98	17	£23,836	£12.35	25
			18	£24,313	£12.60	
26	£23,866	£12.37	19	£24,799	£12.85	26
27	£24,657	£12.78	20	£25,295	£13.11	27
			21	£25,801	£13.37	
28	£25,463	£13.20	22	£26,317	£13.64	28
29	£26,470	£13.72	23	£26,999	£13.99	29
30	£27,358	£14.18	24	£27,905	£14.46	30
31	£28,221	£14.63	25	£28,785	£14.92	31
32	£29,055	£15.06	26	£29,636	£15.36	32
33	£29,909	£15.50	27	£30,507	£15.81	33
34	£30,756	£15.94	28	£31,371	£16.26	34
35	£31,401	£16.28	29	£32,029	£16.60	35
36	£32,233	£16.71	30	£32,878	£17.04	36
37	£33,136	£17.18	31	£33,799	£17.52	37
38	£34,106	£17.68	32	£34,788	£18.03	38
39	£35,229	£18.26	33	£35,934	£18.63	39
40	£36,153	£18.74	34	£36,876	£19.11	40
41	£37,107	£19.23	35	£37,849	£19.62	41
42	£38,052	£19.72	36	£38,813	£20.12	42
43	£39,002	£20.22	37	£39,782	£20.62	43
44	£39,961	£20.71	38	£40,760	£21.13	44
45	£40,858	£21.18	39	£41,675	£21.60	45
46	£41,846	£21.69	40	£42,683	£22.12	46
47	£42,806	£22.19	41	£43,662	£22.63	47
48	£43,757	£22.68	42	£44,632	£23.13	48
49	£44,697	£23.17	43	£45,591	£23.63	49
50	£45,645	£23.66	44	£46,558	£24.13	50

SCP	1 April 2018		1 April 2019			Old SCP
	£ per annum	£ per hour	New SCP	£ per annum	£ per hour	
51	£46,602	£24.16	45	£47,534	£24.64	51
52	£47,580	£24.66	46	£48,532	£25.16	52
53	£48,445	£25.11	47	£49,414	£25.61	53
54	£49,382	£25.60	48	£50,370	£26.11	54
55	£50,322	£26.08	49	£51,328	£26.60	55

	No of Positions on each SCP - CURRENT						Options
SCP	Position Count per SCP - Current EXCL. CASUALS	Position Count per SCP - Current CASUALS ONLY	Value	Hourly Rate	Current Grade	Points	New Grade
6	982	1427	£16,394	£8.50	Grade 1/2	<309	Grade 1/2
7	28	100	£16,495	£8.55	Grade 3	310 - 329	Grade 3
8	107	10	£16,626	£8.62			
9	12	321	£16,755	£8.68	Grade 4	330 - 349	Grade 4
10	29	2	£16,863	£8.74			
11	149	32	£17,007	£8.82			
12	21	86	£17,173	£8.90	Grade 5	350 - 379	Grade 5
13	26	3	£17,391	£9.01			
14	198	23	£17,681	£9.16			
15	75	174	£17,972	£9.32	Grade 6	380 - 409	Grade 6
16	87	9	£18,319	£9.50			
17	458	75	£18,672	£9.68			
18	100	173	£18,870	£9.78	Grade 7	410 - 439	Grade 7
19	69	16	£19,446	£10.08			
20	79	33	£19,819	£10.27			
	0	0	Additional SCP - Not Used				
21	769	35	£20,541	£10.65	Grade 8	440 - 469	Grade 8
22	44	51	£21,074	£10.92			
	0	0	Additional SCP - Not Used				
23	30	3	£21,693	£11.24			
24	30	0	£22,401	£11.61			
	0	0	Additional SCP - Not Used				
25	265	17	£23,111	£11.98			
	0	0	Additional SCP		Grade 9	470 - 499	Grade 9
26	57	145	£23,866	£12.37			
27	71	3	£24,657	£12.78			
	0	0	Additional SCP - Not Used				
28	41	6	£25,463	£13.20			
29	385	20	£26,470	£13.72			

30	31	22	£27,358	£14.18	Grade 10	500 - 529	Grade 10
31	45	21	£28,221	£14.63			
32	30	10	£29,055	£15.06			
33	206	34	£29,909	£15.50			
34	9	1	£30,756	£15.94	Grade 11	530 - 559	Grade 11
35	20	0	£31,401	£16.28			
36	148	1	£32,233	£16.71			
37	10	7	£33,136	£17.18	Grade 12	560 - 589	Grade 12
38	24	0	£34,106	£17.68			
39	153	8	£35,229	£18.26			
40	6	1	£36,153	£18.74	Grade 13	590 - 619	Grade 13
41	13	0	£37,107	£19.23			
42	62	3	£38,052	£19.72			
43	2	0	£39,002	£20.22	Grade 14	620 - 649	Grade 14
44	57	0	£39,961	£20.71			
45	6	0	£40,858	£21.18	Grade 15	650 - 679	Grade 15
46	54	0	£41,846	£21.69			
47	0	0	£42,806	£22.19	Grade 16	680 - 709	Grade 16
48	7	0	£43,757	£22.68			
49	1	0	£44,697	£23.17	Grade 17	710 - 739	Grade 17
50	12	0	£45,645	£23.66			

51	2	0	£46,602	£24.16	Grade 18	740 - 769	SM1
52	4	0	£47,580	£24.66			
53	0	0	£48,445	£25.11	Grade 19	770+	SM2
54	10	0	£49,382	£25.60			
55	7	0	£50,322	£26.08	Grade 20		
	0	0		Additional SCP		Additional SCP	

806

£54,015

Chief Officer Band A

Appendix 2

n 1 EXCL. Additional SCP's

New SCP	New SCP Values	Hourly Rate
1	17,364	£9.00
2	17,711	£9.18
3	18,065	£9.36
4	18,426	£9.55
5	18,795	£9.74
6	19,171	£9.94
7	19,554	£10.14
8	19,945	£10.34
9	20,344	£10.54
10	20,751	£10.76
11	21,166	£10.97
12	21,589	£11.19
13	22,021	£11.41
14	22,462	£11.64
15	22,911	£11.88
16	23,369	£12.11
17	23,836	£12.35
18	24,313	£12.60
19	24,799	£12.85
20	25,295	£13.11
21	25,801	£13.37
22	26,317	£13.64
23	26,999	£13.99

24	27,905	£14.46
25	28,785	£14.92
26	29,636	£15.36
27	30,507	£15.81
28	31,371	£16.26
29	32,029	£16.60
30	32,878	£17.04
31	33,799	£17.52
32	34,788	£18.03
33	35,934	£18.63
34	36,876	£19.11
35	37,849	£19.62
36	38,813	£20.12
37	39,782	£20.62
38	40,760	£21.13
39	41,675	£21.60
40	42,683	£22.12
41	43,662	£22.63
42	44,632	£23.13
43	45,591	£23.63
44	46,558	£24.13

45	47,534	£24.64
46	48,532	£25.16
47	49,414	£25.61
48	50,370	£26.11
49	51,328	£26.60
50	53,212	£27.58

£55,096	£28.56
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Data from Report ran 17/10/18

A - CURRENT PAY GRADES							
Grade	Males in Grade		Females in Grade		Current Average Pay Male £	Current Average Pay Female £	Female pay as % of Male pay %
	FTE	No.	FTE	No.			
Grade 1/2	1541137	94	14640246	893	16395.07	16394.45	0.00%
Grade 3	99625	6	2058742	124	16604.17	16602.76	0.01%
Grade 4	831615	49	2392515	141	16971.73	16968.19	0.02%
Grade 5	1003029	57	3310608	188	17597.00	17609.62	-0.07%
Grade 6	2318558	125	9174871	495	18548.46	18535.09	0.07%
Grade 7	4041700	200	16548804	817	20208.50	20255.57	-0.23%
Grade 8	1681239	74	6670141	294	22719.45	22687.55	0.14%
Grade 9	2498164	97	11870889	458	25754.27	25918.97	-0.64%
Grade 10	2231535	76	6919412	236	29362.30	29319.54	0.15%
Grade 11	1634460	51	4040848	126	32048.24	32070.22	-0.07%
Grade 12	1928181	55	4722127	135	35057.84	34978.72	0.23%
Grade 13	759151	20	2228976	59	37957.55	37779.25	0.47%
Grade 14	879142	22	1436678	36	39961.00	39907.72	0.13%
Grade 15	961470	23	1543362	37	41803.04	41712.49	0.22%
Grade 16	218785	5	87514	2	43757.00	43757.00	0.00%
Grade 17	365160	8	227277	5	45645.00	45455.40	0.42%
Grade 18	47580	1	235944	5	47580.00	47188.80	0.82%
Grade 19	197528	4	296292	6	49382.00	49382.00	0.00%
Grade 20	201288	4	150966	3	50322.00	50322.00	0.00%

Current Average Pay Male: =Male FTE Total / No of Males
Current Average Pay Female: =Female FTE Total / No of Females
Female pay as % of Male pay: =(Male FTE Total - Female FTE Total) / Male FTE Total

Move first then Increment							
B - PROPOSED PAY GRADES							
Grade	Males in Grade		Females in Grade		Proposed Average Pay Male £	Proposed Average Pay Female £	Female pay as % of Male pay %
	FTE	No.	FTE	No.			
Grade 1/2	1632563	94	15507440	893	17367.69	17365.55	0.01%
Grade 3	106266	6	2196164	124	17711.00	17711.00	0.00%
Grade 4	885185	49	2547165	141	18065.00	18065.00	0.00%
Grade 5	1071315	57	3533460	188	18795.00	18795.00	0.00%
Grade 6	2396375	125	9489645	495	19171.00	19171.00	0.00%
Grade 7	4194479	200	17152525	817	20972.40	20994.52	-0.11%
Grade 8	1747798	74	6935644	294	23618.89	23590.63	0.12%
Grade 9	2583981	97	12252714	458	26638.98	26752.65	-0.43%
Grade 10	2296897	76	7128710	236	30222.33	30206.40	0.05%
Grade 11	1674231	51	4137534	126	32828.06	32837.57	-0.03%
Grade 12	1977908	55	4842864	135	35961.96	35873.07	0.25%
Grade 13	776279	20	2287075	59	38813.95	38763.98	0.13%
Grade 14	896720	22	1467360	36	40760.00	40760.00	0.00%
Grade 15	981709	23	1579271	37	42683.00	42683.00	0.00%
Grade 16	223160	5	89264	2	44632.00	44632.00	0.00%
Grade 17	372464	8	232790	5	46558.00	46558.00	0.00%
SM1	49414	1	245306	5	49414.00	49061.20	0.71%
SM2	418160	8	467604	9	52270.00	51956.00	0.60%

Grade
Grade 1/2
Grade 3
Grade 4
Grade 5
Grade 6
Grade 7
Grade 8
Grade 9
Grade 10
Grade 11
Grade 12
Grade 13
Grade 14
Grade 15
Grade 16
Grade 17
SM1
SM2

Increment first then Move						
B - PROPOSED PAY GRADES						
Males in Grade		Females in Grade		Proposed Average Pay Male	Proposed Average Pay Female	Female pay as % of Male pay
FTE	No.	FTE	No.	£	£	%
1632563	94	15507440	893	17367.69	17365.55	0.01%
106266	6	2196164	124	17711.00	17711.00	0.00%
885185	49	2547165	141	18065.00	18065.00	0.00%
1069101	57	3527925	188	18756.16	18765.56	-0.05%
2396375	125	9489645	495	19171.00	19171.00	0.00%
4194479	200	17152525	817	20972.40	20994.52	-0.11%
1747798	74	6935644	294	23618.89	23590.63	0.12%
2583981	97	12252714	458	26638.98	26752.65	-0.43%
2296897	76	7128710	236	30222.33	30206.40	0.05%
1674231	51	4137534	126	32828.06	32837.57	-0.03%
1977908	55	4842864	135	35961.96	35873.07	0.25%
776279	20	2287075	59	38813.95	38763.98	0.13%
896720	22	1467360	36	40760.00	40760.00	0.00%
981709	23	1579271	37	42683.00	42683.00	0.00%
223160	5	89264	2	44632.00	44632.00	0.00%
372464	8	232790	5	46558.00	46558.00	0.00%
49414	1	245306	5	49414.00	49061.20	0.71%
418160	8	467604	9	52270.00	51956.00	0.60%

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SCP	Value	Hourly rate	Grade	JE Points
1	17,364	£9.00	Grade 1/2	<309
2	17,711	£9.18	Grade 3	310 - 329
3	18,065	£9.36	Grade 4	330 - 349
4	18,426	£9.55	Grade 5	350 - 379
5	18,795	£9.74		
6	19,171	£9.94	Grade 6	380 - 409
7	19,554	£10.14	Grade 7	410 - 439
8	19,945	£10.34		
9	20,344	£10.54		
Additional SCP - not in use				
11	21,166	£10.97	Grade 8	440 - 469
12	21,589	£11.19		
Additional SCP - not in use				
14	22,462	£11.64		
15	22,911	£11.88		
Additional SCP - not in use				
17	23,836	£12.35	Grade 9	470 - 499
18	24,313	£12.60		
19	24,799	£12.85		
20	25,295	£13.11		
Additional SCP - not in use				
22	26,317	£13.64	Grade 10	500 - 529
23	26,999	£13.99		
24	27,905	£14.46		
25	28,785	£14.92		
26	29,636	£15.36		
27	30,507	£15.81	Grade 11	530 - 559
28	31,371	£16.26		
29	32,029	£16.60		
30	32,878	£17.04	Grade 12	560 - 589
31	33,799	£17.52		
32	34,788	£18.03		
33	35,934	£18.63	Grade 13	590 - 619
34	36,876	£19.11		
35	37,849	£19.62		
36	38,813	£20.12	Grade 14	620 - 649
37	39,782	£20.62		
38	40,760	£21.13	Grade 15	650 - 679
39	41,675	£21.60		
40	42,683	£22.12	Grade 16	680 - 709
41	43,662	£22.63		
42	44,632	£23.13	Grade 17	710 - 739
43	45,591	£23.63		
44	46,558	£24.13		

Senior Manager Grades:

SCP	Value	Hourly rate	Grade	JE Points
45	47,534	£24.64	SM1	740 - 769
46	48,532	£25.16		
47	49,414	£25.61		
48	50,370	26	SM2	770+
49	51,328	27		
50	53,212	28		

4A

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY
HELD 14 DECEMBER 2018 AT MANCHESTER TOWN HALL**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor Linda Thomas
Bury	Councillor Rishi Shori
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Alex Ganotis
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OTHER MEMBERS IN ATTENDANCE:

TfGMC	Councillor Mark Aldred
Rochdale	Councillor Janet Walmsley
Tameside	Councillor Leanne Feeley

OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA –Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee

Bolton	Tony Oakman
Bury	Geoff Little
Oldham	Carolyn Wilkins
Manchester	Sara Todd
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith
Tameside	Steven Pleasant
Wigan	Rebecca Heron
TfGM	Simon Warburton
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

GMCA 270/18 APOLOGIES

Apologies were noted and received on behalf of:

Cllr Sharon Briggs (Bury), Cllr Jenny Bullen (Wigan), Cllr Catherine Hymes (Trafford), Joanne Roney (Manchester City Council) and Donna Hall (Wigan Council).

Apologies were also received on behalf James Wallace (GMFRS) and Ian Hopkins (GMP).

GMCA 271/18 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED /-

1. That the GMCA record its thanks all Local Authorities for their work to support the launch of 'A Bed Every Night' which, since its launch in November 2018 had supported 456 rough sleepers, and moved 141 individuals into fixed addresses.
2. That the GMCA recognise this day as a significant day for the unveiling of the Emmeline Pankhurst statue on St Peters Square to mark the centenary year of the women's suffragette movement, and that the GMCA record its thanks to Cllr Andrew Simcock, the Lord Mayor and Cllr Richard Leese and the team at Manchester City Council for organising the unveiling event.
3. That the GMCA also acknowledged the unveiling of the Annie Kenney, Statue, the English working-class suffragette who became a leading figure in the Women's Social and Political Union. The unveiling would be taking place in Oldham this afternoon.
4. That it be noted that the GMCA has produced the DVD 'Making of a Militant' to help raise awareness of equality within Secondary Schools.

GMCA 272/18 DECLARATIONS OF INTEREST

There were no declarations of interest made in relation to any item on the agenda.

GMCA 273/18 MINUTES OF GMCA MEETING HELD ON 30 NOVEMBER 2018

The minutes of the GMCA meeting held on the 30 November 2018 were submitted for consideration.

RESOLVED /-

That the minutes of the GMCA Meeting held on the 30 November 2018 be approved.

GMCA 274/18

**GMCA CORPORATE ISSUES & REFORM OVERVIEW & SCRUTINY
COMMITTEE – MINUTES: 20 NOVEMBER 2018**

RESOLVED/-

That the minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee held 20 November 2018 be noted, and that the resolutions below be approved.

i) CI54/18 GM RESPONSE TO MINISTRY OF JUSTICE FEMALE OFFENDER STRATEGY

That the Mayor and GMCA are recommended to consider undertaking an impact assessment to help understand how future funding could be allocated.

ii) CI54/18 GM RESPONSE TO MINISTRY OF JUSTICE FEMALE OFFENDER STRATEGY

That the Mayor and GMCA are recommended to consider how a more sustainable funding base could be secured.

GMCA 275/18

**MINUTES OF THE GMCA RESOURCES COMMITTEE – 30
NOVEMBER 2018**

RESOLVED /-

That the minutes of the GMCA Resources Committee held 30 November be noted.

GMCA 276/18

GREATER MANCHESTER CHILDREN'S PLAN

Councillor Rishi Shori, Portfolio Lead for Young People and Social Cohesion, introduced a report which provided members with an update on progress in respect of the GM Children's work and sought approval of the GM Children's Plan and funding proposals.

He reported that more children in GM live in poverty than the UK average, and many remain not school ready despite work which had been undertaken in this area. Therefore, the need to increase the scale and spread of innovative practice had become increasingly evident, using a collaborative approach to ensure a 'bottom-up' credible Plan.

The GM Mayor thanked all those who have progressed the Plan to this stage, and commented that the Plan would help to improve standards, streamline resources, and deliver the ambitions of the Greater Manchester Strategy. He further added that this work linked very strongly with GM's plans for a Care Leaver Guarantee.

Members commented that there were still gaps of disparity in educational outcomes for those children who have complex needs, highlighting the insufficient funding and

budget pressures across Local Authorities. Local SEND provision in GM was vital to ensure children with complex needs received the education they needed within their own Local Authority. It was noted that there was a national issue in respect of SEND funding and provision, and that GM was looking at potential collaborative commissioning work to improve our offer and service standards.

The GM Mayor confirmed that commissioning out of area was costly, and the role of the GM Health and Social Care Partnership (GMHSCP) and co-commissioning would deliver an improvement in service provision and realise savings. The importance of assisting all young people and more specifically those with challenges was reiterated. He also confirmed that a report on the progress of the establishment a Care Leavers Trust and Care Leavers Guarantee was due to be submitted to a meeting of the GMCA in the New Year.

RESOLVED /-

1. That the final draft GM Children's Plan be approved.
2. That the allocation of £500,000 grant to each GM Local Authority to support their local business cases be agreed.
3. That the allocation of a further £150K for programme and evaluation costs be approved.
4. That delegated authority to the GMCA Treasurer and GMCA Monitoring Officer to agree grant terms and conditions with Districts be approved.
5. That the GMCA record its thanks to Cllr Rishi Shori and GM Local Authority colleagues for their work in developing the plan.
6. That a further report on the work underway to establish a Care Leavers Trust and the establishment of a Care Leavers Guarantee be submitted to a meeting of the GMCA in the New Year.

GMCA 277/18 GREATER MANCHESTER BREXIT ECONOMIC IMPACT ANALYSIS

Councillor Richard Leese, Portfolio Lead for Business and Economy, introduced a report which provided an update on the latest economic analysis undertaken on the possible impacts of Brexit as the UK prepares to leave the EU. The analysis had been undertaken from the latest national and regional analysis published by the Government and used to model the impacts for GM.

He reported that since the report had been circulated there had been a number of changes to the landscape, with no clear direction from Government, suggesting that a 'no deal' option may be a potential outcome. The GMCA does not have a formal position on Referenda, however if there was a choice between a 'no deal' Brexit and

a 2nd Referendum, then a 2nd Referendum was the only option available in his view. If Government and Parliament were not capable of making a decision, then the only option available was for the people to make the decision. With all the focus on Brexit, Government was not progressing its responsibilities, including the introduction of Legislation and Regulation which could make a positive difference to lives of residents in GM. Government should be reflecting on the view they were projecting and ought to be taking urgent actions necessary to act in the interests of the UK. In the meantime GM does need to continue to make its preparations based on the worst case scenarios and if there was no other alternative then the people, either through a General Election or a Referendum, need to have the opportunity to make the decision for themselves.

Members reiterated that a 'no deal' Brexit was not an option, as ultimately it would have a negative effect on the UK economy. However, any form of Brexit would also remove the strength in numbers that the current sovereignty with the EU enables. They urged that GM should be clear that they cannot support Government in any decision that would impact on the economic wealth of the country, and potentially increase the poverty of its residents.

The GM Mayor recognised the clear position of the GMCA on this matter, and added that not having a fully functioning Government had increased the workload of the GMCA and Local Authorities across the piece in the absence of resources. The current Brexit situation is unsatisfactory on every level, and GM must not hold back on making its views known to Government and Parliament.

RESOLVED/-

1. That the updated economic impact analysis be noted.
2. That the GMCA places on record its concern about the current appalling situation in relation to Brexit and were disappointed with the Government's handling of this matter.
3. That it be noted all GM organisations are thinking through resilience planning and preparedness on a worst case scenario basis in order to support GM residents.

GMCA 278/18

GREATER MANCHESTER DISABLED PEOPLES' PANEL

RESOLVED /-

That it be noted that this item was withdrawn for consideration at a future meeting.

GMCA 279/18

CLEAN AIR PLAN UPDATE

Councillor Alex Ganotis, Portfolio Lead for Green City Region, introduced a report which set out the structure of the reports to be consider by the GMCA and individual

GM Local Authorities and the nature of the socio-economic impact information which would accompany the Outline Business Case.

Councillor Ganotis confirmed that the Outline Business Case would be prepared by TfGM on behalf of the GMCA and individual GM Local Authorities early in the New Year. He also clarified that legal responsibility for approving the Outline Business Case remained with individual GM Local Authorities.

He reiterated the importance of ensuring that the Plan meets all the GM objectives and was not just focused on Air Quality, the Plan needs to realise GM's socio-economic ambitions and not negatively impact on GM residents. Therefore the Outline Business Case will include a great deal of emphasis on socio economic impact information. Modelling work was underway on the differing solutions to provide confidence in the approach and the preferred way forward for GM. A further report will be submitted to the GMCA in January which demonstrates consistency and alignment with current GM policies and strategies.

RESOLVED/-

1. That the report be noted and that a further report be submitted to the GMCA in January 2019.
2. That the GMCA record it's thanks to Cllr Alex Ganotis for the work undertaken to date to progress.

GMCA 280/18

MAYORS CYCLING & WALKING CHALLENGE FUND

Andy Burnham, GM Mayor, provided an update on the progress of the Mayor's Cycling and Walking Challenge Fund and sought approval for the third tranche of schemes for programme entry for the Mayor's Cycling and Walking Challenge Fund and associated budgets.

He drew members attention to the three prioritized schemes recommended for programme entry: Trafford Road (Salford), Bridgewater Canal Towpath (Leigh) and Toucan Crossings (Wigan Central).

Members attention was also drawn to recommendation 5 specifically, which sought approval to enable scheme development costs to be claimed from the Fund in advance of full approval once programme had been secured. This course of action was to facilitate the pipeline of schemes coming forward, which also contributed to the Clean Air Plan by encouraging people out of their cars and creating the best cycling provision.

Chris Boardman will be invited to a meeting of the GMCA early in the New Year to provide a more substantial update on progress to date.

RESOLVED /-

1. That the progress of the first 2 tranches previously granted Programme Entry for inclusion in the MCF, as set out in section 2 of the report be noted.
2. That the third tranche of cycling and walking schemes, as set out in section 3 of the report, be approved for Programme Entry for inclusion in the MCF.
3. That it be noted that the schemes were to be further developed and would be subject to subsequent approval by the GMCA in early 2019, as appropriate, as set out in section 3 of the report.
4. That the release of £0.6 million, of the previously agreed budget for scheme development and design in 2018/19, be approved and that authority be delegated to the GMCA Treasurer to make appropriate grants to District Councils to facilitate this, as set out in paragraph 3.9 of the report.
5. That it be agreed that scheme promoters (including Local Authorities) be able to claim for Mayor's Challenge Fund (MCF) scheme development costs in advance of full approval once programme entry has been secured, provided that the conditions set out in paragraph 4.2 of the report.

GMCA 281/18 NORTHERN AND TRANSPENNINE EXPRESS RAIL PERFORMANCE

Andy Burnham, GM Mayor introduced a report which provided a summary of rail performance for Network Rail, Arriva Rail North (trading as Northern) and TransPennine Express. He added that there had been some early signs of progress. He also reported that the Manchester-Bolton-Preston line has finally been successfully completed, with trains operating on the line without any problems. He had been assured that Northern would begin to operate new electric trains in early 2019 .

The December timetable was introduced on 9 December and had showed an improvement in reliability for TransPennine Services, however issues remain in relation to the reliability of Northern services.

The dispute between Northern and RMT (The National Union of Rail, Maritime and Transport Workers) regarding Guards on trains remains unresolved. Together with other Northern Leaders, the GM mayor would be appealing to get their negotiations back on track, and had recommended the use of national funding to ensure there is a second member of staff.

It had been reported that Manchester Airport had made serious representations to Network Rail in relation to the cancellation of Sunday services but had yet to receive a response. This was not good enough.

He summarised, that if the acceptable standard of service had not been achieved by the introduction of the new timetable in May 2019, that further action would be undertaken.

RESOLVED /-

1. That the report be noted.
2. That the re-opening of the Manchester, Bolton, Preston line be noted.
3. That the implementation of the new timetable on 9 December be noted.
4. That it be noted that the GM Mayor would continue, via Transport for the North, to resolve the dispute regarding guards on trains.
5. That the introduction of the May 2019 timetable, as the deadline for seeing an improved rail service from operators be reaffirmed.

GMCA 282/18

CREATIVE INDUSTRIES INVESTMENT READINESS PILOT

Councillor Richard Leese, Portfolio Lead for Business and Economy presented a report to the GMCA which sought agreement to act as the accountable body for the Creative Industries Investment Readiness – Greater Manchester Pilot which would be led by the Growth Company on behalf of the GMCA.

He reported that the scheme would bring £1.3m of investment to creative businesses across GM, excluding London, GM had the largest number of people employed in the creative industries than any other city region in the UK.

The GM Mayor added that this was good news for GM and thanked the Government for providing GM with a great opportunity through this funding to strengthen our creative sector and support some of the ambitions of the Industrial Strategy.

RESOLVED /-

1. That the GMCA agree to support the Creative Industries Investment Readiness – GM Pilot.
2. That it be agreed that the GMCA would act as the accountable body for the £1.3million Creative Industries Investment Readiness – GM Pilot.
3. That it be agreed that the GMCA will receive S31 grant funding for the Creative Industries Investment Readiness – GM Pilot from DCMS and in turn will enter into a grant agreement with the Growth Company to deliver the Creative Industries Investment Readiness – GM Pilot, retaining a small amount to cover the cost of undertaking accountable body functions as required by DCMS.

4. That the GMCA record it's thanks to Sir Richard Leese for progressing the GM Pilot.

GMCA 283/18 CITY CENTRE HOUSING DEVELOPMENT & USE OF PROPERTY SURPLUS FUNDS

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure introduced a paper which set out the case for continuing to invest the GM Housing Investment Loans Fund in city centre developments and outlined a proposal for deploying surplus funds generated from the ongoing operation of the GMHIF and the Evergreen Funds.

He reported that the Housing Investment Loan Fund was moving forward following a recent pause on city centre developments with GM but that it now held £2m of surpluses and a potential further £12m over the next three to four years. The proposal was to use the money would be used for innovative work in support of the GM Housing Strategy to be launched early tin the New Year. The Housing Strategy will deliver truly affordable housing, bring back empty homes, address housing standards, especially re temporary accommodation used to discharge duties to address homeless people, and tackling rogue landlords by buying out properties.

The scale of the housing challenge in GM remained significant, with over 85,000 people on the housing waiting list across GM, and many council homes lost under the right to buy scheme. He further recognised that private rental properties are often not affordable, nor effectively managed. The delivery of housing in the urban core will protect some of the spaces within greenbelt areas across GM.

In response to a suggestion that city centre housing was often seen as a financial asset, when in fact they offer homes, and were occupied.

Members agreed that the surplus funds offered a real opportunity to make significant progress on meeting the housing need in GM through our innovative approach created through the opportunity of devolution and was a result of effective fund management. Furthermore, this work could support the ambitions of the Local Authority's to deliver some of the more difficult schemes.

The GM Mayor summarised that this work evidenced that the policy behind the Housing Investment Loans Fund was coming into fruition, creating a story of inclusive growth through the re-direction of surplus funds to create truly affordable housing. This work would also offer the tools to pursue additional aspirations including raising the standards of private rented housing.

RESOLVED /-

1. That the principle of investing further GMHILF into City Centre housing developments be agreed, in principle, with all proposals subject to normal due diligence and approval via the GMCA.

2. That it be noted that the Evergreen Holding Fund will be requested to provide up to £3m of Evergreen surpluses to the GMCA to be spent over the next 3 years as revenue funding to support the development of pipeline projects.
3. That the use of £350k of GMHILF surpluses as revenue to develop affordable housing propositions as set out in this paper be approved.
4. That the ring fencing of the majority of GMHILF surpluses to support affordable housing priorities as identified in the GM Housing Strategy be approved.
5. That The GMCA record it's thanks to City Mayor, Paul Dennett on the work undertaken around the potential options for the use of the property surplus funds.

**GMCA 284/18 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND
– 2018/19 HALF YEAR REPORT**

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, introduced a report providing members with an update on the position of the GM Housing Investment Loans Fund which had made loans to date of £464m to 51 schemes and had created an additional £2M surplus fund.

RESOLVED /-

1. That the half-year position of the GM Housing Investment Loans Fund be noted.
2. That there has been no requirement for the GM Local Authorities to account for any impairments as a result of the performance of the Fund be noted.

**GMCA 285/18 GREATER MANCHESTER INVESTMENT FRAMEWORK
APPLICATIONS**

Councillor David Molyneux, Portfolio Lead for Investment introduced a report for consideration by the GMCA which sought their approval for an investment into Commercial and Northern LTD (the company) from re-cycled funds.

RESOLVED /-

1. That the funding application by Commercial and Northern Ltd (investment of £250k) 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 transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment above.

GMCA 286/18 EXCLUSION OF PRESS AND PUBLIC

RESOLVED /-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items 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 285/18 GREATER MANCHESTER INVESTMENT FRAMEWORK
APPLICATIONS**

CLERK'S NOTE: This item was considered in support of the Part A report at minute GMCA 286/18 refers.

RESOLVED /-

That the report be noted.

**MINUTES OF THE MEETING OF THE JOINT GREATER MANCHESTER COMBINED
AUTHORITY AND ASSOCIATION OF GREATER MANCHESTER AUTHORITIES
EXECUTIVE BOARD HELD 11 JANUARY 2019 AT TRAFFORD COUNCIL**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor Linda Thomas
Bury	Councillor Rishi Shori
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Alex Ganotis
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor Keith Cunliffe

OTHER MEMBERS IN ATTENDANCE:

TfGMC	Councillor Mark Aldred
Bolton	Councillor Ebrahim Adia
Bury	Andrea Simpson
Rochdale	Sara Rowbotham
Salford	Paula Boschell
Tameside	Councillor Leanne Feeley
Wigan	Councillor Jenny Bullen

OFFICERS IN ATTENDANCE:

GMCA Chief Executive	Eamonn Boylan
GMCA – Monitoring Officer	Liz Treacy
Office of the GM Mayor	Kevin Lee
Bolton	Tony Oakman
Bury	Geoff Little
Oldham	Carolyn Wilkins
Manchester	Joanne Roney
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith
Tameside	Steven Pleasant
Wigan	Alison McKenzie-Folan

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Gm Mayor's Office	Kevin Lee
TfGM	Simon Warburton
GMCA	Simon Nokes
Growth Co	Mark Hughes
GMCA	Clare Norman
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

GMCA/AGMA 01/19 APOLOGIES

Apologies were noted and received on behalf of:

Councillor David Molyneux, Councillor Sharon Briggs (Bury), Councillor Janet Emsley (Rochdale) and Donna Hall (Wigan Council).

Apologies were also received on behalf James Wallace (GMFRS) and Ian Hopkins (GMP).

GMCA/AGMA 02/19 DECLARATIONS OF INTEREST

There were no declarations of interest made in relation to any item on the agenda.

GMCA/AGMA 03/19 THE FUTURE OF GREATER MANCHESTER

Andy Burnham, Mayor of Greater Manchester introduced a paper, which set out the wider context for a number of plans being considered later on the agenda for the meeting. He explained the importance of considering the inter-relation of each of the plans to set wider the context for the future ambition for GM. He further added that the reform of Health and Social Care had consistently sat at the heart of the GM reform agenda therefore it was crucial to have a place based approach to ensure efficient delivery of services with the view to improving the overall quality of life for GM residents.

Members welcomed the report and acknowledged the strong narrative that set the course for GM for the next 20 years. The Public Sector White Paper would further clarify how these plans will be interlinked. Members were reminded that the event held on 7 January 2019 was well received, confirming that GM residents were at the heart of the agenda.

In conclusion, the Mayor stressed the importance of working with residents to strengthen decisions and to develop local plans. The radically revised Greater Manchester Spatial Framework and the 2040 Transport Delivery Plan setting out transport proposals would be subject to consultation following consideration today.

RESOLVED /-

That the wider strategic context paper, which demonstrated how all the plans were inter-related, be endorsed

GMCA/AGMA 04/19

GREATER MANCHESTER HOUSING VISION

In introducing the first of the suite of reports to be considered, the Mayor reminded the meeting that there was a perception that the first iteration of the GM Spatial Framework did not provide plans for affordable housing its residents. In response to those comments a radical review was undertaken and the emerging Housing Vision was much stronger in relation to setting out objectives to address the housing crisis.

City Mayor, Paul Dennett, Portfolio Lead for Housing, Planning & Homelessness, introduced a report which sought approval on the housing vision for GM. He reported that in conjunction with the Mayor he had agreed that a clear, concise statement of GM's vision for tackling the housing crisis should be produced to give a strong public statement about our ambitions for change and steer the developing work on a GM Housing Strategy.

The collaborative work between the GM Local Authority Housing Leads and the GMCA was recognised and he thanked all those involved in producing the GM Vision. He reported, that following the launch of the 'Future of Greater Manchester', 'Shelter' had launched their cross party commission on Social Housing to deliver 3.1 million social homes within the next 20 years. This initiative supported the vision of delivering safe, decent and affordable housing and was inter-dependant upon with the wider GM strategies. A unified GM wide approach with Government was crucial to the successful delivery of the Vision.

The Mayor thanked Paul Dennett for leading this work and acknowledged that it paved the way for a detailed GM Housing Strategy. Building new homes and improving existing stock was key to delivering the GM Housing vision. The role of Private Housing Sector landlords to provide suitable quality housing for tenants, was also highlighted.

Members welcomed the report and noted the importance of having 'Health' at the centre of GM's Housing vision; and it was recognised that good housing will enable GM residents to live healthier and fulfilling lives. In discussing the various provisions available under the Housing Vision, a member highlighted the need to improve the offer on supported housing which provided residents with the opportunity to live a more independent life.

In addressing the concern raised around supported housing, City Mayor, Paul Dennett assured the meeting that Health and Social Care Partnership had been engaged in the development work, with 50k supported housing accommodation units identified. He added that tackling social isolation, improving public realm and

encouraging active living for different sections of community was a key objective which also links with other initiatives, taking place across GM.

The GM Mayor acknowledged that much work was underway, highlighting the importance of building Age Friendly communities, especially as part of the Town Centre Challenge and considerate building processes.

Councillor Brenda Warrington assured members that housing needs of individuals was being considered as part of the Age Friendly agenda.

RESOLVED/-

1. That the draft Vision Statement be approved.
2. That the GMCA record its thanks to all GM Local Authority Teams and Housing Executives in developing the GM Housing Vision.
3. That the GMCA record its thanks to Salford City Mayor, Paul Dennett for all his work on developing the Vision which now paved the way for a detailed GM Housing Strategy.

GMCA/AGMA 06/19

GREATER MANCHESTER SPATIAL FRAMEWORK

In introducing the agenda item, the Mayor informed the meeting that a radical re-write of the GM Spatial Framework, particularly in relation to the use of Green Belt and the development of Brownfield sites had been undertaken. Greater emphasis had been placed on rejuvenating Town Centres, with more focus on increasing residential density in these centres including improved access to public transport and contributing to the overarching objective of reducing GM's Carbon Emission.

City Mayor Paul Dennett, Portfolio Lead for Housing, Planning & Homelessness, presented a report, which updated members on the next stage of the GM Plan for Homes, Jobs and the Environment – the GM Spatial Framework (GMSF) : Revised Draft 2019. The report sought approval to the Framework consultation purposes and for a consultation process, under regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012, with a view to begin on the 21 January 2019 for 8 weeks, ending on 18 March 2019.

The Mayor thanked Paul Dennett for the diligent process of involvement, together with teams from the GMCA and GM Local Authorities for their continuous support on the development work.

Councillor Andrew Western specifically thanked the Mayor for his collaborative work regarding protection for a site in Flixton.

Members also advised the Plan provided the tools to meet housing targets, with local decision makers firmly in charge of the development of community facilities. The Plan also provided for the development of the right homes and employment in the right places seeking to retain local talent and improve the local economies. The Plan would also stimulate development in those more difficult areas to develop.

In discussing the changes in the draft, members noted that the plan had a stronger emphasis on the role of brownfield land and town centres, a reduction in the net loss of Green Belt and stronger protection for important green spaces that were not classified as part of the Green Belt.

Further comments were made on the importance of working together in collaboration between the GMCA, local authorities, residents, developers and other organisations to facilitate social improvement and to deliver sustained economic growth.

Members noted the importance of working together to lobby Government for further funding and to attract investment to the North West. This would in turn result in the creation of new jobs and would aid to re-balance the economy particularly across the Northern Boroughs of GM.

It was further noted that the GMSF was linked very closely with the delivery of the 2040 Transport Strategy.

Councillor Linda Thomas highlighted the investment plan for Bolton Town Centre, which would lead to the development of additional 2k homes on an existing brownfield site.

The Mayor commended Councillor Linda Thomas and Bolton Council for the vision developed for Bolton Town Centre, with a suggestion that the development of Town Centre Challenge bid for Farnworth Town Centre should be encouraged. He further encouraged Councils to bring forward plans to develop secondary and tertiary towns alongside principal town centres.

RESOLVED /-

1. That the GMSF: Revised Draft 2019 and Integrated Assessment be approved for consultation purposes.
2. That authority be delegated to the Lead Chief Executive, Housing, Homelessness and Infrastructure, in consultation with City Mayor, Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure to make final minor amendments to the GMSF: Revised Draft 2019 and background documents.
3. That the publication of the documents for consultation, beginning on 21 January 2019 for 8 weeks, ending on 18 March 2019 be agreed.

4. That the GMCA record its thanks and recognition to Salford City Mayor, Paul Dennett for all his work on developing the Framework.
5. That the GMCA also records its thanks to all the staff within the GMCA and Local Authorities for their collaborative work in developing a compelling vision for the future of GM.

GMCA /AGMA 07/19

STOCKPORT MAYORAL DEVELOPMENT CORPORATION

The Mayor presented a report which set out plans to consult on the establishment of a Mayoral Development Corporation (MDC) covering the Town Centre West area of Stockport. It was explained that this was the next phase of work to complete the ambitious vision for Stockport Town Centre, providing a quality residential offer support by the cultural offer already available. The successful establishment of the Mayoral Development Corporation approach could be a consideration for other parts of GM.

Councillor Alex Ganotis, Leader of Stockport Council, reported that a key part of this challenge was to ensure that a stronger housing and employment offer was developed in GM's Town Centers – as their role as retail centers changes, and to ensure that GM was maximising the opportunity of developing brownfield land in sustainable locations.

He reported that the town centre regeneration required the coordination of public sector powers, a comprehensive approach to master-planning and land assembly, engagement with investors and developers. Members were assured that the proposed Mayoral Development Corporation was not to centralise powers, with planning powers to be retained by the Local Planning Authority, Stockport in this instance. Costs will also be funded by Stockport Council and private developers.

It was proposed that the Mayor would carry out a consultation, to be launched on 11 January 2019 for a period of eight weeks until Friday 8 March 2019, with a further report to come back to the GMCA.

RESOLVED/-

1. That the proposal for the Mayor to undertake a consultation exercise in respect of the designation of a Mayoral Development Corporation in the Town Centre West area of Stockport be endorsed.
2. That officers be requested to submit a further report to a future meeting of the GMCA on the outcome of the consultation for approval.
3. That the general principles which would apply to any GM Mayoral Development Corporation be endorsed.

GMCA/AGMA 08/19

GREATER MANCHESTER INFRASTRUCTURE FRAMEWORK 2040

City Mayor, Paul Dennett, Portfolio Lead for Housing, Planning & Homelessness, introduced a report which provided a background briefing on the GM Infrastructure Framework, and sought endorsement from the GMCA for the establishment of the GM Strategic Infrastructure Board. 11 Key challenges had been developed with Portfolio Leaders, with work underway with the Resilience Team and further work to be progressed on Social Infrastructure.

The Infrastructure Framework was a precursor to the development of the GM Infrastructure Strategy. There was a need for effective infrastructure to be planned and integrated within the GM strategies for housing, economic development and the environment, with delivery via the existing Infrastructure Advisory Group and Combined Authority structures.

Members welcomed the report and agreed that the infrastructure framework needed to be fully resilient to any changes in Government and policies. The work also needed to reflect social infrastructure, in particular to recognition that Child Care and Carers Services were an impediment to employment.

Members also recognised the role of digitisation and envisage how the City-region would be in 2038, including the role of business in future development.

Members acknowledged that there was a need to take a collaborative approach to utilise resources available and to seek further funding from Government to support the reform of existing infrastructure to overcome each of the 11 challenges.

RESOLVED /-

1. That the Draft GM Infrastructure Framework be approved.
2. That the establishment of the Greater Manchester Strategic Infrastructure Board be approved.
3. That the progression of an Infrastructure Strategy that responded to the challenges outlined in the Framework be approved.
4. That the recommendations from the social infrastructure engagement study be noted and that further briefings be submitted to the GMCA during 2019.

GMCA/AGMA 09/19

GREATER MANCHESTER 2040 TRANSPORT DELIVERY PLAN

Andy Burnham, Mayor of GM introduced a report which set out the GM 2040 Transport Draft Delivery Plan, developed in conjunction with the Greater

Manchester Spatial Framework. The report set out the background, purpose of the plan and the timeline for publishing a final version in 2019.

The report explained that the delivery plan sets out practical actions planned to deliver the GM Transport Strategy 2040 and the GM Strategy, and to enable a coordinated approach toward transport investment. The report also contained the schemes and interventions necessary to begin addressing the existing reliability and capacity issues on the transport network, to deliver a more sustainable and integrated transport system, and to deliver housing and employment growth.

The Mayor added that it was important to develop a new place for people to live that provides alternative transport for residents, including an ambitious park and ride offer across GM, in particular around the M60 for commuters to access the regional centre. He also referenced the feasibility study underway on the establishment of a station at Kenyon to serve the Logistics north site and the wider Leigh area.

On behalf of the GMCA, the Mayor thanked TfGM and Simon Warburton, in particular, for producing the Delivery Plan.

Members welcomed the report and acknowledged that there was a need to develop existing infrastructure, including non-commuter stations at Reddish and Denton, in order to service communities underserved by the Rail Industry.

RESOLVED /-

1. That the final draft version of the Draft Delivery Plan (2020-2025) be approved as a statement of GM's transport investment and reform priorities for the next 5 years, which will work towards delivering the vision set out in the Greater Manchester Transport Strategy 2040.
2. That the final draft version of the Draft Delivery Plan (2020-2025) be approved for public consultation alongside GM's Plan for Homes, Jobs and the Environment – Greater Manchester Spatial Framework (GMSF).
3. That authority be delegated to the Interim TfGM Chief Executive in consultation with the Mayor to make minor updates to the Greater Manchester Transport Strategy 2040 Draft Delivery Plan (2020-2025) prior to the public consultation.
4. That the GMCA record its thanks to TfGM and Simon Warburton, in particular, for producing the Delivery Plan.
5. That it be noted that work would be progressed to include Denton and Reddish Stations within the Delivery Plan.

6. That it be noted that a feasibility study was underway into the establishment of a station at Kenyon to serve the Logistics north site and the wider Leigh area.

GMCA/AGMA 10/19

CLEAN AIR PLAN UPDATE

In introducing the last report in the suite of documents to be discussed, the Mayor reiterated and clarified that the proposals clearly were not a means of implementing a Congestion Charge or revenue raising. The Clean Air Plan was aimed at improving health for GM residents and children and improving the air quality.

Councillor Alex Ganotis, Portfolio Lead for the Green City Region, introduced a report providing the latest update to members on the progress made in preparation for a GM feasibility study into the options available, subject to full funding from Government, to address NO2 exceedances and outlined a broad direction of travel in relation to the next steps.

He further added that this plan takes into account the wider socio-impacts on residents and business and the economy of GM. The submission of the Outline Business Case to Government in the Spring would include a series of 'Asks' including a scrappage scheme and retro-fit of existing vehicles. The Plan would be subject to the full scrutiny of the GM Local Authorities, with a reminder that the 10 GM Local Authorities were individually responsible for delivering the Clean Air Plan.

The Mayor went on to assure members that he would continue to work with the Taxi Industry and to work in partnership with Government to deliver schemes by which taxi drivers could purchase/swap to a compliant vehicle. In conclusion, he stated that it was his overall aim to raise taxi standards and improve the experience for GM residents and visitors.

RESOLVED /-

1. That the report, setting out the implications of work so far led by the GM Clean Air Plan Senior Leadership Steering Group, be noted.
2. That the further work that was now proposed to be undertaken to ensure that the future Clean Air Plan was agreed against a clear understanding of the impacts on growth and inclusion across the city region be noted.
3. That the changes to the Plan development schedule, as a result of the further work to be undertaken, be noted.

