

AGENDA FOR

OVERVIEW AND SCRUTINY COMMITTEE

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To: All Members of Overview and Scrutiny Committee

Councillors : R Caserta (Chair), T Cummings, J Harris, N Jones, K Leach, B Mortenson, M Powell, L Smith, S Smith, Susan Southworth, R Walker and C Walsh

Dear Member/Colleague

Overview and Scrutiny Committee

You are invited to attend a meeting of the Overview and Scrutiny Committee which will be held as follows:-

Date:	Thursday, 12 September 2019
Place:	Meeting Rooms A & B - Town Hall
Time:	7.00 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

2 DECLARATIONS OF INTEREST

Members of the Overview and Scrutiny Committee are asked to consider whether they have an interest in any matters on the agenda and, if so, to formally declare that interest.

3 PUBLIC QUESTION TIME

A period of 30 minutes has been set aside for members of the public to ask questions on matters considered at the last meeting and set out in the minutes or on the agenda for tonight's meeting.

4 MINUTES OF PREVIOUS MEETING *(Pages 1 - 10)*

5 CORPORATE CORE UPDATE *(Pages 11 - 16)*

Report from Councillor Jane Black and Lynne Ridsdale (Deputy Chief Executive, Corporate Core) attached.

6 VOLUNTEERING *(Pages 17 - 34)*

Report and Appendix attached

7 COMMUNITY SAFETY *(Pages 35 - 40)*

Report from Councillor Sharon Briggs, Cabinet Member – Communities is attached.

8 CORPORATE FINANCIAL MONITORING REPORT (APRIL TO JUNE) *(Pages 41 - 76)*

Councillor Eamonn O'Brien will report at the meeting. Report attached.

9 TRADED SERVICES UPDATE *(Pages 77 - 80)*

Update briefing note attached.

10 BUSINESS GROWTH AND DEVELOPMENT

A presentation will be given at the meeting.

11 LOOKED AFTER CHILDREN - EARLY INTERVENTION REPORT *(Pages 81 - 94)*

Report attached

12 SEND UPDATE *(Pages 95 - 96)*

**13 UPDATE ON PERFORMANCE IN SCHOOLS/SCHOOL IMPROVEMENT
WORKING GROUP** *(Pages 97 - 106)*

14 URGENT BUSINESS

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

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Minutes of: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 16 July 2019

Present: Councillor R Caserta (in the Chair)
Councillors T Cummings, J Harris, N Jones, K Leach,
Mortenson, Powell, Smith, S Smith, Susan Southworth,
R Walker and Walsh

Also in attendance: Councillor E O'Brien – Cabinet Member - Finance and
Housing
Councillor A Quinn – Cabinet Member –Environment
Councillor T Tariq – Cabinet Member – Children and Families

Public Attendance: One member of the public was present at the meeting.

Apologies for Absence:

OSC.64 DECLARATIONS OF INTEREST

Councillor Harris declared a personal interest in any item relating to Six Town Housing as she is a Member of the Board.

Councillor Susan Southworth declared a personal interest in any item relating to Six Town Housing as she is a Member of the Board.

All Councillors declared a personal interest in any items relating to Bury Schools as they are School Governors.

OSC.65 MINUTES OF THE LAST MEETING

It was agreed:

That the Minutes of the last meeting held on 4 June 2019 be approved as a correct record and signed by the Chair.

OSC.66 PUBLIC QUESTION TIME

Rachel Getliffe, a local resident explained that the Council had agreed to stop spraying glyphosate based weed killer in parks and schools whilst a review was carried out in relation to health concerns. Rachel explained that she was however aware that school perimeters were still being treated as were local streets. Rachel asked that the Council reconsider its decision and wait until the review had been completed to decide a way forward.

Councillor Quinn explained that the chemicals that Ms Getliffe was referring to were not neonicotinoids and were therefore not harmful to bees and had not been banned in the EU.

The Council were in the process of researching and reviewing how other councils undertook weed removal and what the other options were that would be cost effective as well as fit in with the small team that work in this area.

Councillor Quinn stated that if areas don't need spraying they will be left. Some councils were removing grass verges and sowing wild flower seeds which removed the need for cutting.

The review was in the process of being carried out and the report setting out the findings would have to go through the relevant Council channels.

Councillor Quinn stated that he would update the Overview and Scrutiny Committee when the review and following work had been completed.

OSC.67 TREASURY MANAGEMENT ANNUAL REPORT 2018/19

Councillor O'Brien presented the Treasury Management Report 2018/2019.

The report provided information on the Council's debt, borrowing, and investment activity for the financial year ending on 31st March 2019 in conformity with the CIPFA Code of Practice for Treasury Management. The successful management of the Council's borrowing and investments is central to the Council's financial strategy, both in the short term and in ensuring a balanced debt profile over the next 25 to 60 years.

The overall strategy for 2018/19 was to finance capital expenditure by running down cash/investment balances and using shorter term borrowing rather than more expensive long term loans. The taking out of longer term loans (1 to 10 years) to finance capital spending would only then be considered if required by the Council's underlying cash flow needs.

Debt decreased slightly during the year, £202,584 million at 31st March 2019 compared to £194,510 million at 31st March 2018. The average borrowing rate dropped slightly from 3.96% to 3.95%. Investments at 31 March 2019 stood at £14,760 million, compared to £21,250 million the previous year, the decrease being due to the use of cash/investment balances to repay maturing debt. The average rate of return on investments was 0.66% in 2018/19 compared to 0.24% in 2017/18.

Those present were given the opportunity to ask questions and make comments and the following points were raised:-

- Councillor Harris referred to a statement on page 8 of the document pack and asked what assets were being referred to in relation to paying maturing debt.

It was explained that investments can include cash rather than borrowing unnecessarily.

- Councillor Nick Jones referred to the recent investment in the Café Istanbul building and asked whether the Overview and Scrutiny Committee could

have a break-down of all of the Council's investment properties to include returns received and any lost revenue.

- Councillor Walker referred to page 15 of the document pack and asked how much the Council paid to Link Asset Services for their advice in relation to in-house investments.

It was reported that this information can be provided to the Committee.

- Councillor Harris referred to 5.2.4 of the report and asked what the relevance of this statement was.

It was explained that this showed that the Council was being prudent in relation to its finances in a time of uncertainty.

It was agreed:

That in accordance with CIPFA's Code of Practice on Treasury Management, the report be noted.

OSC.68 CAPITAL OUTTURN 2018/2019

Councillor O'Brien, Cabinet Member for Finance and Housing presented the Capital Outturn Report 2018/2019 to the Overview and Scrutiny Committee.

The report provided Members with details of:

- The capital outturn figures in respect of the last financial year 2018/19;
- Major variances between the Revised Estimate and the Outturn;
- The financing of the Capital Programme in 2018/19;
- Re-profile of budgets/allocations and slippage of funding into 2019/20;
- Details of the capital receipts realised during the year.

Those present were given the opportunity to ask questions and make comments and the following points were raised:

- Councillor Walker referred to 1.5 of the report where it mentioned a 'limited number of Capital Grants that can be carried forward' and asked what the limited number was.

It was explained that there was not an official figure on what a limited number was it was more a way of highlighting that these could be restricted.

- Councillor Walker referred to document pack page 24 and the information relating to Capital receipts from the sale of assets. Councillor Walker asked for a list of the assets that had been sold.

It was stated that this would be provided.

- Councillor Nick Jones referred to paragraph 4.4 on document pack page 25 and the amount set out in relation to slippage.

It was explained that the trend of slippage was something that was being looked at. There were instances where projects would run over into the following financial year.

It was also explained that the term slippage was a commonly used term in the public sector and did not mean loss.

Councillor O'Brien stated that a large portion could be linked to highways schemes that have overrun.

- Councillor Nick Jones referred to the reported slippage on page 29 in relation to Urban Renewal and the jump from £968, 000 to £5m and asked what the reason for this was.

It was explained that Urban Renewal covered housing as well as other things and these types of projects were over a longer period time. Councillor O'Brien stated that more information would be provided in relation to this.

- Councillor Stella Smith referred to the Housing Public Sector revised budget from £9.83m to £12.9m and asked whether this was a larger spend or whether the projects had slipped into the next financial year.

It was explained that this was movement over the financial years.

It was agreed:

1. That the final capital outturn for 2018/2019 and explanations for major variances be noted.
2. That the financing of the Capital Programme in 2018/19 be noted.
3. That the Committee consider and recommend for approval the re-profiled/slippage requests and associated funding into 2019/2020.
4. That the level of Capital Receipts realised in year and proposed use of the sites disposed of during the year be noted.

OSC.69 REVENUE AND HRA OUTTURN 2018/19

Councillor O'Brien, Cabinet Member for Finance and Housing presented the Revenue and Housing Revenue Account Outturn Report 2018/2018

The report provided Members with the details of:

- The revenue outturn figures in respect of the last financial year (2018/2019).
- Major variances between the revised estimate and the outturn;
- The level of school balances;
- HRA outturn for the year;
- The minimum level of balances in the light of risk assessments

Those present were given the opportunity to make comments and ask questions and the following points were raised:-

- Councillor Walker referred to bus lane enforcement in Bury and the fact that the income from this was projecting a shortfall from previous years. Councillor Walker asked how much the bus lanes cost the Council.

Councillor O'Brien explained that the contract for the bus lanes was covered by NSL. The drop in income was anticipated income but would not be a loss as there would still be income from the schemes even if not as much as was initially forecast.

- Councillor Powell referred to the Dedicated Schools Grant and the recovery plan that was set out within the report in relation to this. Councillor Powell asked what the £6000 was that was referred to within the Schools Mandatory Cost Threshold.

It was explained that each school had to pay the first £6000 for each High Need pupil within its school.

- Councillor Lucy Smith asked what measures the Council had in place to check what was happening in relation to the budget and slippage etc.

Councillor O'Brien explained that the Budget Recovery Group had been established and met regularly to monitor slippages within the budget, establish whether the actions in place in relation to this were working and if not to look for alternative actions.

The Savings Delivery Group monitored savings going forward and through savings trackers. The cost bridges and variance analysis continue to be produced each quarter as well as regular updates of the departmental savings trackers. Reports containing this information were provided on a regular basis to the Joint Executive Team, this Overview & Scrutiny Committee, the Cabinet, Audit Committee and Joint JET / Cabinet meetings.

- Councillor Lucy Smith referred to increased and unmet demand and asked whether the Council looked at this.

Councillor O'Brien explained that increased and unmet demand formed part of the risk management approach. The Transformation Fund would cover some of these areas and work was being carried out in relation to education, self-care and prevention as well as different ways of sign-posting and prescribing.

- Councillor Susan Southworth referred to the fact that some schools' balances were increasing and asked if there were any plans to 'claw-back' balances as had been done a few years' ago.

Councillor O'Brien stated that there were no plans for this to happen.

- Councillor Stella Smith explained that she had been informed that TfGM were considering charging retired travel pass holders to travel on the Metrolink and Trains at a cost of £10 per year. Councillor Smith stated that this would prohibit some people from getting out and about which could be detrimental to health.

Councillor O'Brien stated that he would report these concerns to the Greater Manchester Mayor.

- Councillor Walker referred to some schools holding hundreds of thousands and pounds in reserves whilst saving for a project. He was aware that schools weren't allowed to have excessive amounts in reserves and asked whether schools were questioned about this.

Councillor O'Brien reported that once a school hits a certain threshold this would trigger an intervention where they would be asked to explain what they were planning to do with the money they were keeping back.

- Councillor Nick Jones referred to paragraph 7.5 of the report relating to the level of rent arrears and asked what was being done about the amount of arrears.

Mike Woodhouse, Chief Finance officer explained that there was confidence that some of the debt was recoverable. The Council had invested additional capacity in debt recovery teams. The teams were recovering outstanding debts and were covering their costs.

Councillor O'Brien stated that Universal Credit was having an effect on debt and debt collection and he suggested that a more in-depth report in this issue be provided to the Committee.

It was agreed:

1. That the final outturn for 2018/19, and explanations for major variances be noted;
2. That the recommendations of the Section 151 Officer for the minimum level of balances in light of the review of the corporate risk assessment be endorsed.

OSC.70 MAYOR'S CHALLENGE FUND UPDATE

Councillor Quinn presented a report setting out the work being carried out across Bury in relation to the Mayor's Challenge Fund.

It was explained that in June 2018 the Greater Manchester Mayor's Cycling and Walking Commissioner, Chris Boardman published 'Beelines - a walking and cycling infrastructure proposal'. It was a response to serious problems of obesity, poor air quality and congestion in Greater Manchester and the limited progress made in changing people's travel behaviour.

It proposed new standards in highway infrastructure and a walking/cycling network of 1,600 kilometres (1,000 miles), including 120 kilometres (75 miles) of segregated routes and 1,400 new crossings. It mapped a first draft network of routes and also reported the GM Mayor's decision to allocate £160 million to begin constructing the network. The total cost of all the proposed improvements will be over £1bn and will take many years to complete.

In order to tap into this funding stream, GM Local Authorities needed to submit pro forma application forms outlining details of their proposals. The “windows” for such submissions come around every quarter and are called tranches.

Councillor Quinn explained that tranche 1 work up of schemes was being undertaken by TfGM and was expected to be completed within the next couple of weeks and if approved construction could be completed within 6 months of approval.

The Mayor’s Challenge Fund Tranche 5 bid for circa £3.6m included delivering new crossings and route improvements in the Fishpool neighbourhood was submitted on the 5 April 2019. Initial feedback from TfGM regarding the development of the submission was very positive.

Tranche 6 schemes were in the process of being prepared for submission.

Bury Council has submitted schemes worth about £6 million to date with the intention of submitting schemes in the upcoming tranche 6 bidding window approaching a further £10 million.

If all the schemes we have or will submit are able to demonstrate their viability and gain full programme entry, residents of the borough will benefit from around £16 million worth of new cycling and walking infrastructure by mid-2022.

It was agreed:

1. That Councillor Quinn be thanked for his update.
2. That the Overview and Scrutiny Committee support the work being carried out across the Council in relation to the Mayor’s Challenge Fund.

OSC.71 EDUCATION PERFORMANCE -UPDATE

Councillor Tariq, the Cabinet Member for Children and Families attended the meeting to report on the work that was being planned in relation to schools’ performance across the borough.

Councillor Tariq stated that the Council was facing challenging circumstances but the situation can be recovered if the Council takes a fresh outlook to build and repair relationships with schools.

Councillor Tariq explained that he had already visited 7 schools across the borough to meet with head teachers, he had attended a workshop with head teachers and had written to every head teacher in the borough. The key aim being to rapidly drive up performance.

It was explained that schools would be partnered so that any school facing difficulty will have the support of stronger schools. The skill set of the borough’s talented and exceptional head teachers needs to be used for mentoring, support, specialisms and school to school support.

The new academic year would see a package of support for head teachers which would include an Associate Heads Scheme and a Federation Model as well as other support opportunities.

Councillor Tariq explained that the Council could take action against schools by issuing a 'notice of concern' if the need was there. Work was being carried out to identify any schools that would benefit from the Council's intervention.

It was reported that a motion had been agreed at the last meeting of full Council on 10 July 2019 asking that a working group be established to assume responsibility for overseeing the transformation of educational standards within the borough.

It had been agreed that the group would meet on a termly basis.

An outline work programme for the Group was presented to the Committee.

Members of the Committee were given the opportunity to ask questions and make comments and the following points were raised:

- Councillor Lucy Smith referred to the fact that a number of schools were considering becoming academies and asked what the Council's response to this was.

It was stated that the Council had a shared responsibility for all of the children in every school of the borough and therefore must work with every school. It was explained that there were a number of options for schools to consider other than academies such as co-operatives and federations and each school would need to consider the options to decide the best fit for them.

- Councillor Walsh asked whether the head teachers were working across sectors so there was collaboration for transition from primary to high school.

It was explained that the advisory group had cross-sector membership so that all sectors were covered. There had recently been a workshop held which focussed on concerns relating to mental health. All school sectors were invited to take part as this was an issue across all age groups.

- Councillor Walsh referred to Special Educational Needs and the requirement for the service to become more inclusive and asked what this would look like.

Julien Kramer, Interim Assistant Director, Education and Inclusion explained that there were currently circa 250 children sent out of the borough provision at a cost of over £9m to the Council. Work was being carried out to enrich the Council's own provision to build capacity and provide the service in-house. This would be in a cluster based model with locality support which will provide a better and more local service. The service will be monitored, regulated and supported.

- Councillor Susan Southworth stated that all teachers across Bury were doing the best job and needed support and advice. She stated that she wasn't sure that the issuing of a notice of concern would help.

Julien explained that the Council considered a notice of concern as a rescue raft but would have to refer to it as a notice of concern as this was the language used in the legislation.

Councillor Tariq stated that the Council would act sensitively and have discussions with head teachers, governors and unions beforehand. It was explained that the Council will have to make a strong case for issuing a notice of concern before it takes any action.

- Councillor Harris referred to timescales involved and asked when improvements would be seen.

Julien explained that he had carried out similar work in other local authorities across the country and would expect to see significant improvements in the next two years.

It was agreed:

1. That a working group of Councillors be appointed to assume responsibility for overseeing the transformation of educational standards within the borough.
2. That the working Group meet termly and be briefed on each occasion by the Cabinet Member for Children and Families and the Interim Assistant Director of Education.
3. That the Cabinet Member for Children and Families appear before each sitting of the Overview and Scrutiny Committee to brief Members on the steps being taken by Bury Council to drive up educational standards.

OSC.72 CORPORATE CORE PROGRESS REPORT

Marcus Connor presented a report from Councillor Jane Black, Cabinet Member for Corporate Affairs and HR. The report set out progress on delivery of the Corporate Core following the inaugural meetings of the Corporate Core Programme Board and subsequent update to the Council's Joint Executive Team and Clinical Commissioning Group (CCG) Governing Body.

It was explained that The Corporate Core programme aims to bring together the disparate "enabling" functions across Council departments and the CCG into a single integrated team that operates consistently, cost effectively and to provide added value to the delivery of corporate strategy.

The scope of the Corporate Core includes the following functions:

- Business Support
- Communications, Engagement and Marketing
- Policy
- Customer Contact
- Human Resources/ OD

- ICT
- Information Governance
- Business Intelligence/Performance Information
- Procurement
- Health and Safety
- Community Safety

All of the above are ultimately let by the Deputy Chief Executive (Corporate Core). Finance is being considered using a similar approach to that outlined in this report though is under the leadership of the Joint Chief Finance Officer.

The Programme Board is comprised of the Deputy Chief Executive (Corporate Core), Joint Chief Finance Officer and Deputy Chief accountable Officer of the CCG.

An initial workshop was held with the Heads of Services for these functions within the Council and CCG that are likely to fall within the Core.

This was positively received and the communication of next steps will follow.

Going forward, it is proposed to support ongoing networking across the Core by:

- Weekly communications to Heads of Service following each meeting of the Programme Board, plus organisation-wide updates to all staff
- Organised networks for work stream leads and the “enabler” strands (Finance, ICT, HR, Information Governance)
- Potential further cross-cutting workshops / conference style events as the programme develops – the next of these was scheduled for July 18th 2019.

Core services have been established on a work stream basis, with each work stream lead responsible for completing a standard Project Initiation document (PID) and supporting plan, to be overseen by the Board. This PID provides a live documentation for detailing the management of staffing, financial and outcome implications of developing and then running the core.

It was agreed:

1. That the information be noted
2. That further updates be brought to future meetings of the Overview and Scrutiny Committee.

COUNCILLOR R CASERTA
Chair

(Note: The meeting started at 7.00 pm and ended at 9.40 pm)

SCRUTINY REPORT

MEETING: OVERVIEW AND SCRUTINY COMMITTEE

DATE: 12th September 2019

SUBJECT: Update on the Corporate Core

REPORT FROM: Councillor Jane Black and Lynne Ridsdale (Deputy Chief Executive, Corporate Core)

CONTACT OFFICER: Lynne Ridsdale (Deputy Chief Executive, Corporate Core)

1.0 BACKGROUND

- 1.1 This document sets out progress on establishment of the Corporate Core services under the remit of the Deputy Chief Executive (Corporate Core) as an update to the July report to this Committee.
- 1.2 A report is scheduled for Cabinet on 23rd September outlining the organisational structure going forward including the posts proposed to be in scope of the Corporate Core, as discussed in the July report to this committee.

2.0 OVERVIEW OF THE CORPORATE CORE

- 2.1 The Human Resources and Appeals Panel agreed the establishment of a common Corporate Core across the Council and the CCG in April 2019, to bring together all "back office" policies, budgets and staff capacity into a single corporate department that operates consistently, cost effectively and to provide added value to the delivery of corporate strategy.
- 2.2 The majority of Corporate Core services / functions will report to the Deputy Chief Executive (Corporate Core). Services in scope of the DCE portfolio are:
- Business support
 - Policy
 - Performance
 - Human Resources
 - Information governance
 - Health and Safety
 - Risk management
 - ICT
 - Communications and engagement
 - Community Safety
- 2.3 Responsibility for all Finance functions (ie accountancy, accounts payable, treasury management, payroll, revenues and benefits) is within the remit of the Joint Chief Finance Officer.

- 2.4 The establishment of the Core, including integration of finance and non-finance teams under separate Executive leadership, is managed through the Corporate Core Programme Board. The Board is Chaired by the Deputy Chief Executive (Corporate Core) with the Joint Chief Finance Officer and Deputy Chief Accountable Officer of the CCG and enabling support from Legal Services; Finance; Human Resources; ICT and Information Governance. The Board meets weekly.

3 PROGRESS IN ESTABLISHING A CORPORATE CORE

- 3.1 Since the last update to O&S in July significant progress has been made in establishing the Core, as follows:

- All HR teams have been brought together into a single corporate service which will co-locate and deliver a 20% reduction in costs. The corporate structure is the first stage of a longer programme of improvement in people management. The corporate People Strategy will now be updated to reflect organisational priorities and in the first instance will be aligned with the GM Good Employment Charter across the following key areas of employment practice:
 - Secure work
 - Flexible work
 - A real living wage
 - Workplace engagement and voice
 - Excellent recruitment practices and progression
 - Excellent people management
 - A productive and healthy workplace

A fundamental review of all HR related policies, procedures, data and systems is now being planned, with input from managers, staff and in partnership with the Trades Unions.

- A programme managed approach to stabilising IT is underway; the roll out of new devices has been expedited and the telephony system upgrade delivered in September against plan
- The posts in scope of future single Core services as described in section 2.2 have been identified and included in a report to Cabinet seeking permission to consult on establishing the single teams. Subject to agreement, proposals will be the basis of a 90 day consultation period and implemented in early 2020
- Work is underway to strengthen the consistency in compliance and assurance of GDPR and data protection legislation, with workshops underway to refresh the skills and engagement of the network of Information Governance Champions; finalisation of the Council's ROPA (Record of Processing Activity); and a review of arrangements for the disposal of confidential waste
- A review of business support capacity has recently begun, starting with PA provision. Work to date has centred on understanding current activity (eg any variations across departments); benchmarking cost, capacity processes; and considering what elements of work could be addressed through self-

service. This review will be subject to detailed stakeholder engagement and staff consultation around any changes

- The Chief Information Officer has taken up post to lead IT, Policy and Performance functions. The early priority for this postholder will be the programme management of the design of a new Bury Strategy. Work is underway at pace and will involve:
 - capturing the plans, priorities and strategies across all team Bury partners
 - Baselining the associated outcomes and performance measures of partner plans against Borough issues and priorities
 - Hosting a big “conversation” across Bury residents to capture their strengths, concerns and aspirations for Bury over the next ten years
- The Deputy Chief Executive’s office continue to lead the network of ‘Change Agents’ across the Council and CCG. This is a self-selected network of staff who want to drive and support change across the organisations, within and outside of their normal responsibilities. The network meet monthly and maintain a digital network. An opportunity for further development of the Change Agents in the area of transformational leadership and managing change is being explored through resources available to the CCG. The Change Agents are receiving an early briefing on the Bury Strategy and invited to get involved in the consultation exercise with residents.

4.0 COUNCIL & CCG SERVICES

- 4.1 The strategic intention is for Council and CCG services to operate as one, in pursuit of efficiencies and shared good practice. The scale and complexity of such change is significant however and therefore the following pragmatic approach to implementation is proposed:
- all Council services to be brought together from former departmental teams into a single corporate service, as a first priority. The scope for ongoing co-provision with the CCG to then be explored. At this stage early priorities for integration are:
 - the communications team, which is already operating under a Joint Head of Service and
 - the performance and intelligence teams who have worked closely for some time
 - combined teams, once scoped, to operate under common leadership and to a consistent set of standards and accountabilities but the intention is to avoid Council staff providing any Core support to the CCG on the basis that VAT costs would apply to this arrangement. Further advice on this matter is being pursued by the Finance service

5. PRIORITIES FOR NEXT REPORTING PERIOD

- 5.1 Moving forward, the process of consulting and finalising scoping proposals for the establishment of corporate teams proposed will be a significant priority. A 90 day consultation period will apply during which staff briefings will be arranged and formal feedback considered through normal consultation procedure. At the end of this period a decision will be taken to bring together

all corporate resources in the teams within the remit of the Deputy Chief Executive (Corporate Core)

- 5.2 One of the teams proposed to be established under new arrangements is health and Safety, bringing together residual functions from Communities and Wellbeing and the former Resources & Regulation department. An early priority for the new team will be to develop a new single health and safety policy for the Council, Schools and CCG and underpinning set of refreshed arrangements. The refreshed policy will clarify that managers within the Council, CCG and schools are responsible for managing health and safety of their staff with support from the professional team, whose focus will be on maintenance of the policy framework; compliance and quality assurance; complex investigations; interface with the HSE and activity/compliance reporting.
- 5.3 It is acknowledged that the future structure changes and service transformation agenda is significant and successful delivery will require meaningful support to staff. At the end of July a session on 'Working Well Through Change' was made available to all Council and CCG staff to outline tools and techniques for individuals to use to successfully manage change and their wider wellbeing. The content from the July session, and similar supportive tools (including the council's Live Better Feel Better wellbeing programme) are being worked up into an e-learning module for staff and as a web-offer, enabling staff to access support from anywhere, on any device. The materials are being developed by staff from corporate teams but also likely to be of particular relevance to their colleagues.
- 5.4 The Corporate Core Management team will also be leading on the design and delivery of a Leadership Conference at the end of September. The intention is to bring together the top three tiers of managers across the Council and CCG to consider the new operating context; receive advice from sector experts (with a keynote speaker from the New Local Government Network) and benefit from workshops which explore key skills sets for leaders in the new environment.

6. CONCLUSION

- 6.1 The development of the Corporate Core is an important undertaking for the council both in terms of culture and effectiveness. Bringing disparate teams together both from within the council itself but also integrating with the CCG will allow for a collection of expertise and more integrated working, whilst removing duplication and inconsistencies.
- 6.2 The Committee are asked to note the good progress which has been made since the last report and advise if this format of update is useful for future meetings.

List of Background Papers:-

None

Contact Details:-

Lynne Ridsdale, Deputy Chief Executive (Corporate Core)
l.ridsdale@bury.gov.uk

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0161 253 5002

Executive Director sign off Date: 21/08/2019

JET Meeting Date: 28/08/2019

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SCRUTINY REPORT

MEETING: Overview and Scrutiny Committee

DATE: 12 September 2019

SUBJECT: Supported Volunteering Policy

REPORT FROM: Councillor J Black, Cabinet Member Corporate Affairs and HR

CONTACT OFFICER: Jackie Harper

1.0 BACKGROUND

- 1.1 Bury is one of a small number of Local Authorities across Greater Manchester that does not currently have a volunteering scheme.
- 1.2 The scheme has been developed jointly between Bury Council and Bury CCG and allows staff to volunteer up to 3 days' a year in works time (pro rata for part time employees).
- 1.3 The employee volunteering scheme will continue to build on the Live Better Feel Better offering of staff health and wellbeing. It is hoped that the volunteering scheme will also contribute to employee engagement.

2.0 ISSUES

- 2.1 The Supported Volunteering Policy will operate in collaboration with the newly formed Bury Voluntary, Community & Faith Alliance (Bury VCFA) and will demonstrate the organisation's commitment to volunteering. The success of the scheme is dependant on the VCFA portal offering sufficient and suitable volunteering opportunities.
- 3.2 With the recent launch of Bury VCFA, Bury Council and CCG should be exemplar organisations to promote volunteering across the wider borough.
- 3.4 Within the Council volunteering leave will be recorded electronically so up-take can be monitored and reported.
- 3.5 A showcase volunteering exercise has already taken place at Khizra House.

3.0 CONCLUSION

- 3.1 Promotion of the scheme (including publicity from the showcase volunteering activity), and a lunchtime learning session are currently being planned for September/October once there is official sign off for the policy documentation. Employees from the Council and the CCG will be invited to the event where the

scheme will be promoted and a representative from the VCFA will be present to showcase the portal and the volunteering opportunities available. Cllr Black has already expressed an interest in being involved with the session as portfolio holder for Corporate Affairs. The session will mark the formal introduction of the scheme for employees to put forward applications for volunteering leave.

List of Background Papers:-

Report to JET

Contact Details:-

j.harper@bury.gov.uk

Executive Director sign off Date: 19 June 2019

JET Meeting Date: 3 June 2019

Supported Volunteering Policy

CCG

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Supported Volunteering Policy

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1. Introduction

1.1 The employee volunteering scheme has been developed in collaboration with our community partner, Bury Voluntary Community & Faith Alliance (third sector organisation). The scheme supports the commitment of the Council and the CCG to getting involved with the community, and helping make the borough a better place to live. The scheme also supports staff who already volunteer, and those who want to give something back within the borough by volunteering.

1.2 These guidelines have been produced to assist:

- Managers when dealing with a request for paid time off under this scheme.
- Employees who are requesting time off.

A flowchart (Appendix A) has been developed to guide employees and managers through the process.

2. Scope

2.1 These guidelines apply to all directly employed Council and CCG employees. The guidelines do not apply to school support staff, teachers, agency staff, casual staff or contractors.

3. About volunteering

3.1 An employee may wish to volunteer to develop new skills, or to use existing skills and expertise to help a voluntary organisation and give something back to the local community.

3.2 Volunteer placements can range from helping out at a community group to providing professional skills to an organisation. Volunteering can be carried out on an individual basis or as part of a team.

Some examples of volunteering opportunities are:

- Professional Support – e.g. financial skills offered to a local charity
- Environmental activities
- Wildlife conservation
- Working with people and families
- Supporting culture and sporting projects
- Supporting Borough wide community events
- Working with local community groups

3.3 The employee volunteering scheme aims to give something back to the borough. The Council and CCG will support this by:

- Releasing employees from normal duties for up to three days with pay each leave year (pro-rata for part-time staff) to undertake volunteering activities within the borough or supporting residents of the borough in activities outside of the borough
- Encouraging employees to volunteer in their own time too
- Broadening volunteering boundaries
- Encouraging volunteering to be used for development
- Supporting employees to source volunteering opportunities within the borough
- Reviewing and revising the scheme where appropriate or necessary.

Please note, duties associated with school governance, and public duties, for example acting as a magistrate, election candidacy, support at polling stations and trade union activities are covered by the Council's or CCG's local conditions of service and/or separate HR policies and are therefore not eligible volunteering activities under this scheme.

3.4 Teams may wish to volunteer together to assist their team development/ bonding whilst contributing to projects or activities across the borough of Bury. Team volunteering should also fulfil the eligibility criteria (below) and can be approved at the discretion of the appropriate Head or Director of Service, taking account of organisational and service delivery.

4. Eligibility criteria

4.1 When applying for paid time off under the scheme, there are certain eligibility criteria that must be met. These are detailed below:

- Time taken to volunteer will not disrupt or adversely affect an individual or team
- There are no conflicts of interests in relation to the placement and the employee's substantive role
- Activities benefit the environment, individuals (other than close relatives), charities and community groups within the borough of Bury
- The placement must be with an organisation based within the borough of Bury and, in most circumstances, take place during an employee's usual working hours
- Activities must be with an organisation registered with Bury VCFA
- Activities undertaken are with organisations which are 'not for profit'

flexibility of cover for a volunteer's role in their absence is encouraged and must not incur any additional costs.

5. Entitlement to paid volunteer leave under the scheme

- 5.1 Where possible, managers are expected to support volunteering activities. Employees are encouraged to share information around volunteering in their one to one meetings and employee reviews.
- 5.2 There is no guarantee volunteering request will be accepted each request must be considered by the manager on a case by case basis (see paragraph 7.2 below). If the employee is dissatisfied with the decision of their manager to approve their volunteering request they can seek redress via the Grievance Procedure.
- 5.3 Managers are expected to demonstrate flexibility for cover arrangements in order to facilitate employees to give something back to the local community whilst ensuring service delivery will not be affected.
- 5.4 Entitlement to paid volunteer leave is up to three paid days;
 - For Council employees this is the equivalent to 22 hours 12 minutes (22.2 Hours) for full time staff during each leave year (1st April to 31st March)
 - For CCG employees this is the equivalent to 22 hours 30 minutes (22.5 Hours) for full time staff during each leave year. (1st April to 31st March)
 - For part time staff, the volunteering hours are calculated pro-rata to their working hours in the same way as annual leave.
- 5.5 Employees can use their entitlement flexibly, for example one day or half a day at a time. The minimum amount of time spent on a volunteering activity is half a day.
- 5.6 Employees can 'top-up' volunteering allowances with annual leave, flexi leave or unpaid leave if necessary. For example, employees could use two days' annual leave and three days' volunteering allowance for a week spent volunteering on a local project or event.
- 5.7 Employees cannot carry over any unused entitlement to the next leave year. Any remaining entitlement will be lost at the end of the leave year.
- 5.8 Employees volunteering at specified events that are borough wide community events i.e. Bury Pride, Bury 10k, Enlighten event, and Remembrance Day Parade, or on other activities which benefit the local community but are outside of normal working hours; such as at the winter night shelter or as an unpaid member on the Board of, for example, a

employees of a charity association, will need to log their volunteer leave, and the hours volunteered will be credited to their annual leave entitlement. This will

also apply when the volunteering activity is at a weekend or outside of normal working hours for people who work part time or on shifts.

- 5.9 Employees will not normally be granted paid volunteer leave if the host organisation is outside of the borough of Bury. Under these circumstances, employees will need to cover any time off work by using annual leave, flexi leave or unpaid leave. In exceptional circumstances the Chief Executive will have absolute discretion to waive this clause and grant paid volunteer leave.

Volunteering can be undertaken for national organisations, i.e. national charities, providing the volunteering activity is at a local level.

6. Sourcing the placement

- 6.1 Employees must source a voluntary placement through Bury VCFA or in support of agreed corporate activity e.g. Equality group activities or activities at events referenced in 5.8 above.

- 6.2 Once an employee has decided on a placement, they will need to send a copy of the placement request form to the voluntary organisation where they wish to volunteer. The form is available to complete online or at Appendix B.

A copy of this form should also be given to the employee's line manager.

Please note, if the employee is volunteering as part of a group, only one placement request form needs to be completed and returned per group, but with all participating employees' names cited thereon.

- 6.3 The placement request form will indicate if employees need any specialist training, equipment or information prior to the voluntary placement. The form also outlines any health and safety risks and what is being done to minimise the risks. Through the form, voluntary organisations are asked to confirm that a full risk assessment has been or will be carried out **before** the placement takes place.

- 6.4 If the placement involves an employee using their own vehicle, they must ensure they have the correct motor insurance policy that covers this.

If appropriate, any subsistence and travel expenses should be claimed through the organisation with which the employee is volunteering. This should be discussed with the organisation at the outset. Neither the Council nor CCG will not reimburse expenses linked to volunteering.

- 6.5 Whilst undertaking a placement volunteers will be covered by the host organisation's insurance policy. Schemes sourced through Bury VCFA will

have appropriate public and employers' liability insurance and be compliant with H&S legislation.

7. Before the placement

7.1 On receipt of a completed placement request form, the manager will:

- Encourage the employee to discuss further information around their placement during the employee's one to one meeting
- Check their employee(s) entitlement to ensure they have enough remaining volunteering allowance
- Ensure the time requested will not impact upon service delivery and any necessary cover arrangements can be put into place
- Check the placement meets the scheme's eligibility criteria
- Ensure there are no conflicts of interest
- Review the completed placement request form, considering any potential health and safety risks to the individual/team during the placement and how these risks are being/will be minimised. Should they have any concerns about the activity they should contact the voluntary organisation in the first instance. If concerns remain the manager should contact their Corporate HR or their departmental HR teams
- Ensure the placement does not involve a conflict of interest, political restrictions or political campaigning.

7.2 The manager will then either:

- Approve the employee's request to volunteer, or
- Advise the employee that their application cannot be supported because it does not meet the scheme's eligibility criteria. Managers are expected to do this as soon as possible and provide appropriate notice as employees will need to contact the provider organisation and may wish to consider looking at different opportunities or volunteer in their own time.

7.3 Once the manager has approved the employee's request to volunteer, the employee needs to request time off as part of the scheme. Managers will then approve the employee's leave request in the same way as they do for other leave such as flexi leave and annual leave.

7.4 Once a manager has approved an employee's request to volunteer under the scheme, employees are then responsible for confirming details of their voluntary placement with the voluntary organisation.

8.1 Whilst volunteering, the employee code of conduct still applies and employees are expected to:

- Respect the privacy, property and confidentiality of others.
- Report any problems they experience to their manager and Bury VCFA
- Aim to fulfil the commitment they have made and inform their named contact in the voluntary organisation if they are unable to attend.
- Act in a professional way, recognising they are representing the Council or CCG while carrying out the volunteering activities.

8.2 Employees' managers or a nominated representative should be contactable throughout the voluntary activity.

8.3 The organisation providing the placement is responsible for providing any induction or training to allow the volunteer to perform their placement role and remain safe and ensure suitable supervision during the placement. The organisation is also responsible for providing any specified PPE or specialist equipment/training to undertake the volunteer placement.

8.4 The employee is required to provide a confirmation slip from the organisation to show volunteering hours and give this to their manager on their return. The manager will record the volunteering leave on iTrent.

9. Review

9.1 This policy will be reviewed in conjunction with the relevant Trade Unions after one year, and thereafter every three years or earlier if deemed necessary.

Employee Flow Chart**Step 1**

Have you found a volunteering opportunity which meets the Scheme's eligibility criteria?

If no –Visit the VCFA website to look at available opportunities to benefit the Borough

Step 2

Ask the voluntary organisation to complete and return a placement request form to you.

Once you have the completed the form, share this with your manager and discuss your request for a volunteer placement in more detail.

Is your request for a volunteer placement approved by your manager?

Yes

No

Step 3

Request and have authorised leave from your manager in the usual way

Ask the reason why the approval has not been given, and if appropriate, go back to step 1 or seek advice from your HR Team

Step 4

Before you volunteer ensure that you exchange contact details with your manager so you can contact each other if necessary

Enjoy your volunteering

Step 1

Employee shares the completed placement request form with their line manager, ideally at least 3 weeks before the voluntary placement

Step 2

The employee's line manager reviews the completed placement request form and checks the placement fits against the scheme's eligibility criteria

Step 3

The manager and employee meet up to discuss the placement in more detail and the manager either approves the request for leave or lets the employee know why the request cannot be approved, after seeking advice from HR

If the request to volunteer is approved move to step 4. If not, move back to step 1 if appropriate

Step 4

The employee then requests leave to volunteer and the manager approves the request.

If the request is outside the employee's working week, once there is confirmation that the volunteering hours requested have been completed, the manager should email Departmental HR to request the hours are credited to the employee's annual leave balance

Step 5

The manager ensures that the employee has their contact details (or the contact details of a nominated person) and they are contactable during their placement

Step 6

The employee volunteers

Step 7

After the employee has volunteered the employee's line manager discusses the employee's voluntary placements with them and should encourage the employee to share their experience

Volunteering Placement Request Form

When sourcing a voluntary placement, please ensure the voluntary organisation completes and returns this form to you. You are required to share this form with your line manager, ideally at least three weeks before undertaking your voluntary activity. Please note your manager must approve requested paid time off before you commence the placement.

Your details

Name	
Telephone contact details	

Are there any special requirements or reasonable adjustments required to enable you to undertake this volunteering ☐ activity? Yes
☐ No

If yes please confirm how these are being accommodated

Volunteering organisation contact information

Name of voluntary organisation	
Address of voluntary organisation	
Contact phone no.	
Contact email address	

Volunteer activity co-ordinator's name

Form completed by (name and job title of activity co-ordinator)

Volunteering Activity

Start date of activity	
Start time	
End time	
Location	
Description of volunteering activity	
Pre-placement requirements	<p>Are there any specialist skills required before completing the placement?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>If yes, please give details:</p>
Equipment requirements (including safety equipment)	<p>Is any specialist equipment needed, in order to complete the volunteering activity?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

	<p>If yes, who is responsible for providing the equipment?</p> <p><input type="checkbox"/> Organisation</p> <p><input type="checkbox"/> Volunteer(s)</p> <p>If the voluntary organisation is providing the equipment, will any instruction or training on how to use this be provided?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not applicable</p> <p>If no equipment (including safety equipment) is to be provided by the organisation, is the volunteer expected to provide any equipment of their own?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>If yes, please give details:</p>
Personal protection equipment (PPE)	<p>Will any PPE be needed in order to complete the volunteering activity?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>Please confirm the PPE will be provided by the voluntary organisation?</p> <p><input type="checkbox"/></p>

Welfare facilities	<p>Are welfare facilities (toilets, washing, drinking, eating changing) provided onsite or nearby?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
First aid	<p>Are first aid arrangements in place for the volunteer(s)?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
Supervision ratio (if applicable)	<p>If the activities are being undertaken with children, young or vulnerable adults, or people with disabilities is the volunteer to support user ratio appropriate?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
Disclosure Barring Service (DBS)	<p>Is a DBS check required?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>If yes under which section of the legislation is this required?</p> <p>Will the DBS check be carried out and funded by the voluntary organisation? If no the placement cannot proceed</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

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Please note, the section below is not an exhaustive list.

Will the volunteering activity include:	Yes	No
A risk of slips/trips, for example, on grass, mud or rock		
Working at height (e.g. using ladders)		
Working near water		
Moving and lifting heavy items		
Exposure to cold, heat, sun or noise		
Working alone		
Working with animals		
Working with young people or vulnerable adults		
The volunteer driving your or their own vehicle		

If you have answered yes to any of the above questions, please outline below what action(s) will be put into place to minimise the risk of an injury and any checks you carry out to ensure the volunteer is adequately insured to drive a vehicle whilst undertaking their volunteering.

Declaration

I confirm that:

A health and safety risk assessment has been carried out ☐

Or a health and ☐ safety risk assessment will be carried out prior to activity commencing ☐

That any special requirements or reasonable adjustments required for me to undertake the volunteering activity are in place ☐

A check has been carried out and the volunteer named above is adequately insured to drive a vehicle whilst undertaking their volunteering ☐

Signed:

Print Name:

Date:

Thank you for completing this form.

Overview & Scrutiny Report



REPORT TO : **OVERVIEW AND SCRUTINY COMMITTEE**

DATE: **12th September 2019**

SUBJECT: **Community Safety update**

REPORT FROM: **Councillor Sharon Briggs**

CONTACT OFFICER: **Tom Houghton – Community Safety Manager**

TYPE OF DECISION: **For Information**

**FREEDOM OF
INFORMATION/STATUS:**

SUMMARY: **This report provides feedback from the Community Safety Partnership on crime statistics in Bury and progress in implementing priorities of the Community Safety Plan.**

**OPTIONS &
RECOMMENDED OPTION** **To note the content of the report**

**Corporate Aims/Policy
Framework:** **Do the proposals accord with the Policy
Framework?**

Yes

**Statement by the S151
Officer:
Financial Implications
and Risk
Considerations:**

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

**Equality/Diversity
implications:** **None**

**Considered by
Monitoring Officer:**

Wards Affected: **All**

Scrutiny Interest:

1.0 INTRODUCTION

- 1.1 This report provides feedback from the Community Safety Partnership on crime statistics in Bury and progress in implementing priorities of the Community Safety Plan.

2.0 MATTERS FOR CONSIDERATION/DECISION

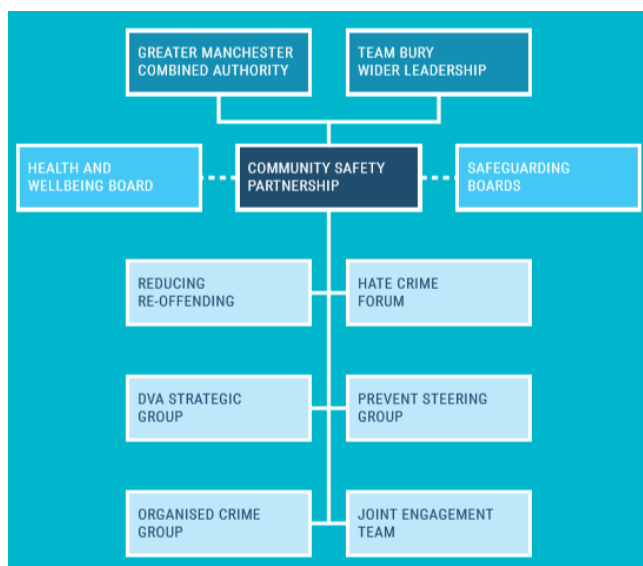
- 2.1 Members of Overview and Scrutiny Committee are asked to note the current activity and future direction of Community Safety.

3.0 SUMMARY

- Crime levels in Bury are at or below projected levels in 23 out of 26 areas.
- Bury is the second safest borough in GM in terms of Household crime.
- Bury has some of the lowest Juvenile reoffending rates in GM, well below national averages.
- Adult re-offending is also below National averages and Bury is in the top half of GM boroughs.
- Hate-crime levels are also below the GM average but in line with national trend have increased over the last couple of years.
- This report has been written with limited available Police data. However, the Police are in the process of implementing a new IT system which will ultimately enhance data quality and improve general efficiency.

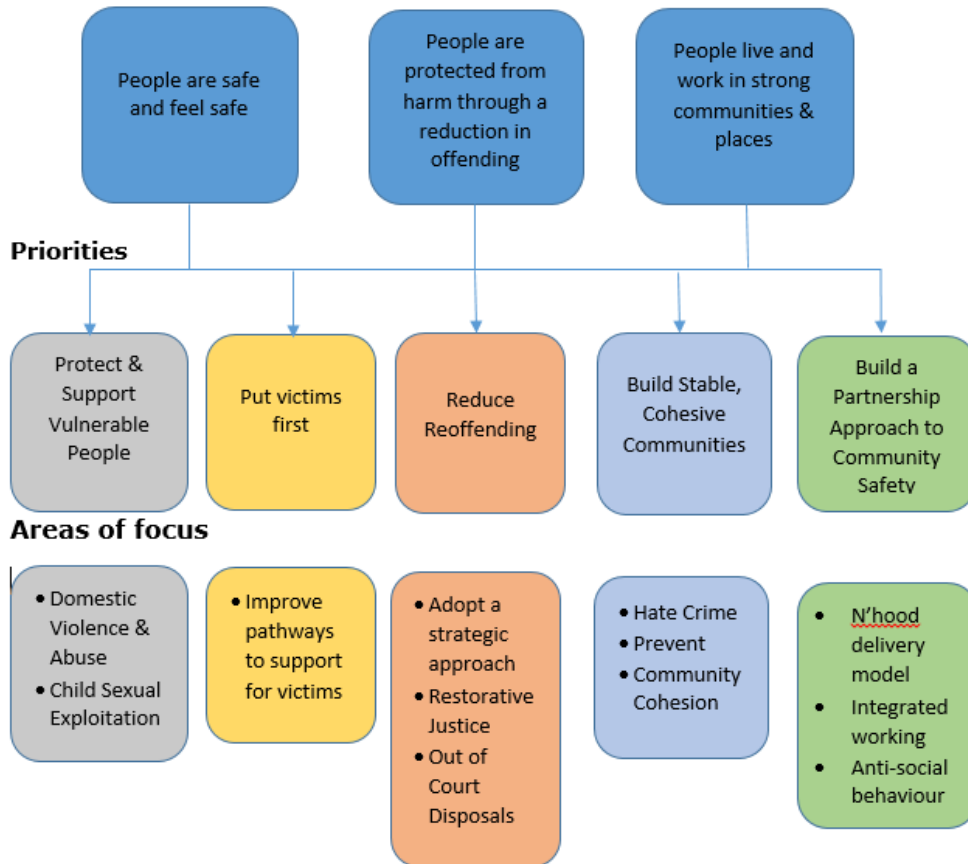
4.0 COMMUNITY SAFETY PLAN 2019-21

- 4.1 The Community Safety Plan was agreed at Full Council in November 2018. The priorities identified in the plan link directly to the outcomes identified in the GM Standing Together Police & Crime Plan, which forms the bedrock of all Community Safety Plans across Greater Manchester.
- 4.2 The priorities are implemented through a series of thematic groups under the following structure:



- 4.3 The diagram below sets out the Outcomes we want to achieve for the people of Bury, the Priorities identified for achieving them and the areas of focus under each priority. There is also a suite of Indicators and Measures against which we will measure progress. Oversight of this will take place through the regular portfolio meetings with the Cabinet Member for Communities.

High-level outcomes



5.0 CURRENT ISSUES

- 5.1 **Domestic Violence & Abuse** (DVA) continues to be a key area of concern, with repeat victimisation being much higher than in other crimes. As a result, an additional Independent Domestic Violence Advocate has been commissioned on a long-term commitment through Victim Support under the direction of a dedicated CSP task group, chaired by the Council to work with high-risk victims. Awareness-raising through campaigns and targeted work with hard-to-reach groups is also a priority and with reported DVA 18% lower than the GM average this year when compared to last year, this looks to be working.
- 5.2 **Violent Youth Crime** - £300k of GM funding has been secured to address the issue of violent crime amongst young people. The Council is responsible for drawing up this allocation on a multi-agency basis, under the direction of the CSP. The proposals include:
- Using Police intelligence to target and then work with young people out in the community to divert them away from Anti-Social Behaviour and violent crime

- Developing a programme of work in schools to bring home the realities of carrying weapons and consequences of violent crime
- Developing increased capacity for the Youth Offending Service through a new mentoring programme, improved victim liaison and a specialist role working specifically with female offenders. All of these functions are jointly commissioned with Rochdale Council.

5.3 Channel/Prevent – Local Government has a legal duty to lead the multi-agency approach to identify and provide support to individuals at risk of being drawn into extremism. In recent months there has been a Home-Office sanctioned shift away from the Police towards cases being managed by Council staff – the Council benefits from a Manchester co-ordinated team delivering this work across GM. The hope is that moving it out of the ‘crime sphere’ will encourage the community to better engage with the Prevent agenda. To complement this we are:

- Developing a training programme for delivery across the partnership to ensure all staff are adequately trained to understand what radicalisation, extremism and terrorism mean, who may be vulnerable to it and how to refer people into the programme. Amongst others, training has been delivered to Schools, Colleges, Housing Providers, Social Care teams and Mental Health.
- Working with the Home Office to organise events/meetings to hold difficult conversations with communities who might be sceptical about Prevent.

5.4 Impact of Brexit – The Council is updating the corporate risk register to deal with the impact of Brexit, including the risk of no deal, with potential impact on supply chains and economic downturn. Should these risks manifest it is possible that the country will experience some degree of civil unrest, increased crime and community tensions. Whilst there is no intelligence to suggest specific issues will arise in Bury, following a Brexit vote a spike in Hate Crime was experienced all over the country. It is therefore prudent to plan for all contingencies and the Council is working with GMP through the CSP to ensure preparedness in line with national Police planning guidance.

6.0 CONCLUSION

- 6.1** The crime statistics are very positive and reflect the strength of partnership working in Bury.
- 6.2** The new Community Safety Plan will provide a clear strategic framework for the Community Safety Partnership and act as a basis for the development of a work programme to meet agreed strategic outcomes.

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

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NOTICE OF KEY DECISION



Agenda Item	
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MEETING: **CABINET
OVERVIEW AND SCRUTINY COMMITTEE**

DATE: **24 JULY, 2019
12 SEPTEMBER, 2019**

SUBJECT: **CORPORATE FINANCIAL MONITORING REPORT –
APRIL 2019 TO JUNE 2019**

REPORT FROM: **CABINET MEMBER FOR FINANCE AND HOUSING**

CONTACT OFFICER: **GEOFF LITTLE, CHIEF EXECUTIVE
MIKE WOODHEAD, JOINT CHIEF FINANCE
OFFICER, BURY COUNCIL AND BURY CCG**

TYPE OF DECISION: **FOR INFORMATION**

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

SUMMARY: The report informs Members of the Council's financial position for the period April 2019 to June 2019 and projects the estimated outturn at the end of 2019/20.

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

**OPTIONS &
RECOMMENDED OPTION** Members are asked to note the projected financial position of the Council as at 30 June 2019.

IMPLICATIONS:

**Corporate Aims/Policy
Framework:**

Do the proposals accord with Policy Framework? Yes.

Statement by the s151 Officer:

The report has been prepared in accordance with all relevant Codes of Practice. There may be risks arising from remedial action taken to address the budget position; these will be identified by Directors at themed Budget Recovery Boards and at joint JET / Cabinet meetings.

Statement by Joint Chief Finance Officer :

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

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

Members and officers will be examining these areas in more detail at the joint JET / Cabinet meetings as well as at the themed Budget Recovery Boards.

Equality/Diversity implications:

No

Considered by Monitoring Officer:

The Council is required by statute to set and maintain a balanced budget. Careful management of the finances in year allows the Council to achieve this. This report provides a means for Members to carefully monitor the situation.

Budget monitoring is a requirement of the Council's Financial Regulations to which Financial Regulation B: Financial Planning 4.3. (Budget Monitoring and Control) relates.

Are there any legal implications?

Yes

Wards Affected:

All

Scrutiny Interest:

Overview & Scrutiny Committee

TRACKING/PROCESS**EXECUTIVE DIRECTOR: Mike Woodhead**

Chief Executive/ Joint Executive Team	Cabinet	Overview & Scrutiny Committee	Council	Ward Members	Partners
22/07/19	24/07/19	12/09/19			

1.0 INTRODUCTION

- 1.1 This report informs Members of the forecast outturn for 2019/20 based upon current spend for the period 1 April 2019 to 30 June 2019 in respect of the revenue budget, capital budget, treasury management and the CCG.
- 1.2 Projections are based on current trends, information, and professional judgement from service managers and finance staff.

- 1.3 The revenue budget projections highlight the fact that budget pressures exist in some key areas and it will be necessary to continue to maintain the high level of scrutiny, control and support around the Budget Recovery Boards (see 2.2, below) and to further develop the savings pipeline. The expectation is, of course, that each department mitigates any forecast overspend, i.e. to live within its approved financial envelope for the year. This is essential for the Council to grow general reserves and address the underlying deficits which have built up in recent years.
- 1.4 This is the last year of the three year plan approved in February 2017. Work will take place over the next 6 months on the next new three year Medium Term Financial Plan (MTFP). This will be dependent on clarity from government about local government funding in the Comprehensive Spending Review (CSR), due in the autumn.

2.0 BUDGET MONITORING PROCESSES

- 2.1 Reports are presented quarterly to facilitate close monitoring of spend and implementation of action plans during the year.
- 2.2 Reports are also presented to the Joint Executive Team (JET) on a monthly basis and detailed monitoring information and forecasts are discussed with Cabinet Members on budgets within their portfolios.

Four themed Budget Recovery Boards have also been established to oversee the implementation of savings plans, to develop further pipeline schemes, to monitor additional pressures arising in year, and to identify mitigations. A Council-CCG wide system of tracking progress has been implemented and a savings tracker is updated and shared with senior managers and JET on a fortnightly basis. The four boards are:

- Health and Care
- Corporate Core
- Business Growth and Investment
- Operations and Other Council Services

Other measures include a £1,000 per transaction procurement limit, a Budget Control Group that considers requests for filling vacant posts, a review of external staff resources such as contractors and consultants.

- 2.3 It is intended that improvements will continue to be made to the budget monitoring process, building on the significant developments implemented over the past year.

3.0 SUMMARY OF REVENUE BUDGET POSITION

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

Department	Budget £000	Forecast £000	Variance £000
Communities & Wellbeing	70,842	71,402	560
Resources & Regulation	6,957	7,086	129
Children, Young People & Culture	41,433	42,533	1,100
Business, Growth & Infrastructure	(935)	(500)	435
Operations	12,869	12,869	0
Art Gallery & Museum	565	653	88
Non Service Specific	7,131	5,815	(1,316)
TOTAL	138,862	139,858	996

- 3.2 The projected overspend of £0.996m represents approximately 0.7% of the total net budget of £138.862m.
- 3.3 An overview of the reasons for these variances are outlined in the table below; more detailed analysis is provided in section 4 of the report.

Month 3 Variance	Children, Young People & Culture	Communities & Wellbeing	Resources & Regulation	Business, Growth & Infrastructure	Art Gallery & Museum	Operations	Non Service Specific	TOTAL
Reason	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Demand Pressures	933	2,517	0	0		105		3,555
Delayed Achievement of Cuts Options	1,173	1,915	400	228	0	0	0	3,716
Non-Achievement of Cuts Options	0	0	0	0	0	0	0	0
Income Shortfall	0	(4)	8	133	88	0	0	225
Planned use of one-off funding	0	(1,920)	0	0	0	0	0	(1,920)
Use of other funding or earmarked/ other reserves	(884)	0	0	(495)	0	0	0	(1,379)
Other	(122)	(1,948)	(279)	569	0	(105)	(1,316)	(3,201)
TOTAL	1,100	560	129	435	88	0	(1,316)	996

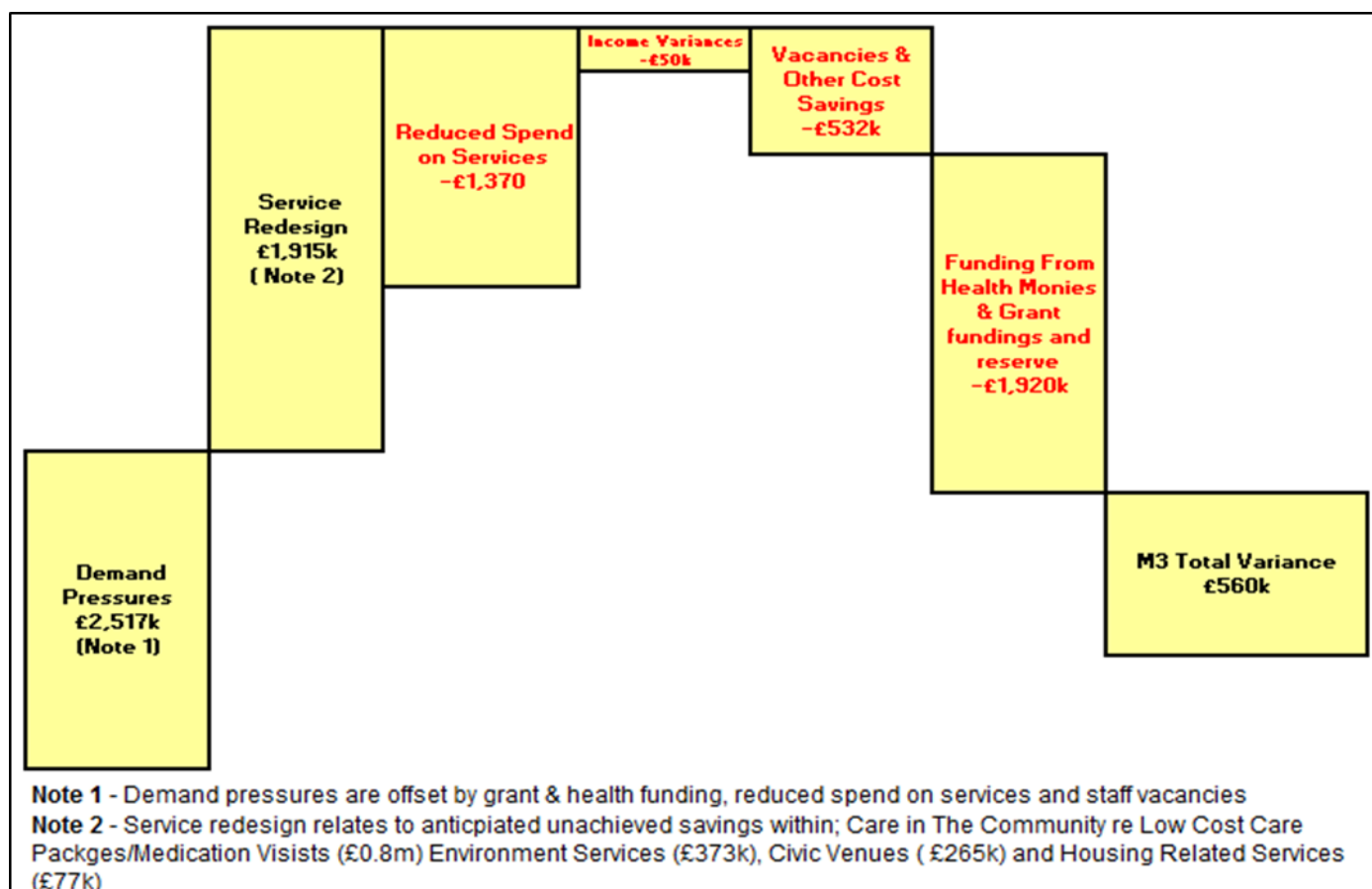
- 3.4 Members need to be aware that financial reporting involves an element of judgement, and this particularly applies to the treatment of budget pressures. Often an area of overspending identified at this point in the year has been resolved before the end of the year following appropriate remedial action.
- 3.5 However it is felt appropriate to alert Members to potential problems at this stage so that they can continue to monitor the situation and take ownership of the necessary remedial action and this is the basis on which the report is written.

4.0 SERVICE SPECIFIC FINANCIAL MONITORING

4.1 COMMUNITIES AND WELLBEING

4.1.1 The current projected overspend for Communities and Wellbeing is **£560k**.

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



4.1.3 It should be noted that Communities and Wellbeing budget includes:

- £1.3m additional Improved Better Care (iBCF) funding
- £1.5m recognition and funding (from Council baseline) of demographic pressures
- £1.5m addition BCF contingency
- £0.4m additional CCG contributions to Public Health and Mental Health related initiatives

These latter two funding streams are a direct result of joint working and integration across the Council and the CCG.

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

Theme	Variance £'000	Reason	Action Being Taken
Demand Pressures		<p><u>Commissioning & Procurement Budget</u></p> <p>£170k pressure regarding the completion of DoLS assessments DoLS is a statutory function (i.e. unavoidable). Attempts are ongoing to ensure costs of assessments are reduced/kept to a minimum.</p>	Commissioning & procurement budget is balanced at M3 therefore demand pressures being offset by staff vacancies and reduced spending

Theme	Variance £'000	Reason	Action Being Taken
		<p>£142k pressure re delays in roll out of tenancy related contracts (Supporting People)</p> <p><u>Finance, Customer Services & Asset Management Budget</u></p> <p>£17k pressure regarding Additional Costs re Appropriate Adults Scheme</p> <p><u>Adult Social Care Operations Budget</u></p> <p>£1,527k pressure at Choices for Living Well Service</p> <p>£442k pressure in the Integrated Community Equipment Service Budget</p> <p>£107k pressure on Assessment & Care Mgt staffing budgets</p> <p><u>Public Health Budget</u></p>	<p>Commissioning & procurement budget is balanced at M3 therefore demand pressures being offset by staff vacancies and reduced spending</p> <p>Finance, Customer Services & Asset Management budget is balanced at M3 therefore demand pressures being offset by staff vacancies and reduced spending</p> <p>Adult Social Care Operations budget is balanced at M3 and therefore this pressure is supported by items such as the ASC protection grant and a contributions from Health</p> <p>Adult Social Care Operations budget is balanced at M3 and therefore this pressure is supported by items such as the ASC protection grant and a contributions from Health</p> <p>Adult Social Care Operations budget is balanced at M3 and therefore this pressure is supported by items such as the ASC protection grant and a contributions from Health</p>

Theme	Variance £'000	Reason	Action Being Taken
		<p>£109k pressure across Public Health Budget</p> <p><u>Workforce, Modernisation & Adult Education Budget</u></p> <p>£3k pressure on staffing budgets</p>	<p>Public health budget is balanced at M3 and this pressure is offset by staffing underspends and anticipated contract savings</p> <p>Workforce Modernisation & Adult Education budget is balanced at M3 and this pressure is offset by staffing underspends and anticipated contract savings</p>
Sub Total	2,517		
Service redesign (Unachieved Savings)		<p>£800k Care in the Community Budget re Low Cost care Package review</p> <p>£400k Sports & Leisure Service</p>	<p>This relates to the forecast unachieved saving regarding low cost care package reviews within the care in the community budget. This pressure is offset by demand management specifically a tighter grip on tactical commissioning (e.g. care panel process) within the care in the community budget</p> <p>The Sports & Leisure pressure is linked to unachieved historic (not 2019/20) savings targets. The Leisure service is part of a wider Growth and Investment Review. Options include a risk assessment and review of staffing requirements in all facilities as well as an enhancement to the</p>

Theme	Variance £'000	Reason	Action Being Taken
		<p>£373k Environmental Services</p> <p>£265k Civic Venues</p> <p>£77k Housing Related Services</p>	<p>service leadership to drive short and medium term changes/reviews</p> <p>This pressure is related to an historic savings target. These savings are in scope of the Public, protection, regulatory, environmental (PPRE) review which goes beyond Environmental Health. This review will be moved forward through the new council structures once agreed.</p> <p>The pressure on Civic venues is largely linked to unachieved savings and low footfall impacting income streams. A budget recovery plan is in place linked to the wider growth review of facilities and Civic venues are increasing its use to support integrated wellness</p> <p>The expectation is that this pressure will be met through further staffing budget savings.</p>
Sub Total	1,915		
Reduced spending on services		<p><u>Care in the Community Budget</u></p> <p>(£1,300k) regarding Care in the community budget</p> <p><u>Commissioning & Procurement Budget</u></p>	<p>Reduced spend (as a result of demand management) within care in the community budget is being used to offset the forecast unachieved saving regarding low cost care package reviews within the care in the community budget</p>

Theme	Variance £'000	Reason	Action Being Taken
		<p>(£29k) regarding Telecare/Emergency Respite</p> <p><u>Public Health Budget</u></p> <p>(£41k) regarding reduced contract expenditure</p>	<p>Reduced spend being used to offset pressures within other areas of Commissioning & Procurement</p> <p>Reduced spend being used to offset pressures within other areas of Public Health</p>
Sub Total	(1,370)		
Income Variances		<p><u>Adult Social Care Operations Budget</u></p> <p>(£20k) regarding additional income generated from Falcon & Griffin and Redbank extra care schemes using Carelink devices.</p> <p>(£22k) Additional Income from personal budget use of councils employment support team</p> <p><u>Other Miscellaneous</u></p> <p>(£8k)</p>	<p>Additional income being used to offset pressures within other areas of Adult Social Care Operations</p> <p>Additional income being used to offset pressures within other areas of Adult Social Care Operations</p> <p>Additional income being used to offset pressures within service areas</p>
Sub Total	(50)		
Vacancies and Other Staff Cost Savings		<p>(£284k) Commissioning & Procurement</p> <p>(£114k) Adult Social Care Operations:</p> <p>(£67k) Finance,</p>	<p>Underspend being used to offset pressures within other areas of Commissioning & Procurement</p> <p>Underspend being used to offset pressures within other areas of Adult Social Care Operations:</p> <p>Underspend being used</p>

Theme	Variance £'000	Reason	Action Being Taken
		Customer Services & Asset Management	to offset pressures within other areas of Finance, Customer Services & Asset Management
		(£67k) Public Health	Underspend being used to offset pressures within other areas of Public Health
Sub Total	(532)		
Funding from Health Monies ,Grant Funding and Reserves		<u>Adult Social Care Operations Budget</u>	
		Adult Social Care Protection Grant (£1,327k)	This is a one off grant being used to support demand pressures within the Choices for Living Well service
		Health Funding (£593k)	One off support towards supporting the Choices for Living Well service
Sub Total	(1,920)		
Total	560		

4.2 RESOURCES AND REGULATION

4.2.1 The Resources & Regulation Department is forecasting an overall overspend of **£0.129m.**

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

	Net Increase in Staffing and Running Costs +17k	Mitigation of Delays in Implementation of Savings -200k		
Delays in Implementation of Savings +400k			Members Allowances -88k	Total +129k

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

Activity	Variance £'000	Reason	Action Being Taken
Delayed Implementation of Savings Targets	+400	Within Finance and Efficiency Review (£200,000) and Customer Support & Collections (£200,000).	Revised means of achieving the targets being considered. Awaiting outcome of reviews of services.
Net Increase In Staffing and Running Costs	+17	Additional election costs from Municipal Election and Postal Voting requirements and additional staffing and land charge costs (£188,000), reduced retrospective rebate income in respect of Procurement (£43,000), legal services (£38,000) offset by increased income in Licensing (£30,000), vacancy management in Trading Standards (£22,000), additional contract income from Cleaning Services (£123,000) plus other projected increases in staffing and running costs (£33,000).	Ongoing management of the budgets in order to reduce staffing and running costs spend.
Mitigation of Delays in Implementation of Savings	(200)	Reduction in salaries within Finance (£100,000) and receipt of grant monies in Customer Support and Collections (£100,000).	Work will continue to identify other savings opportunities.
Members Allowances	(88)	Payments expected to be less than budget.	To be used to assist in reducing the estimated overspend within the department in 2019/20.

4.3 BUSINESS, GROWTH AND INFRASTRUCTURE

4.3.1 The Director of Business, Growth & Infrastructure is forecasting an overall overspend of **£0.435m**.

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

Delays in Implementation and Non-Achievement of Savings	Shortfall in Property Income	Net Overspends on Staffing and Running Costs and Use of Earmarked Reserves	Total
+228k	+133k	+74k	
			+435k

4.3.3 Reasons for major variations are illustrated in the table below;

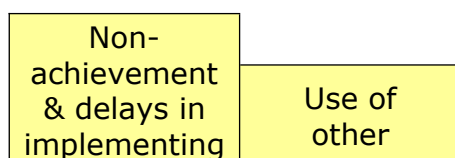
Activity	Variance £'000	Reason	Action Being Taken
Delayed Implementation and Non Achievement of Savings Targets	+228	In respect of Office Accommodation review phase 1 (£203,000) and Facilities Management Review phase 1 (£25,000).	Revised means of achieving the targets being considered. Awaiting outcome of contractor expert reviews of Facilities Management and Office Accommodation services, targeted Aug/Sept19 to establish best options.
Property Services Income Shortfall	+133	Void properties for letting and rent reductions (£116,000). Town Centre ground rent income underachieving against budget (£17,000).	Restructuring of budgets as part of the creation of the Growth directorate. All vacant properties to be intensely marketed for letting by private sector specialist agents on an incentivised basis. Private sector specialists in the process of being procured to undertake all rent reviews and lease renewals to maximise income. Town Centre income is largely beyond the Council's control, but the income figures associated with The Mill Gate Centre and Longfield Centre will continue to be scrutinised.

			Delivery strategy to be developed and implemented to sell those properties not achieving sufficient income and to build/acquire others. Such housing to be made ready for rental income and low risk commercial property, which will deliver rental growth in the future.
Net Overspends on Staffing and Running Costs plus Use of Earmarked Reserves	+74	Use of earmarked reserves (£495,000) to fund salary costs (£495,000) plus projected overspends in Admin Buildings re utilities bills (£33,000), repairs & maintenance (£17,000), rates shortfall (£79,000), cleaning SLA (£49,000), plus projected overspends in Property Services due to costs associated with empty properties (£34,000) and additional legal recharges (£55,000), plus net increases in other staffing and running costs (£22,000). These are offset by projected underspends due to additional income from investment properties (£119,000) and additional CCG rental income (£96,000) for Admin Buildings. on salaries and other running costs (£14,000).	To use underspends to assist in reducing the estimated overspend within the directorate in 2019/20 and seek to find measures to mitigate and reduce projected overspends. Note: Staffing exiting savings and costs of severance are not factored at this stage; pending Growth structuring work. It is forecast that these saving will be fully realized in 2020/21 given the timing.

4.4 CHILDREN'S AND YOUNG PEOPLE

4.4.1 The overall Children's, Young People & Culture budget is currently projecting an overspend of **£1,100m.**

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



Children's Social Care Demand Pressures	Savings	funding, or earmarked /other reserves	Other Variations	Total
	1,173k			
		(884k)		
933k			(122k)	1,100k

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

Activity	Variance £'000	Reason	Action Being Taken
Children's Social Care Demand Pressures, £933k			
Children's Residential	+173	On-going Demand pressures	This forecast overspending is based on the number of children in residential placements. There have been more additional high cost residential placements since the budget was set that have increased the forecast overspending by £173,000. The service is constantly reviewing high cost placements and has had success in lowering the cost of 4 packages in June 19 which will deliver c£400k savings. The impact of these savings is already reflected in this forecast, but work is still ongoing and could deliver further savings.
Independent Fostering Agencies	+339	On-going Demand pressures	Forecast is based on the number of children in Independent Fostering Agency placements. Transformation work is underway and gaining traction to increase the cohort of in-borough foster carers to reduce reliance on Independent Fostering Agencies.

Fostering Team	+24	Ongoing Demand pressures	Forecast overspend due to current level of demand
Adoption Service	+188	One-off	Due to sibling groups and individual children being placed for adoption with families outside of the Regional Adoption Agency creating additional costs for the Authority. Work is ongoing with an external adoption agency to re-negotiate adoption placement fees.
Safeguarding	+209	One-off	<p>Safeguarding Unit (+40) Pathway Reviewing Officer only funded from August 19 following the re-structure, there is also long term sickness being covered by agency staff.</p> <p>Safeguarding (+69) – Overspend mainly due to the cost of agency staff covering staff on maternity leave/secondment and vacant posts and the costs of family group conferences.</p> <p>Initial Response Team (+20) – The service currently has 3 agency social workers covering 2 secondments and a vacancy.</p> <p>External Legal Fees (+80) – Locum Solicitor costed until December 2019 to alleviate LA Solicitors with a view to reducing the reliance on barristers.</p> <p>For all of the above there is work around Early Help as part of GM Innovation fund - this is to try and support families at an earlier stage to reduce reliance on social care interventions.</p>

Activity	Variance £'000	Reason	Action Being Taken
Non-achievement and delays in Implementing Savings, £1,173k			
Statutory Regulatory	+911	Remainder of the 2016/17 and 2017/18 savings that have yet to be achieved Probable on-going shortfall	At the beginning of 2016, it became apparent that the financial problems within the Dedicated Schools Grant meant that the 2016/17 savings option "External Funding Optimization" amounting to £900,000 would not be wholly achieved. The shortfall in the required budget savings was treated as a generic budget saving and distributed amongst the Department. Work is in progress to find alternative mitigations and savings options to address this.
Libraries	+91	Savings shortfall (probable one-off)	Business rates and costs relating to library buildings that are due to close are contributing to the forecast overspending. In addition there are £20,700 of budget savings still to be allocated and an AGMA payment due that is not supported by a budget.
Residual Pensions	+120	Probable One-off	The 2019/20 cut brought forward from 2018/19 not currently achieved due to variance in expected numbers.
Safeguarding Team Building Costs	+51	Savings shortfall (probable one-off)	Delays in vacating Higher Lane

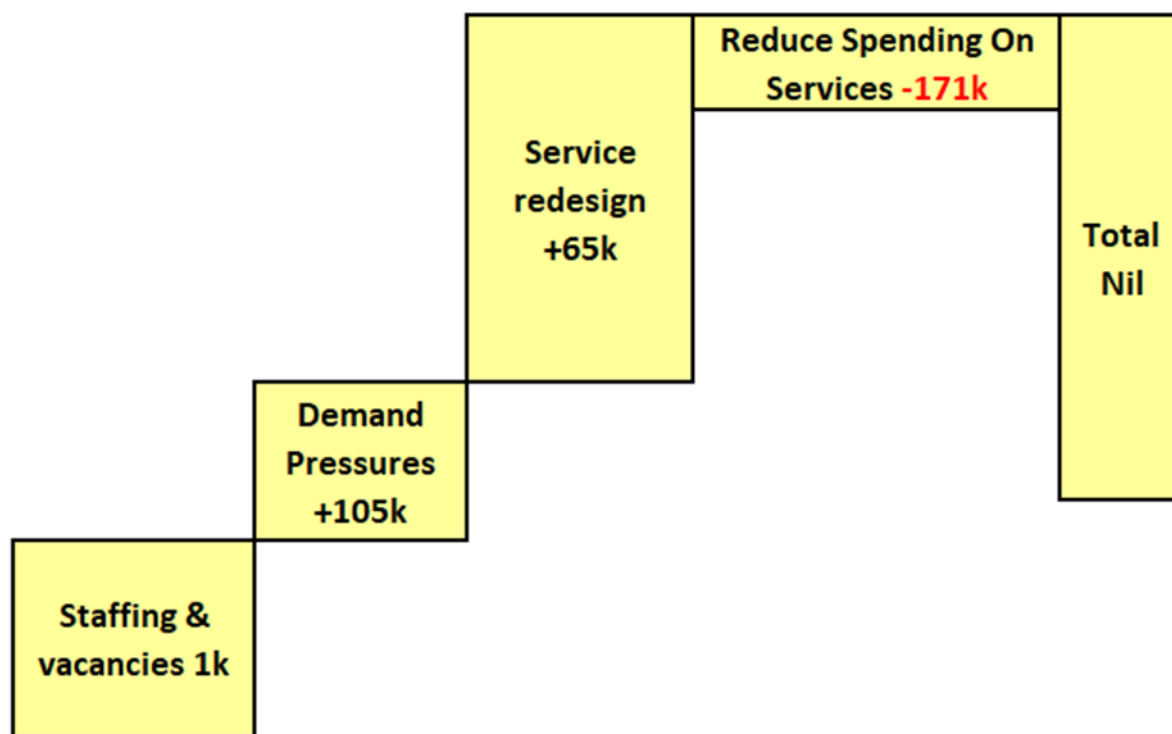
Activity	Variance £'000	Reason	Action Being Taken
Use of other Funding, (£884k)			
Social Care Support Grant	(884)	Ongoing	CYP have benefitted from increased Adult Social Care Support Grant and Central Government extending the criteria to include Children's Services
Other, (£122k)			
Home to School / College Transport - SEND	(30)	One-off	Salary savings offset by high demand on statutory home to college provision.
Reach Out Adolescence Support Unit	(45)	One-off	Vacant post and other savings identified due to changes in the planned delivery of the service
Support at Home	(27)	Ongoing	Savings achieved through Support work being done by the Reach Out Project
Other	(20)	One-off	Salary savings and reduced discretionary spending in a number of services throughout the department.

4.4.4 A report on the progress of the recovery plan as agreed with the Education Skills Funding Agency to address the deficit on the Dedicated Schools Grant will be included in a future report.

4.5 OPERATIONS

4.5.1 The Department of Operations is forecasting a balanced budget.

4.5.2 Reasons for major variations are illustrated in the chart below:



4.5.3 Reasons for major variations are illustrated in the table below;

Activity	Variance £'000	Reason	Action Being Taken
Demand Pressures	+105	Parking Services - Continued pressure on business rates - £44k Winter Maintenance - Estimated overspend on Winter Maintenance based on 5 year average - £61k	<ul style="list-style-type: none"> Reduce spending on non-essential expenditure where possible This is a reactive statutory service; however we will try and mitigate any overspends by reduced spending on non-essential expenditure where possible within Engineers
Sub Total	105k		

Vacancies and Other savings	Staff	(29)	Traffic Management – saving on staffing budgets due to vacancies.	<ul style="list-style-type: none"> Underspends are being used to offset overspends elsewhere within Engineers
		+30	Street Cleaning – Agency staffing levels are higher than budget	<ul style="list-style-type: none"> Review of agency staffing levels
Sub Total		1		
Service Redesign		+65	<p>Waste Management – £57k balance of savings target still to be achieved; a one off £1m contribution to savings target in 2019/20 has been added to the budget to alleviate the pressure until a permanent solution has been found.</p> <p>Public Conveniences – £8k fixed cost which will continue until the assets has been disposed off</p>	<ul style="list-style-type: none"> A programme of works is in place to look at options for transforming service delivery Reduce spending on non-essential expenditure where possible
Sub Total		+65		
Reduced Spending on Services		(171)	Transport - reduced leasing cost due to purchase of Refuse Collection Vehicles in 2018/19	<ul style="list-style-type: none"> Underspends are being used to offset overspends elsewhere within Engineers
Sub Total		(171)		
Total Operations		0		

4.6 ART GALLERY & MUSEUM

4.6.1 There is a forecast net overspend of £88,000 due to the Museum Development income budget of £88,000 from prior years continuing to be unachievable.

4.7 NON-SERVICE SPECIFIC

4.7.1 There is a forecast net underspend of **£1.316m**. This relates primarily to forecast reduced need for provisions of and GM levies.

5 CLINICAL COMMISSIONING GROUP (CCG)

Overall Financial Performance

At month 3 the CCG is reporting a balanced position. The reported position assumes the full delivery of the savings (QIPP) target of £12.5m. At month 3, £6m of the target remains unidentified with several identified schemes with a medium to high risk of delivery.

The reported net risk position at month 3, although reduced from month 2, is £6.2m. Work is focused on the identification and strengthening of savings plans, together with the identification of mitigations.

Community services successfully transferred from Pennine Care Foundation Trust (PCFT) to Salford Royal Foundation Trust (SRFT) on 1st July 2019. The transfer of services was completed safely and post transfer work to mitigate risks and emerging losses will continue.

Financial Performance		£000's				
Area	YTD Budget	YTD Actual	YTD Variance	Annual Budget	FOT	FOT Variance
Allocations	(79,237)	(79,237)	0	(304,728)	(304,728)	0
Acute Services	40,014	41,395	1,380	161,602	164,120	2,518
Community Health Services	7,660	7,853	193	30,522	30,574	52
Continuing Care Services	3,483	3,511	27	13,958	13,958	0
Mental Health Services	7,847	7,536	(310)	30,905	30,835	(70)
Other Programme Services	2,382	2,330	(52)	4,694	5,019	325
Primary Care Services	9,078	9,071	(6)	37,905	37,755	(150)
Primary Care Co-commissioning	6,564	6,465	(99)	27,218	27,218	0
Programme Costs	77,028	78,161	1,133	306,804	309,479	2,675
Running Cost	1,076	1,076	0	4,303	4,303	0
Total Costs	78,104	79,237	1,133	311,107	313,782	2,675
Reserves	1,133	0	(1,133)	(6,379)	(9,054)	(2,675)
(Surplus)/Deficit	0	0	0	0	0	0

Financial Performance 2019-20

Acute Services

The overall overspend for acute services expenditure at month 3 is a £1,380k. Analysis indicates that this is driven by year to date overperformance in A&E attendances, emergency admissions and critical care at Pennine Acute (PAHT) and elective overperformance. A review of the activity data received to date, extending it to incorporate the impact of longer-term trends, together with daily information on the numbers of patients in A&E, clearly indicates significant unplanned pressures in the urgent care system.

Mental Health Services

The CCG is reporting a forecast underspend of £70k for Mental Health Services which reflects benefits from 18/19 in respect of risk shares at PCFT. Most of the budgets are covered by block arrangements, however there remains volatility in those budgets related to the cost of individual placements for patients with complex needs.

Primary Care Services

Primary care services are expected to perform within plan this year which includes a forecast break even position for prescribing.

Community Services

Community services are reporting a small forecast overspend arising from Any Qualified Provider (AQP) activity. The level of risk surrounding the transfer of community services from PCFT to SRFT continues to be monitored with working to ensure that mitigation plans are in place and are being delivered. The level of stranded costs which remain in PCFT continued to be reviewed with a final level of costs expected to be agreed in month 4. Discussions are ongoing with PCFT to develop a mitigation plan to reduce these costs as soon as possible.

QIPP Delivery

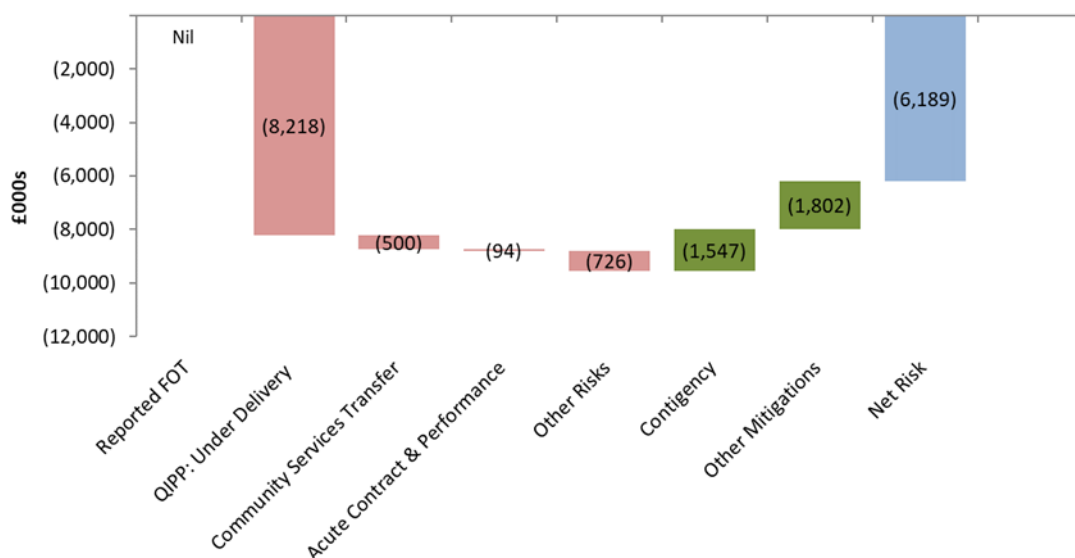
The table below summarises the QIPP delivery against target at month 3 for the CCG and Local Authority. The table shows that only £1.2m of the CCG target has been delivered or has a low risk of delivery. The current priority of the CCG is to deliver the financial savings with progress monitored on a fortnightly basis at JET. Recent 'deep dives' have been conducted on the medium and high-risk schemes with a range of actions to strengthen and secure delivery.

Table 1 – QIPP Delivery

Tracker Summary Month 3 - 24th June 2019										
Board	Directorate/ Workstream	Plan	In year (PYE)	GAP	Movement from prior report In Year	Recurrent (PYE)	Movement from prior report Recurrent	YTD	YTD % of Plan	WTE
In Year (PYE)										
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	WTE
		Delivered		Low risk		Medium risk		High risk		
		£'000	# of schemes	£'000	# of schemes	£'000	# of schemes	£'000	# of schemes	
Heath & Care	Urgent Care	87	87	-	-	87	-	87	0%	N/A
	Primary Care	936	936	-	-	1,314	-	86	0%	N/A
	Elective Care	1,330	1,330	-	-	700	(376)	128	1%	N/A
	Integrated Care	234	234	-	-	150	-	2	0%	N/A
	Women & Children	116	116	-	-	116	-	-	0%	N/A
	Community	-	-	-	-	-	-	-	0%	N/A
	Mental Health	976	976	-	-	976	476	-	0%	N/A
	Non programme	-	-	-	-	-	-	-	0%	N/A
	CHC	655	655	-	-	600	-	93	0%	N/A
	Medicines Optimisation	600	600	-	-	600	-	180	1%	N/A
	Non recurrent mitigations	1,547	1,547	-	-	-	-	-	0%	N/A
	Other (incl CCG Target)	6,019	-	(6,019)	-	-	-	-	0%	N/A
		12,500	6,481	(6,019)	-	4,543	100	576	13%	-
	C&YP	2,798	2,156	(642)	(93)	2,680	(1)	124	0%	-
CW&B		6,624	7,146	522	400	3,891	-	4,775	19%	3,734
		9,422	9,302	(120)	307	6,571	(1)	4,899	75%	3,734
BG&I		338	110	(228)	-	220	-	-	0%	-
Commercial & Other		800	683	(117)	600	-	-	-	0%	600
Corporate Core		1,781	1,381	(400)	-	1,321	-	248	1%	-
		24,841	17,957	(6,884)	907	12,655	99	5,723	45%	-
		100%								
		25%								
		14%								
		45%								
		16%								

Risk adjusted forecast outturn

As described within the detail sections of this report a high level of risk surrounds the achievement of the forecast outturn breakeven position. The largest risk being the risk to the delivery of the savings target. Further key risks relate to acute overperformance and the transfer of community services part way through the year to a new provider. Work is currently underway and will continue to robustly quantify and manage the total CCG exposure to risk and offsetting mitigations. The risk adjusted forecast outturn as shown in the graph below is £6.2m.



6.0 CAPITAL BUDGET

6.1 Capital Programme

6.1.1 The revised estimated budget for the Capital Programme 2019/20 at the end of June is shown in the table below:

2019/20	£m
Original Capital Programme	52.599
(Approved) Slippage from 2018/19	8.990
In year adjustments and contributions	(0.047)
Revised Capital Allocation at Quarter 1	61.542
Estimated re-profiled projects into 2020/21	(8.336)
Revised working budget for Year at Qtr. 1	53.206

6.1.2 The expenditure and funding profile for the Capital Programme together with a detailed breakdown of the Original Approved Programme, the Revised Estimate, Forecast Outturn, Actual Spend up to end of Month 3, and the estimated under/over-spend of the capital programme for 2019/20 is shown in Appendix A.

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

- 6.1.4 At the end of Quarter1, a total of **£8.336m** of the 2019/20 budget has been identified for re-profiling into 2020/21. This amount is attributed to Children Services Projects where the schemes are funded by grants from Department of Education such as the Devolved Formula Capital Grant, Basic Need / School Condition and the Early Education Fund.

6.2 Expenditure

- 6.2.1 The Forecast Outturn as at Month 3 is indicated to be **£53.9m** and Budget Managers have reported, after considering the development stages for a number of schemes in the programme, an expected outturn close to this amount by 31 March 2020.

- 6.2.2 Actual expenditure after accruals that was realised by the end of Month 3 totals **£4.622 m**.

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

• Highways Schemes	£1.266m
• Children's, Young People and Culture	£1.438m
• Corporate ICT - Digital Transformation	£0.431m
• Housing Public Sector	£0.487m

6.3. Variances

- 5.3.1 Appendix A provides details of variances for each scheme based on the latest available information received from budget managers.

- 5.3.2 A projected overspend by year end of £0.689m for the Programme is shown on Appendix A. This amount is an estimate of additional resources that may be required in the event of several Property development schemes at an early stage in their delivery completing by year end.

- 5.3.3 The amount is not considered material in relation to the size of the programme and it is expected to reduce as schemes progress and are finalised in year.

- 5.3.4 All forecasted overspends are routinely monitored and analysed by budget managers with remedial action initiated as soon as the risk is deemed to negatively affect the programme or its outcomes.

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

6.4 Funding

- 6.4.1 The funding profile included in Appendix A shows the resources available to cover the capital programme during 2019/20.

- 5.4.2 The principal source of funding for Capital schemes approved for the 2019/20 programme is represented by external resources and Prudential borrowing.

- 5.4.3 In addition, slippage of ££8.9m supported by a mixed balance of resources that were approved, received and not spent in the previous financial year were carried forward to support the current programme.

- 5.4.4 The position of the capital receipts and borrowing as at the end of Month 3 is reported below. The figures in the table show the total funding requirement for the revised

estimated capital programme inclusive of potential slippage into 20/21 and the expected Council resources to be used to finance the Programme.

2019/20 Use of Council Resources for Capital Investment	£m
Revised Capital Programme allocation for the year	61.542
Use of external funding and contributions	(38.214)
Balance of programme relying on Council resources	23.328
Use of Capital receipts and earmarked reserves	6.253
Use of Prudential Borrowing (2019/20 approved schemes)	13.135
Use of Prudential Borrowing (2018/19 schemes brought forward)	3.940
Total Council Resources used to support the Capital Budget for Year	23.328

6.5 Capital Programme Monitoring

6.5.1 The programme will be monitored closely during the year by the Capital Programme Management Group (CPMG) and the Management Accountancy team with an aim to identify potential risks to delivery of schemes on cost and time. A review of the operational programme is underway and this will align schemes in the programme with the reporting timetable and target a slippage into 2020/21 of a maximum 10% of the working programme.

7.0 HOUSING REVENUE ACCOUNT

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

7.2 The projected outturn shows an in year deficit of £1.6m leaving a deficit working balance carried forward of £0.579m. See Appendix B.

7.3 There are a number of variations that contribute to the projected outturn position but there is only one significant area where the variance exceeds 10% and £50k that has resulted in the projected deficit balance:

- Revenue contributions to capital – the contribution required to the costs of major works to the housing stock last year was significantly lower than the budget due to slippage on planned schemes; these resources are now required in 2019/20 to complete the 2018/19 programme. The unspent resources in 2018/19 were transferred to the Business Plan Headroom Reserve on a temporary basis and will need to be released back to the HRA to maintain its minimum level of balances.

7.4 The main impacts on the HRA year-end balance are normally **void levels**, the **level of rent arrears** and the **level of Right to Buy sales**.

Voids:

The rent loss due to voids for April to June was on average 1.03% which is better than the 1.1% void target level set in the original budget. If this performance was to continue for the rest of the year there would be an increase in rental income of £20k over the original budget; the projections of rental income in Appendix B have been calculated on this basis.

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

Arrears:

The rent arrears at the end of June totalled £1.721m, an increase of 3.9% since the end of March. Of the total arrears £0.707m relates to former tenants and £1.014m relates to current tenants. An estimated £0.659m of current tenant arrears are in cases where either the under occupancy charge applies or the tenants are in receipt of Universal Credit rather than Housing Benefit.

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

Based on the performance to the end of June, projected for the full year, this provision would require an additional contribution of £0.377m to be made.

The 2019/20 HRA estimates allow for additional contributions to the provision totalling £0.478m, £0.186m for uncollectable debts and £0.292m to reflect the potential impact that welfare benefit changes could have on the level of rent arrears. Therefore there is a potential underspend of £0.101m. The projected outturn has not been amended to reflect this as rent arrears are volatile and an increase in the numbers of Universal Credit cases is expected during the current financial year.

Right to Buy Sales:

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

This has resulted in an increase in the number of applications and ultimately sales. There were 71 sales in 2017/18, however this reduced to 55 sales last year.

The forecast for 2019/20 was set at 60, this being an increase of 15 on the level of sales assumed for Bury in the Government's self-financing valuation.

From July 2014 the maximum percentage discount on houses increased from 60% to 70% (in line with the discounts allowed on flats). The maximum discount now stands at £82,800.

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

The number of sales has a direct effect on the resources available to the HRA – the average full year rent loss for each dwelling sold is around £3,700.

There have been 5 sales in the period April to June. This is 7 less than at this point last year. However the number of applications currently proceeding is higher than at this point last year (108 compared to 81). On this information the forecast has been kept at 60 and will be reviewed again at the end of quarter 2; the projections of rental income in Appendix B have been calculated on this basis.

- 7.5 The Welfare Reform and Work Act requires a 1% reduction in social housing rents for 4 years from 2016/17 which has a significant impact on future HRA resources; it has been announced that following this period there will be a return to the previous rent policy i.e. increases of Consumer Price Inflation (CPI) plus 1% for a period of at least 5 years.

8.0 PRUDENTIAL INDICATOR MONITORING

- 8.1 It is a statutory duty for the Council to determine and keep under review the "Affordable Borrowing Limits". The authority's approved Prudential Indicators (affordability limits) for 2019/20 is outlined in the approved Treasury Management Strategy Statement.
- 8.2 The authority continues to monitor the Prudential Indicators on a quarterly basis and Appendix C shows the original estimates for 2019/20 (approved by Council on 20 February 2019) with the revised projections as at 30 June, 2019. The variances can be seen in the Appendix together with explanatory notes. The Prudential Indicators were not breached during the first three months of 2019/20.

9.0 TREASURY MANAGEMENT

9.1 Investments:

- 9.1.1 At the 30th June 2019 the Council's investments totalled £10.8 million and comprised:-

Type of Investment	£ Million
Call Investments (Cash equivalents)	10.8
Fixed Investments (Short term investments)	0.0
Total	10.8

- 9.1.2 All investments were made in line with Link's suggested credit worthiness matrices and the approved limits within the Annual Investment Strategy were not breached during the first quarter of 2019/20.
- 9.1.3 The Council has earned the following return on investments:
Quarter 1 0.66%
- 9.1.4 This figure is higher than Link's suggested budgeted investment earnings rate for returns on investments, placed for periods up to three months in 2019/20, of 0.57%

9.2 Borrowing:

- 9.2.1 No new external borrowing has been undertaken in the quarter to 30th June 2019.

At 30th June 2019 the Council's debts totalled £192.584 million and comprised:-

		30 June 2019		
		Principal		Avg. Rate
		£000	£000	
Fixed rate funding				
	PWLB Bury	129,253		
	PWLB Airport	11,828		
	Market Bury	44,000	185,081	
Variable rate funding				
	PWLB Bury	0		
	Market Bury	0	0	
Temporary Loans / Bonds		7,503	7,503	
Total Debt			192,584	3.95%

9.2.2 The overall strategy for 2019/20 is to finance capital expenditure by running down cash/investment balances and taking shorter term borrowing rather than more expensive longer term loans. With the reduction of cash balances the level of short term investments will fall. Given that investment returns are likely to remain low for the financial year 2019/20, then savings will be made by running down investments and taking shorter term loans rather than more expensive long term borrowing.

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

10.0 MINIMUM LEVEL OF BALANCES

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

	£m
General Fund Balance 31 March 2019 per Accounts	7.703
Less : Minimum balances to be retained in 2019/20	(4.250)
Less : Forecast overspend at Month 3	0.996
Forecast Available Balances at 31 March 2020	3.453

10.2 Based on the information contained in this report, on the risk assessments that have been made at both corporate and strategic level, on the outturn position for 2019/20 and using information currently to hand on the likely achievement of cuts options, there is no reason at present to take the minimum level of balances above the existing level of £4.250m.

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

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

11.0 EQUALITY AND DIVERSITY

11.1 There are no specific equality and diversity implications.

12.0 FUTURE ACTIONS

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

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

List of Background Papers:-

Finance Working Papers, 2019/20 held by the Joint Chief Finance Officer, Bury Council and Bury CCG.

Contact Details:-Mr M Woodhead, Joint Chief Finance Officer, Bury Council and Bury CCG, Tel. 0161 253 7659, Email: mike.woodhead@nhs.net

		(1) 2019/20 Council Approved Programme £000's	(2) Slippage b/fwd from 2018/19 £000's	(3) Adjustments in Year £000's	(4) Revised Estimate Before Reprofile £000's	(5) Reprofiled to Future Years £000's	(6) Revised Estimate After Reprofile £000's	(7) Forecast Outturn 2019/20 £000's	(8) 2019/20 Month 03 Actual £000's	(9) Month 3 Variance / (Underspend) or £000's	
Corporate Core Services	Corporate ICT Projects	6,260	366	-	6,626	-	6,626	6,626	431	-	⊖
Communities & Wellbeing	Improving Information Management	-	57	-	57	-	57	57	-	-	⊖
Communities & Wellbeing	Older People	929	-	-	929	-	929	929	0	-	⊖
Children, Young People & Culture	DFES - Devolved Formula	1,292	662	(47)	1,907	(1,702)	204	204	123	-	⊖
Children, Young People & Culture	NDS Modernisation	14,660	649	6	15,314	(5,127)	10,187	10,288	1,315	101	⊖
Children, Young People & Culture	Access Initiative	6	-	(6)	(0)	-	(0)	-	-	0	⊖
Children, Young People & Culture	Early Education Fund	100	8	-	108	(50)	58	58	3	-	⊖
Children, Young People & Culture	Special Provision Grant	-	16	-	16	-	16	16	1	-	⊖
Business Growth & Infrastructure	Urban Renewal - Empty Property Strategy	-	376	-	376	(253)	123	123	55	-	⊖
Business Growth & Infrastructure	Urban Renewal - Housing Development	1,173	(151)	-	1,022	-	1,022	1,022	12	-	⊖
Business Growth & Infrastructure	Urban Renewal - Disabled Facilities Grant	2,104	(0)	-	2,104	(1,203)	900	900	79	-	⊖
Business Growth & Infrastructure	Planning - Radcliffe Regeneration Action Plan	500	(22)	-	478	-	478	478	9	-	⊖
Business Growth & Infrastructure	Planning - Other Schemes	75	-	-	75	-	75	75	-	-	⊖
Business Growth & Infrastructure	Property - Refurbishment of Bury Market	1,000	-	-	1,000	-	1,000	1,000	-	-	⊖
Business Growth & Infrastructure	Property - Place Shaping/Growth Programme	3,485	-	-	3,485	-	3,485	3,485	-	-	⊖
Business Growth & Infrastructure	Property - Other Development Schemes	-	261	-	261	-	261	763	574	501	⊖
Business Growth & Infrastructure	Property Management (Including Sale of Assets)	0	-	-	-	-	-	108	81	108	⊖
Business Growth & Infrastructure	GM Full fibre Project	469	-	-	469	-	469	469	-	-	⊖
Business Growth & Infrastructure	Economic Development - Neighbourhood Working	600	-130	-	470	-	470	470	0	-	⊖
Operations	Flood Repair & Defence	2,466	86	-	2,552	-	2,552	2,552	61	(0)	⊖
Operations	Environmental Works	54	120	-	175	-	175	175	1	-	⊖
Operations	Leisure Facilities - Parks	108	17	-	125	-	125	125	2	-	⊖
Operations	Leisure Facilities - 3G Pitches	430	-	-	430	-	430	430	-	-	⊖
Operations	Street Lighting	-	1	-	1	-	1	25	25	24	⊖
Operations	Traffic Management Schemes	100	73	-	173	-	173	173	8	-	⊖
Operations	Public Rights of Way	-	85	-	85	-	85	85	-	-	⊖
Operations	Highways Planned Maintenance	6,309	3,632	-	9,941	-	9,941	9,941	1,266	-	⊖
Operations	Cycling and Walking Strategy	-	33	-	33	-	33	33	4	-	⊖
Operations	Bridges	650	67	-	717	-	717	717	29	-	⊖
Operations	Traffic Calming and Improvement	-	794	-	794	-	794	794	16	-	⊖
Operations	Waste Management	-	27	-	27	-	27	27	-	-	⊖
Operations	Civic Halls	-	36	-	36	-	36	38	38	2	⊖
Housing Public Sector	Housing programme Major works (HRA funded)	9,830	1,926	-	11,756	-	11,756	11,706	487	(48)	⊖
Total Bury Council controlled programme		52,599	8,990	(47)	61,542	(8,336)	53,206	53,895	4,622	689	⊖

Col.J = Adj for Creditors to clear

Col.J = Adj for Creditors to clear

Residual allocation moved to Modernisation

Col.J = Adj for Creditors to clear

No info./Forecast figure estimated at Mth.3

Several Projects / Funding details to be confirmed

No info./Forecast figure estimated at Mth.3

No info./Forecast figure estimated at Mth.3

To be funded from elsewhere in the Programme

Col.J = Adj for Creditors to clear

Funding position:

Capital Receipts	600	2,016	-	2,616	-	2,616	2,616
Reserve / Earmarked Capital Receipts	2,144	1,492	-	3,636	(253)	3,383	4,072
General Fund Revenue	-	-	-	-	-	-	-
Housing Revenue Account	-	-	-	-	-	-	-
Capital Grants/Contributions	24,217	2,288	(47)	26,458	(8,083)	18,375	18,375
HRA/MRA Schemes	9,830	1,926	-	11,756	-	11,756	11,756
Unsupported Borrowing	15,808	1,268	-	17,076	-	17,076	17,076
	52,599	8,990	(47)	61,542	(8,336)	53,206	53,895

Key for budget monitoring reports

Projected Overspend (or Income Shortfall)

⊖	a major problem with the budget
⊖	a significant problem with the budget
⊖	expenditure/income in line with budget
⊖	a significant projected underspend (or income surplus)
⊖	a major projected underspend (or income surplus)

more than 10% and above £50,000
more than 10% but less than £50,000
more than 10% but less than £50,000
more than 10% and above £50,000



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HOUSING REVENUE ACCOUNT

Appendix B

April 2019 - June 2019

	2019/20 Original Estimate £	2019/20 Latest Estimate £	2019/20 Projected Outturn £	2019/20 Variation Over/(Under) £
INCOME				
Dwelling rents	29,372,400	29,372,400	29,289,476	82,924
Non-dwelling rents	194,600	194,600	193,600	1,000
Heating charges	35,300	35,300	35,379	(79)
Other charges for services and facilities	921,800	921,800	915,100	6,700
Contributions towards expenditure	45,700	45,700	66,500	(20,800)
Total Income	30,569,800	30,569,800	30,500,055	69,746
EXPENDITURE				
Repairs and Maintenance	33,200	33,200	33,201	1
General Management	1,141,200	1,141,200	1,128,882	(12,318)
Special Services	1,009,400	1,009,400	1,019,525	10,125
Rents, rates, taxes and other charges	50,000	50,000	50,000	0
Increase in provision for bad debts - uncollectable debts	186,000	186,000	183,658	(2,342)
Increase in provision for bad debts - impact of Benefit Reforms	291,500	291,500	291,700	200
Cost of Capital Charge	4,848,700	4,848,700	4,848,725	25
Depreciation/Impairment of fixed assets - council dwellings	7,900,000	7,900,000	7,900,000	0
Depreciation of fixed assets - other assets	43,600	43,600	43,380	(220)
Debt Management Expenses	40,600	40,600	40,600	0
Contribution to/(from) Business Plan Headroom Reserve	(505,300)	(505,300)	(505,300)	0
Total Expenditure	15,038,900	15,038,900	15,034,371	(4,529)
Net cost of services	(15,530,900)	(15,530,900)	(15,465,683)	65,217
Amortised premia / discounts	0	0	0	0
Interest receivable - on balances	(27,200)	(27,200)	(27,200)	0
Interest receivable - on loans (mortgages)	(300)	(300)	(22)	278
Net operating expenditure	(15,558,400)	(15,558,400)	(15,492,905)	65,495
Appropriations				
Housing set aside (Principal repayments on developments)	177,000	177,000	176,978	(22)
Revenue contributions to capital	1,992,800	1,992,800	3,546,600	1,553,800
(Surplus) / Deficit before ALMO/SHU payments	(13,388,600)	(13,388,600)	(11,769,327)	1,619,273
Payments to Six Town Housing / Transfers re Strategic Housing Unit excluded from above				
Six Town Housing Management Fee	13,058,600	13,058,600	13,058,600	0
Contribution to SHU Costs	320,000	320,000	320,000	0
Total	13,378,600	13,378,600	13,378,600	0
(Surplus) / Deficit after ALMO/SHU payments	(10,000)	(10,000)	1,609,273	1,619,273
Working balance brought forward	(1,030,000)	(1,030,000)	(1,030,000)	0
Working balance carried forward	(1,040,000)	(1,040,000)	579,273	1,619,273

key for budget monitoring reports

Projected Overspend (or Income Shortfall) of

	a major problem with the budget - more than 10% and above 50K
	a significant problem with the budget - more than 10% but less than 50K
	expenditure/income on line with budget
	a significant projected underspend (or income surplus) - more than 10% but under 50K
	a major projected underspend (or income surplus) - more than 10% and above 50K

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The table below shows the prudential indicators as derived from the Treasury Management Strategy Report for 2019/20 and the Original Budget for 2019/20 as approved at Council in February 2019. The Original Budget for 2019/20 is compared with the Forecast Outturn for 2019/20 as at 30th June 2019.

CAPITAL EXPENDITURE	Original Budget 2019/20 £'000	Forecast Outturn at 30 June 2019 £'000	Variance	Notes
Estimate of Capital Expenditure				
Non-HRA	37,254	42,188	13.24%	
HRA existing expenditure	9,830	11,708		
TOTAL	47,084	53,895		1
Estimate of Capital Financing Requirement (CFR)				
Non-HRA	144,412	144,743	0.23%	
HRA existing expenditure	40,531	40,483		
HRA reform settlement	78,253	78,253		2
	263,196	263,480		3
AFFORDABILITY	Original Budget 2019/20 £'000	Forecast Outturn at 30 June 2019 £'000	Variance	Notes
Estimate of incremental impact of capital investment decisions				
Increase in council tax (band D, per annum)	£2.45	£4.49		4
Increase in housing rent per week	£0.00	£0.00		5
Ratio of Financing Costs to net revenue stream				
Non-HRA	2.99%	2.84%	(4.86%)	6
HRA	14.15%	14.74%	4.16%	6
Net External Borrowing only to support the CFR in Medium Term	£'000	£'000		
Net External borrowing over medium term	213,507	202,584		7
Total CFR over Medium Term	263,196	263,480		7
Net External Borrowing < Total CFR	TRUE	TRUE		
EXTERNAL DEBT	Original Budget 2019/20 £'000	Forecast Outturn at 30 June 2019 £'000	Variance	Notes
Authorised limit of external debt				
Borrowing	228,900	229,200		
Other long term liabilities	5,000	5,000		
HRA reform settlement	79,300	79,300		
TOTAL	313,200	313,500	0.10%	8
Operational boundary				
Borrowing	193,900	194,200		
Other long term liabilities	5,000	5,000		
HRA reform settlement	79,300	79,300		
TOTAL	278,200	278,500	0.11%	8

TREASURY MANAGEMENT	Original Budget 2019/20	Forecast Outturn at 30 June 2019	Variance	Notes
Upper limit for fixed interest rate exposure Net principal re fixed rate borrowing / investments	105%	108%	2.81%	9
Upper limit for variable rate exposure Net principal re variable rate borrowing / investments	-5%	-8%	59.92%	9
Upper limit for total principal sums invested for > 364 days	£10 m	£10 m		10
Maturity structure of fixed rate borrowing at 30 June 2019	Upper/lower limit	Actual		
Under 12 months	40% - 0%	10.15%		
12 months and within 24 months	35% - 0%	5.10%		
24 months and within 5 years	40% - 0%	4.59%		
5 years and within 10 years	50% - 0%	13.53%		
10 years and above	90% - 30%	66.63%		

Notes to the Prudential Indicators:

1. The original budget shows the approved Capital Programme expenditure of £47,084,000. The forecast outturn of £53,895,000 is higher than budget because of slippage from 2018/19.
2. Following the Government announcement to reform the system of financing Council housing, the Authority had to pay the Department for Communities and Local Government £78.253m on the 28th March 2012. The Council financed this expenditure by PWLB loans.
3. Capital Financing Requirement relates to all capital expenditure – i.e. it includes relevant capital expenditure incurred in previous years. The Capital financing requirement reflects the authority's underlying need to borrow.
4. The finance costs related to the increases in capital expenditure impact upon Council tax. The increase in Council Tax reflects the level of borrowing to be taken in 2019/20 to finance current and previous years' capital expenditure.
5. There is no direct impact of capital expenditure on housing rents as the housing rent is set according to Government formula.
6. The ratios for financing costs to net revenue stream for both General Fund and HRA have remained relatively stable.
7. To ensure that borrowing is only for a capital purpose and therefore show that the authority is being prudent this indicator compares the level of borrowing and capital financing requirement (CFR) over the medium term. The level of borrowing will always be below the CFR.
8. The authorised limit and operational boundary are consistent with the authority's plans for capital expenditure and financing. The authorised limit is the maximum amount that the authority can borrow.

9. The variable and fixed limits together look at the whole portfolio and will therefore together always show 100% exposure. Variable interest rate limit can be positive or negative as investments under 364 days are classed as variable and are credit balances which are offset against debit variable loans. The smaller the balance of investments, the more likely the variable limit will be positive as the variable loan debit balance will be higher than the credit investment balance offset against it.
10. Principal sums invested for periods longer than 364 days have been set at £10 million. The investment balance is estimated to be cash flow driven, however if the opportunity arises that surplus investment balances are available then advantage will be taken of favourable rates.

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Schools Traded Services Year on Year Review

The council offers in excess of 50 services to schools.

The services are all to an extent under competitive challenge for 4 main reasons:

- 1) If schools convert and join external academy trusts with their own back office support services, they are not able to choose to remain with Bury. Of the 18 schools already converted, or about to convert, 6 have moved to external trusts. Some of the other trusts are seeking to build their own back office support rather than continuing with Council services. This particularly affects the following services: Human Resources, Accounts Payable, Governor Support, Payroll & Pensions, Finance, Asset Management Recruitment & Contracts, Procurement and Insurance. (the council cannot include any academy on its insurance policy)
- 2) Private sector operators are approaching schools to deliver services such as caretaking and catering. They will seek to employ staff not on LA pay and conditions and deliver a less flexible offer to the schools to drive out profit.
- 3) Pressure on general school budgets, this is encouraging schools to look at the non-pay elements of their budgets to drive out savings where possible. Often missing the hidden costs of contract management and unintended consequences of insourcing or re-sourcing contracts.
- 4) DFE are encouraging the use of Crown Commercial Services offering procurement of goods and services on a national scale

The table below sets out a comparison of the number of sites at which service is delivered and the income generated on each service between 2018-19 and 2019-20. The table is restricted to services that deliver over £50k of income.

ESTABLISHMENT	Service applicable to	2019-20	2018-19		2019-20	2018-19
		No.	No.		£	£
Catering Service	All Schools	58	65		3,494,550	2,724,100
Cleaning & Caretaking	All Schools	44	47		2,536,900	2,428,300
Insurance Premium	All Schools excl. academies	62	69		913,290	1,038,190
Human Resources: HR / RCT / Payroll & Pensions	All Schools excl. external academies	67	73		694,170	764,700
Financial Services: School Business Consultancy	All Schools excl. external academies	61	66		315,015	340,076
School Attendance Team	All Schools	37	52		183,325	183,430
Curriculum Language Access Service (new 2018)	High Schools & Academies	8	6		131,783	76,681
Integris G2	Primary Schools	60	64		87,650	83,100
BSIS: Pupil Performance Data (Primary)	Primary Schools	55	57		70,660	73,000
Human Resources: Health and Safety	All Schools	34	73		66,305	100,370
Educational Visits Advisory Service	All Schools	77	78		55,500	54,280
Human Resources: Occupational Health	All Schools	70	74		54,500	61,765

The Catering service has managed to increase its income by improving its relationships with schools and improving its working practices, it still has room for improvement but will deliver in line with budget a £175k surplus for the Council after contributing £80k to central overheads an overall contribution to Council of £255k.

The Caretaking service will deliver a deficit of £150k after £60k contribution to Council overheads therefore the net deficit to council is £90k. This service however will deliver a surplus against budget of £123k. The service is still suffering from the price freeze that was agreed for 18-19 in the light of growing costs. In competitive market conditions it will take another year to 2 years to achieve a break even position.

For Insurance schools are charged premium plus an administrative support charge. The income relating to administration supports the cost of staff employed in the Insurance Section. The Council cannot include academies on its insurance policy. Therefore as soon as a school converts, the SLA ceases.

For HR/RCT/Payroll & Pensions the income from in borough schools only is shown in the summary table. Individual payroll contracts negotiated by the Payroll manager are not included in the total shown. Income supports the cost of staff employed in CYP HR, Payroll & RCT and provides a small surplus to support the costs of providing service to the Children's directorate. This service in particular is focussed on as a target for efficiency gains by converting academies.

The finance function delivers a small surplus which supports the cost of the directorate finance staff. Similar to HR this service is a target when academy trusts are formed.

For the school attendance team the number of schools buying back in 2019-20 has reduced but the monetary value has been maintained. The service previously offered support from half a day per term to 5 days per week. Due to staff shortages the service ceased to offer lower-level options and has re-negotiated with schools to offer more support targeted at the schools where the need is greatest.

Curriculum Language Access Service is funded centrally for maintained primary schools. High schools and academies are subject to buy-back. The Ethnic Minority Achievement (EMA) service works with schools to develop effective provision for minority ethnic and English as an additional language (EAL) learners. Due to the nature of this service, demand varies from school to school and not all schools need the support offered. Income supports the cost of staff employed in the Service.

For Integris G2 the LA purchase a group licence for this software to achieve the best price for schools. The income covers the cost of the licence.

BSIS: Pupil Performance Data for this Approx. 20% funds data resources and 80% supports the cost of staff.

For the Human Resources: Health and Safety Service there has been a significant decline in the level of buy-back in 2019-20. An external provider targeted schools and offered a lower price alternative. The income is used to fund a health and safety consultant. In response the contract for the consultant is under review.

For the Educational Visits Advisory Service the council has a joint service provided by Rochdale Council. The income funds the cost of the contract with Rochdale and the cost of the software used by schools.

For Occupational Health this is provided as an addition to the occupational health service for the Council and its employees. The Income supports the cost of staff employed in the Occupational Health Service across the Council.

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Overview & Scrutiny Report



REPORT TO : **OVERVIEW AND SCRUTINY COMMITTEE**

DATE: 12th September 2019

SUBJECT: Early Help & Looked After Children

REPORT FROM: Tony Decrop Assistant Director Social Care and Safeguarding

CONTACT OFFICER: Bart Popelier, Kirsty Walton & Susan Harris

TYPE OF DECISION: For information only

FREEDOM OF INFORMATION/STATUS: Not classified

SUMMARY: Overview of Early help and Looked After Children

OPTIONS & RECOMMENDED OPTION **N/A information only**

IMPLICATIONS: N/A

Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework?
	N/A

Statement by the S151 Officer:

Financial Implications and Risk Considerations: N/A

Statement by Executive Director of Resources & Regulation: N/A

Equality/Diversity implications: N/A

Considered by
Monitoring Officer: N/A

Wards Affected: All

Scrutiny Interest:

For information only

1.0 SUMMARY

The report provides an overview of Bury's Looked After Children and Early Help provision and service developments/transformation linked to these work streams. This report also provides an overview of the data relating to Looked After Children and Early Help.

2.0 MATTERS FOR CONSIDERATION/DECISION

None for information only

3.0 BACKGROUND

3.1 This report was requested by the Overview and Scrutiny panel

4.0 Body Of The Report

Looked After Children

The children and young people who are 'Looked After' by Bury Council will be referred to as Children in Care in line with their wishes and views represented by the Children in Care Council.

Introduction

Principles and Values

The underpinning principles and values of Bury councils commitment to children in care and drive the Children In Care Strategy is that

- The family is usually the best place to bring up Children and Young people
- The role of the corporate parent is to act as the best possible parent for each child and young person in care and to champion and advocate for them to achieve the best possible outcomes.
- Early help is better for families, children and young people
- We want to ensure that children and young people in our care achieve permanence at the earliest opportunity
- Interventions with families, children and young people should effect positive change

- Underpinning the work we undertake is a commitment to ensuring people are treated with respect, dignity, promoting equality of opportunities and tackling inequalities.
- Children in care are entitled to a good standard of support, stability health and education.
- Children in care are encouraged to participate in decisions made about their lives.
- Children in care should be supported to develop a sense of belonging and identity to their community.

Who are Our Children in Care?

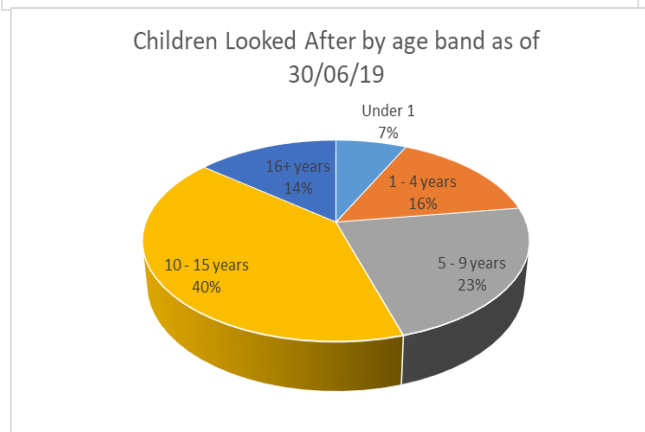
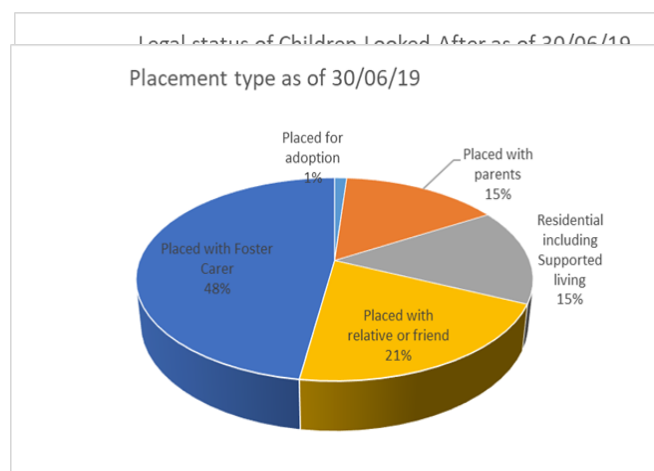
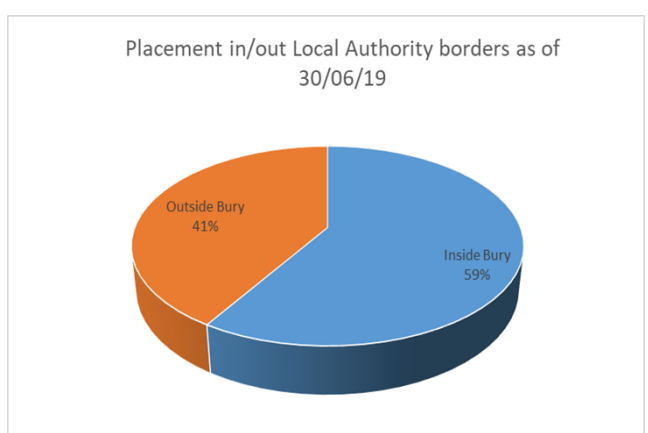
As of 30 June 2019 there were a total of 340 children in care to Bury Council from age 0 – 18 years.

This is made up of 175 male and 165 female.

Bury Children in Care are predominately White British with 69.4% of the cohort.

Bury's children in care are predominately placed within the borough and/or within a distance of 20 miles.

The 10 – 15 year old age group is the largest age group entering care in 2018/2019, this is important to consider when planning for placement sufficiency and targeting resources.



The largest resource providing care/placements to our Children in Care is Foster care at 69%. This consists of 48% placed with general foster carers and 21% placed with Family and Friend foster carers.

The Role of Corporate Parents including Elected Members, Officers and Partner Agencies

Corporate parenting is a whole-council endeavour and not the sole responsibility of Childrens Services. It requires services across the whole council to work together with partner agencies to achieve the best outcomes for our children in care and care leavers. The role of the Corporate Parent is now a statutory function and set out in the Children and Social Work Act 2017

Corporate Parenting is defined as:

"The responsibility of local authorities to improve outcomes and actively promote the life chances of children they look after is referred to as 'corporate parenting' in recognition that the task must be shared by the whole authority in partnership with partner agencies along with parents".

The role of corporate parent is to act as the best parents for each child they look after and to take action to speaking out on their behalf, arranging for appropriate services to meet their needs, standing up for them and representing them as needed, to ensure they grow up in the best possible way".

Bury's corporate parents need to work closely with partners to ensure that the needs of children in care are clearly identified and met at every level. This should encompass the strategic planning, commissioning and integrated delivery of services.

Children in Care Council

In Bury the Children In Care Council are a group of children and young people in care and care leavers who work to ensure that 'our children' have their voices heard and promoted and to ensure that they have a right to be part of the decision making process that affect all aspects of their lives. The Children in Care Council work collaboratively with the corporate parents to share our Childrens experiences, ideas and suggestions on how to improve local practice.

Bury Childrens Rights

Bury Childrens rights service undertakes a role of promoting Childrens right to be part of the decision making processes that affect their lives. They also undertake visits to children and young people age 8 plus in the period after they first come into care. The visit is to inform young people about how Childrens rights can support them in terms of advocacy, independent visiting service and other services available to them as children in care.

Bury Childrens Rights also provide a confidential and independent Advocacy service for our children who may not feel heard or who wish to make a complaint about the service they have received.

Role of the IRO

The Local Authority has a statutory duty to review and monitor the arrangements for Children in care. These activities are undertaken by Independent Reviewing Officers (IROs). The majority of reviews are held within timescale (90.5%). Following feedback from young people and their families, IROs are now organising reviews which are very different from the usual format. Several have held reviews around a baking theme, some have taken the young person out for the day and others have held the meeting around a topic. The young person is given the opportunity to choose who attends their review and the minutes following the meeting are written up akin to a letter to the young person. The feedback of the new child focussed review format has been very positive.

Monitoring and Governance – Meeting Our Responsibilities

Performance management and quality assurance is routinely undertaken and reported at monthly performance management meetings which is chaired by the Assistant Director of Childrens Services. Performance indicators and data is routinely scrutinised. In addition an auditing framework undertakes thematic audits in regards to compliance and qualitative information.

The Corporate parenting board also provides challenge and scrutiny regarding the outcomes for children in care and care leavers using performance indicators and quality assurance data. Both qualitative and quantitative data is analysed in order to ensure that strategic objectives are met.

Virtual School

Children and young people in care have access to appropriate education and additional support to assist them to achieve their potential. Good education is essential for success, supporting aspirations and widening opportunities. We want all our children in care and care leavers to do well and reach their potential in school, in further education, training or employment.

Bury's Virtual School oversees Bury children in care. The Virtual School Headteacher supports a small team of teachers and learning mentors who outreach to school to provide support for children in care.

Some children in care do very well at school but we also recognise some face additional barriers or challenges to success in their education and attainment.

Health

Good physical, emotional and mental health is essential to successful learning happiness and resilience for life events. Children in care and care leavers are more likely to experience poor physical and mental health. Many children in care have poor physical and mental health as a result of early experiences of neglect and abuse.

For children in care at 31.03.19, 100% had up to date immunisations and health development checks, 94.9% had had a dental check in the previous 12 months and 96.2% had completed health assessment completed. Also 92.6% had a Strength and Difficulty Questionnaire (age 5 – 16 years), this provides information on mental health and emotional wellbeing.

A health of LAC steering group continues to drive up standards in terms of immunisations, dental checks and the timeliness of initial and review health assessments. Both health assessments and SDQ compliance has seen an increase in performance from the 2017/18 data.

Permanence

Permanence is based on the principle that every child has the inherent right to a secure stable home with loving family/carers to support them through childhood and beyond and to give them a sense of security, continuity, commitment, identity and belonging. Older children and young people in care also need to achieve permanence in their lives they can also achieve a sense of security and belonging in foster care or residential placements.

The primary focus of permanency planning for children and young people in care is to prevent children 'drifting' in care and to ensure that permanent plans are achieved in a timely way. We aim to ensure a framework of emotional, physical and legal arrangements are in place in a timely manner that will give a child in care a sense of security, continuity, commitment, identity and belonging. Tracking has been put in place to ensure that children with a care plan for long term foster care are matched as a long term arrangement.

Early permanence planning is essential to ensure that children achieve permanence in a timely manner to assist them to build lasting relationships and attachments. Consideration should be given to permanence planning at the outset of a referral being received by Childrens services. We have developed a Permanence forum meeting and have staff who are permanence champions across the services to ensure that permanence planning is a priority.

Regional Adoption Agency

Achieving adoption for children in care contributes to improving outcomes for the most vulnerable children and young people in line with priorities for achieving permanence.

Since November 2017 there has been a significant change in the way that adoption services are delivered are delivered, Bury's adoption services are now incorporated into a Regional Adoption Agency called 'Adoption Now'. Adoption

Now is a Regional Adoption Agency providing adoption services on behalf of six Local Authorities – Bury, Bolton, Blackburn with Darwen, Rochdale, Oldham and Tameside. Adoption Now is also linked to two Voluntary Adoption Agencies, Adoption Now and Caritas.

The development of Adoption Now means that adoptive families that would have been approved separately by the six local authorities are now all part of the same organisation and are immediately available to Bury's children. There were 11 children adopted in 2018/19.

Special Guardianship Orders

As part of the drive to improve permanency and to ensure that children and young people can exit the care system if deemed appropriate to do so we have been supporting both general and family and friend carers to seek special guardianship orders. This order provided the carer 'parental responsibility', the child would no longer be in care/looked after and therefore would not require the ongoing intervention from Children's services. In 2018/19 there were 18 children who were made the subject of a Special Guardianship Order. We have increased capacity in the Fostering Service using GM transformation funding to increase the assessment and support to SGO carers, this in turn will increase the numbers of children exiting care under this arrangement.

Future Actions

Foster Care

To improve foster care recruitment the fostering service have trained and recruited foster carers to be Ambassadors to increase marketing, recruitment and assessment of Bury foster carers and supported lodging carers. The scheme was formally launched in February 2019.

Ambassador Helen says: "We are proud to foster because we are given opportunities to share ourselves, our home, our family, with young people who are in need, through no fault of their own, and to provide a safe, caring, non-judgemental environment for them to achieve and thrive. Joining the ambassador scheme gives us the opportunity to share our experience and encourage other families in Bury to come forward and help keep the children and young people local in Bury."

Increasing Bury foster carers means that there will be a reduction of placements made outside of the Bury area with Independent Fostering Agencies (IFAs) but more importantly will enable children in care to be placed within their local community ensuring they are able to maintain local links with family, friends and school. We have seen an increase in foster Care enquires from an average of 16 per month to 45 per month since implementing the Ambassador scheme.

The Fostering Service assess and oversee Supported Lodging hosts who provide homes for older Children in Care and Care Leavers who have an appropriate level of semi-independent skills. We are working to increase the number of

Supported Lodging providers to create increased placement capacity and improve placement choice.

Foster Friendly Employers

The Council have submitted a proposal to Corporate HR to become a Foster Friendly employer, this will allow an employee with the Council or CCG with 12 months continued service to have increased benefits and entitlements. This demonstrates a commitment to increase the number of foster carers and also strongly reinforces the commitment to the Corporate Parenting role. Foster Friendly policies and procedures will allow Bury employees who are Bury foster carers additional leave time and flexibility to attend training and appointments to ensure they are supported to meet the needs of children in care. It is envisaged that this policy will support the overall development and recruitment of foster carers.

Corporate Parenting Champions

We are developing the role of corporate parenting champions across the council and the CCG. We are seeking to recruit Champions across all services to help ensure that the aspirations and experiences of the children and young people in care and care leavers are improved and enhanced.

We are seeking officers in all departments and teams across in Council and CCG to raise awareness of corporate parenting, to be a voice for children and young people in care and care leavers within various work streams, look to identify opportunities and experiences that could be offered, promote services to colleagues and spread the word to other corporate parents.

An e-learning package has been devised to provide information to assist with the understanding of the specific needs of children in care and to enhance the role of the Corporate Parent.

Early Help and School Readiness

Bury want to ensure that we have a robust Early Help offer that delivers appropriate intervention to ensure that only the right children come into our care at the right time. Children in the main are more likely to thrive and achieve good outcomes if they are cared for within their own family.

It is important that early identification, prevention and interventions are key factors in supporting families to stay together and to address areas of difficulties. However, services offering early help are not just aimed at preventing abuse or neglect but at improving the life chances of children and young people as a whole; this support can be around a wide range of issues, social and emotional skills, communication, the ability to manage own behaviour and mental health. This in turn will result in a stronger foundation for learning at school, an easier transition into adulthood, better job prospects, healthier relationships and improved mental and physical health.

Early Help in Bury is currently provided through a series of different teams and services rather than a coordinated coherent delivery model and services and teams have different operating objectives, access and referral requirements. For those in need of help, access to support is confusing, services are not joined up and children, young people and families often feel like they are shunted round the system and don't get the help that they need when they need it. Therefore, by not intervening early to tackle emerging problems, we risk long term damaging impact on children, young people and families, unmanageable pressure on services and a huge financial and social cost.

Consultation/Structure

In February 2019, a three-month staff consultation commenced, which outlined a new proposed Early Help division, this ended on 27th May 2019. In re-designing a new model, radical transformation of the current early help workforce was required and proposed bringing together staff from Team Oasis, Children's Centre's, including outreach services, Reaching Children, Families & Parenting Workers and the Reach Out Project into a unified early help management structure. Within the consultation existing teams/roles moved to the Early Help and School Readiness division; Integrated Youth Support Services, Connexions, School Attendance Service, Emotional Wellbeing practitioner, Early Years Advisors, Portage, Early Help Youth Offending Practitioners and Domestic Abuse Project. A new role has been developed for School Readiness Lead Officer and Service Manager. In order to strengthen and provide accountability and focus for Early Help and School Readiness, a role of Assistant Director Early Help and School Readiness has been developed; this will help to drive forward changes at pace to have the impact needed to reduce demand on our system.

SCIL (Troubled Families)

On the 1st July 19, the line management of the SCIL Team transferred from Communities and Wellbeing is now positioned within our Early Help and School Readiness Division.

During the consultation, there was significant feedback from staff who were fully consulted during the process. All of the feedback was considered and responded to and the final structure was shaped following consultation in line with feedback.

Please see attached structure for Early Help and School Readiness.

Localities

The new Early Help delivery model will be locality based and support communities across the five neighbourhoods; this will be delivered from locality teams that will be located in Whitefield, Radcliffe and Bury. These teams will deliver coordinated, family focused and evidence-based interventions, using a

single early help assessment process and a key worker system; working with children from pre-birth to 19 years old.

The locality teams will provide the right support at the right time for children, young people and their families, to ensure that they are able to make a positive contribution to community and do not require long-term statutory intervention by seeking to understand and address core issues rather than dealing with individual problems in isolation.

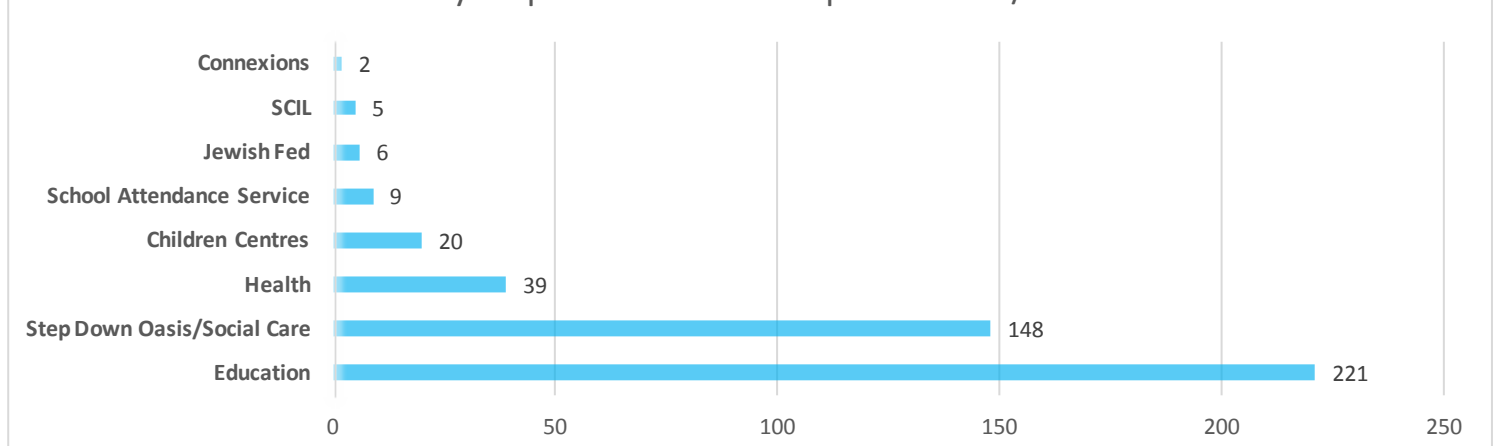
In developing this model there will be a consistent early help approach across the Authority, which will end silo working, duplication of services and casework being undertaken with families. This in turn will lead to a more positive experience for service users and partner agencies who will know where to access support and guidance and be able to respond as need arises.

Teams will be integrated and aligned with wider services who provide early help such as community health/GP's/healthy young minds/housing/police/voluntary partners and education.

Single Assessment

A new early help assessment has been developed through multi-agency consultation. The assessment is called the "Story So Far" and developed with the intention for it to be a live document where a family's story can be captured and added to as their circumstances change stopping them having to re-tell it to different agencies. The early help assessment was initially known as the CAF (Common Assessment Framework), this was changed in format and name in April 16 to the Family Support plan neither of these documents have been championed by partners in Bury and our data around completion of early help assessments is low. The Story So Far is a strength-based assessment that can be used to build on the families' assets to achieve positive outcomes.

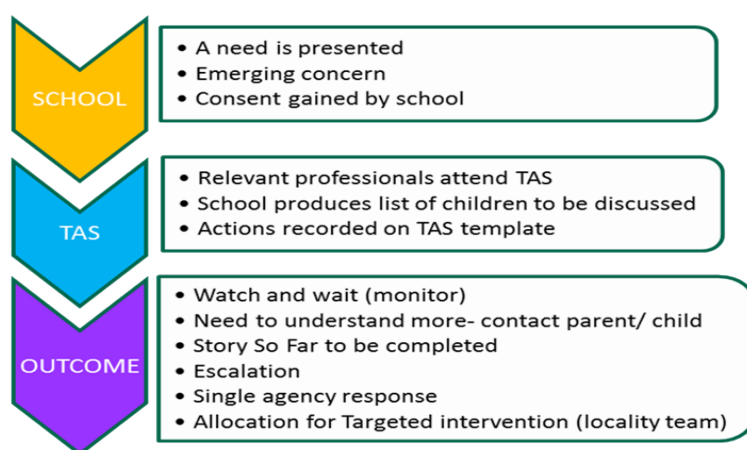
Early Help Assessments Completed 2018/2019



Pathways to Early Help

TAS (Team around the School)

In early 2019, we were successful in a bid to adopt and adapt a DfE Social Care Innovation; Stockport Family Team around the School. A key element of the transformed early help model is the development of the TAS approach; this will mean that every school will have a named Early Help Social Worker and Early Help worker from the locality team. Schools, depending on need will convene regular TAS meetings where EH Social Worker, EH Worker, School Nurse and other relevant partners along with school staff will meet to discuss young people with emerging need within their provision. Information will be shared and advice and guidance given and decisions made as to the best way of supporting the child and family.

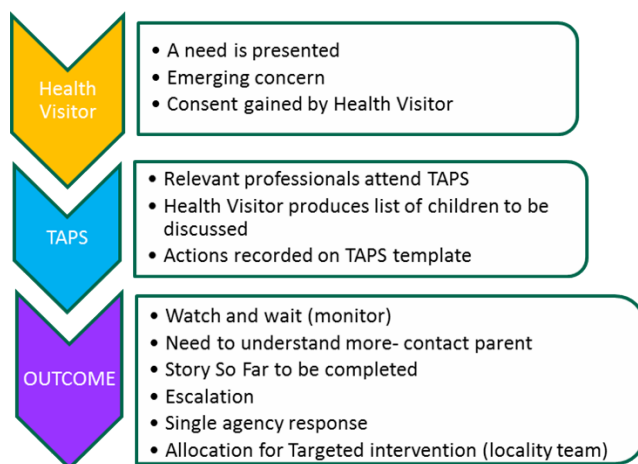


There will be wrap around support available through the named workers outside of these meetings should needs arise within settings. The TAS approach aims to co-ordinate health and social care services, working together with schools, to offer support to children and their families providing earlier intervention and targeted short-term pieces of work. This approach will support effective early intervention to prevent needs and challenging behaviours escalating to levels that compromise outcomes not for only these children but which disrupt the learning pathway for many other children within the educational setting.

TAPS (Team around Pre School)

In order to ensure that children have the best start in life and have a broad range of knowledge and skills that provide the right foundation for good future progress through school and life, the new early help model will provide a focused approach to school readiness within early years. School readiness is essential for development and determines a child's future outcomes so promoting these skills as early as possible is the best way to ensure every child gets the support they need to succeed. In order to make pathways clear and accessible for children pre-school we will adopt the same multi-agency principles as seen in the Team around the School approach. Health Visitors integrated to locality teams

will bring cases of emerging early help concerns to a locality meeting where relevant partners will share information and discuss cases offering advice, guidance or allocation for targeted intervention to meet needs of pre-school children.



TAS+

Future development is a Team around the School + approach for young people post school who are in either college, education or training. It is envisaged that it will follow the same principles as TAS and work will commence in September 19 to develop this pathway.

Timetable

It is envisaged that the new locality teams will be defined and become operational from 1st October 2019.

5.0 CONCLUSION

This report has provided an overview of Bury's Looked After Children and Early Help provision and service developments/transformation linked to these work streams. The future servicer development aims to ensure that the right children are in the right part of the service at the right time and that they receive timely and proportionate interventions.

TRACKING/PROCESS

DIRECTOR:

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

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**OVERVIEW AND
SCRUTINY REPORT**

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	12 SEPTEMBER 2019
SUBJECT:	SPECIAL EDUCATIONAL NEEDS AND DISABILITY UPDATE
REPORT FROM:	KAREN WHITEHEAD STRATEGIC LEAD (INCLUSION AND PARTNERSHIPS)
CONTACT OFFICER:	STEPHEN MASON – SERVICE MANAGER CHILDREN WITH DISABILITY/PRACTICE IMPROVEMENT

1.0 BACKGROUND

The SEND Ofsted revisit in May 2019 found that Bury Local area had made sufficient progress in 5 of the 8 areas and the three other areas had not made sufficient progress as follows:

- Sharing of health information and contribution to Education Health and Care plans (EHCP).
- Health Practitioners were unaware of Children's EHCPs.
- Joint Commissioning Arrangements

2.0 ACTIONS TO DATE

A draft accelerated plan of action has been submitted to the Department of Education as required following the Ofsted revisits clearly identifying how improvements will be stepped up.

The SEND Partnership Board is refreshing its governance and membership to ensure it can better fulfil its role of providing Partnership leadership, quality and accountability

An EHCP process and data task and finish group has been specifically set up and have already undertaken the following;

An appropriate electronic case recording system has been identified by health for SEND.

Social Care are reviewing their processes on contributing and utilising EHCPs, this is alongside a review of processes for short breaks to make more outcome focused and more transparent decision making.

A feedback tool for parents and young people is being developed that tracks actions against what parents and children have told us "You said – We did", that will be adopted across the work of the SEND Partnership Board.

A multi-agency workshop is planned for in September with representatives from all agencies, schools and parents. This will look at the EHCP process, establish current understanding, identifying barriers and tasking of solutions to address in order to successfully joint produce and deliver EHCP's.

A plan is in place to audit and undertake remedial action to address any quality issues within existing EHCP's and establish a quality assurance process to ensure all new EHCP's are of good quality.

An audit tool has been developed that quality assures each section of an EHCP. A monthly sample will be audited by a multi-agency audit team looking at 3 cases from Early Years, 3 from Primary, 3 Secondary and 3 16+ of issued EHCP's. This will measure impact on practice of improvement activity and provide evidence of areas to be further improved.

A review mechanism is being developed for all out of borough placements in independent provision to ensure that all children are achieving the best outcomes they can.

All process steps, forms are to be reviewed and improved where needed. This includes establishing an effective multi-agency decision making panel to assess and to issue EHCP's. This will be captured and monitored through a new delivery plan of the agreed SEND strategy.

An integrated commissioning team made up of social care and health commissioners has been established with a single line manager to undertake joint commissioning for SEND. The priorities of this team will be co-produced with parents. There is already a joint commissioning strategy in place and separate governance structure that reports to the SEND Partnership Board to ensure this important area picks up pace.

There is still work ongoing to ensure that co-production is strengthened across the partnership and some outside help has been commissioned to assist with this. There is a separate plan specifically around this area of work.

3.0 CONCLUSION

There is a comprehensive action plan in place to accelerate the pace of change in relation to SEND to ensure that all aspects of the local area offer are effective, joined up and improve the outcomes for all Bury children with SEN.

List of Background Papers:-

- Final SEND re-visit action plan
- Joint Commissioning Strategy
- SEND Strategy
- Report on Education Health Care Plan (EHCP) Quality Assurance and Remedial Actions July 2019

Contact Details:-

Stephen Mason Interim Service Manager Children with Disability / Practice Improvement SEND

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Ext 6083

REPORT TO OVERVIEW AND SCRUTINY COMMITTEE**THURSDAY 12 SEPTEMBER 2019****SCHOOL IMPROVEMENT****INTRODUCTION**

School Improvement is central to the Council's corporate vision of improved lives, improved health, economic regeneration, skills development and innovation. The report provides:-

- a strategic overview of the 2019/20 school improvement draft programme.
- a focus on securing excellent pupil attendance.
- a focus on the early years of pupils induction to education.

OPTIONS

- Members will wish to consider and agree a scrutiny programme of school improvement for 2019/20.
- The priorities from pupil attendance should be determined
- The priorities for early years developments should be determined.

In the Overview and Scrutiny Committee meeting of Tuesday 16 July 2019, Members received and considered a **Performance in Bury Schools report**, which contained:-

- an overview of current school performance
- a summary of school improvement strategies
- an overview of the legal and statutory context

This report develops the analysis by providing for Member consideration:-

- a detailed draft work programme, which will enable Members to scrutinise the key features of the education service.
- An appraisal of two essential elements of successful school improvement – attendance and early years.

RECOMMENDED OPTIONS

1. Members are asked to agree a Scrutiny Work programme of School Improvement for 2019/20.
2. Members are asked to consider receiving a report on pupil attendance.
3. Members are asked to receive early years priorities.

IMPLICATIONS

1. The proposal to develop strategic scrutiny of school improvement across all phases should enable Members to assess the initial investment we make in the early years, and the cumulative value which each subsequent stage adds to pupil learning.
2. Powerful scrutiny of each key area in the school improvement repertoire will enable Members to focus on areas of good practice and areas of performance concern. This will enable both shared good practice, and it will target the work of the service on areas of under-performance.
3. The implications of focusing on Early Years are self-evident; how children begin their learning in Bury is key to their later success.
4. Scrutiny of pupil attendance is critical to ensure that pupils are regularly and reliably at the place where structured learning is provided.

1:0 SUMMARY

This report asks Members of Overview and Scrutiny to consider a work programme for school improvement to inform each of its meetings from September 2019 until March 2020.

The report proposes an initial scrutiny of Early Years provision and pupil attendance.

2:0 MATTERS FOR CONSIDERATION/DECISION

Members will wish to determine whether the report is appropriate and sufficient to support their ambitions in scrutinising school improvement arrangements in Bury.

3:0 BACKGROUND

Although responsibilities, governance and accountability in securing education for young people in England is now a dispersed responsibility, the Local Authority continues to be responsible for key aspects of learning.

These include pupil admissions, attendance, exclusions, pupil place planning, SEND, aspects of post 16 provision and a general duty to champion the Rights of the Child and safeguarding.

In total, there are more than 200 duties vested in the Local Authority in relation to pupil learning and well-being.

Beyond what is legally required, Bury Council has a moral duty towards its residents to secure their education, training, well-being and economic success.

For these reasons, it has been of concern, both politically and professionally, that school improvement standards are not uniformly good. Recent performance in key phases of learning has been uneven. Bury has previously held a prominent position both Regionally and Nationally for the attainment of its young people.

After a period of administrative turbulence, there is now a determined approach to securing sustained and resistant school improvement. Each element of the school improvement strategy is being tested and strengthened.

The Overview and Scrutiny work programme is intended to enable Members of that Committee to focus sharply on school improvement across each of their meetings in the current year.

4:0 EARLY YEARS

Executive Summary

'School Readiness' is a term used to describe how ready children are socially, physically and intellectually to start formal schooling. Whilst an end in itself, school readiness should also be seen as a 'way marker' for future life chances. It is an indicator for having a good start in life i.e. growing up in a nurturing safe environment that enables children to survive and be physically healthy, mentally alert, emotionally secure, socially competent and able to learn.

School readiness is measured through assessment at the end of the early years foundation stage (EYFS) and known as the EYFS profile. This assessment is based on practitioners' observations of a child's daily activities taking account of the perspectives of the child, parent and other adults. It is undertaken in the last term of a child's Reception year.

Children are defined as having reached a good level of development if they achieve at least the expected level in the early learning goals in the prime areas of learning (personal, social & emotional development; physical development; and communication & language) and the early learning goals in the specific areas of mathematics and literacy.

The work around school readiness is a priority at both a national and regional level and makes a strong economic case for investing in school readiness, as early years interventions have been shown to have a higher rate of return per investment than later interventions. Greater Manchester

Combined Authorities are leading on a huge transformational programme of work with GM Health and Social Care Partnership, and an investment of £2.1m across GM Local Authorities has been agreed to drive forward this agenda.

The programme will aim to ensure that all children in GM have the best start in life and the right support to be ready to learn. A review of progress to date has taken place and refreshed delivery plans produced; these reflect current priorities identified through recent evaluation at a locality and GM level.

In Bury, this work is governed by the Starting Well Partnership Board.

Bury's Life Chances Commission also reference elements of this work, following the report written in March 2017 where a poor start was written about in the context of school readiness, and the importance of other indicators.

Additionally, Bury Local Authority are challenged on progress in this area through an Annual Conversation with Ofsted.

Many agencies and organisations are involved with supporting children being school ready but, of course, this work starts predominantly with parents/carers and families. A very small team of Early Years Teachers in the early year's teams prioritise work with private, voluntary and independent early year's settings and support provision around the EYFS.

Functions of the Service Area

The Early Years Foundation Stage Profile results are published each year. This gives us a final percentage of those children who are 'school-ready' in Bury. There is also a great deal more data on specific elements of the EYFS so that we can look in detail at performance progress and gaps.

The table below shows Bury's EYFS performance for this and previous academic years:



FSP.pdf

Priorities

1. Our work in transforming early help services in Bury is aiming to bring together early years partners on a locality footprint and ensure that families are supported at the earliest point of concern, this focus on the child within the family is an holistic approach to work towards better outcomes, which of course includes children being better school-ready.

The ongoing implementation of the Locality based Early Help Teams (0-19 years) are the basis for this work.

2. We need to get better intelligence about those children who are struggling now, whether they be at home or in an early years setting and target support at those children in a meaningful and sustained way.

This approach has already been piloted in one early years setting and given very exciting outcomes in the area of speech, language and communication. We plan to review this work and roll out across other areas. This work is also further enhanced by additional support and focus at a GM level- with the Speech, Language and Communication pathway.

3. Our work is dependent on the reliability of good data systems and analysis which are not currently in place. We do not have a system that captures centrally concerns about individual children and are only informed about school readiness at the end of the EYFS and not beforehand.

Current developments include the establishment of a GM early years data dashboard. Additionally, Bury are the first Early Adopter in Greater Manchester for an Early Digitalisation Project. The system when in place will improve data sharing, digitalise current developmental tools used by health visitors, and allow access to appropriate information by early years providers

Process

The above priorities are work streams within the school readiness work from the Starting Well Partnership Board. Bury also has strong representation at a GM level on the GM School Readiness Board and sub groups. This is both developmental and supportive. An 8 Stage Delivery framework describes the journey of assessments and professional judgements, followed by necessary interventions agreed at a GM level and incorporated by all GM local authorities. This framework gives us a base for which to develop our integrated work going forward, and to develop pathways that support early intervention.

5.0 SCHOOL ATTENDANCE AND EDUCATION WELFARE

Executive Summary

To meet the statutory role of the Local Authority to ensure children and young people receive appropriate, full-time education whether at school or otherwise. To support parents and families in achieving the best educational outcomes for their children and ensure Bury supports inclusion of all children. This is achieved through:

- Supporting schools in managing attendance and behaviour
- Identifying children not in education, promoting inclusion and championing those who are disadvantaged to access education
- Supporting alternatives to exclusion and engaging in the wider inclusion work to promote other educational opportunities where needed

Functions of the Service Area

Good school attendance is central to school improvement. For this reason

- 1) We develop and share high quality data
- 2) We make appropriate comparisons with other local authorities including those within the top quartile performance
- 3) We work with Governing Bodies and Head teachers to identify and share good practice
- 4) We challenge where appropriate
- 5) This includes the use of formal warnings, penalty notices and court work

We are currently developing a refreshed school attendance strategy to drive up pupil attendance across the service.

Priorities

- 1) Develop, embed and deliver school attendance strategies to transform and reach top quartile of school attendance.
- 2) To achieve this by supporting Governing Bodies and Lead Head teachers in sharing good practice.
- 3) High quality data and analysis on our progress with regular reports to members.
- 4) To liaise with GM Partnership in order to benchmark our performance.

Process

Over the terms this process will be aligned with GM Authorities.

The Assistant Director will work with Education Welfare Service, Head teachers and other partners to drive improvements.

Specifically,

We will identify best practice, share it and use it to improve our outcomes.

To achieve this we will create a post of Associate Head teacher to support this work.

Our aim is to secure top quartile pupil attendance performance.

Implications

1. The proposal to develop strategic scrutiny of school improvement across all phases should enable Members to assess the initial investment we make in the early years, and the cumulative value which is added to school improvement.
2. Powerful scrutiny of each key area in the school improvement repertoire will enable Members to focus on areas of good practice and areas of performance concern. This will enable both shared good practice, and it will target the work of the service on areas of under-performance.
3. The implications of focusing on pupil attendance are self-evident; if children are in school and learning, both the pupil and the school are more likely to succeed.
4. Scrutiny of pupil attendance is critical to ensure that pupils are regularly and reliably at the place where structured learning is provided.

6:0 SCRUTINY OF SCHOOL IMPROVEMENT WORK PROGRAMME

This should support, challenge and reinforce our efforts to substantially recover educational standards in Bury.

7:0 BACKGROUND PAPERS

Overview and Scrutiny Report – School Improvement: July 2019

Bury Council Meeting – July 2019

North West Association of Directors of Children's Services (NWADCS)
Local Authority Self-Assessment Report 2019

Greater Manchester: Support for School Improvement Peer Review 2019

Education Act 2016

Education Act 2011

		% achieving a 'Good level of development'						
LA No.	Local Authority	2014	2015	2016	2017	2018	2019	+ / -
889	Blackburn with Darwen	47	56	63	66	67		-67 ↓
890	Blackpool	54	61	65	67	68	68	0 →
350	Bolton	54	61	65	66	67	67	0 →
351	Bury	56	66	69	69	71	71	1 →
895	Cheshire East	62	68	71	72	73		-73 ↓
896	Cheshire West and Chester	61	69	71	71	72	72	0 →
909	Cumbria	59	63	65	69	70	71	0 →
876	Halton	46	55	62	61	64	66	2 ↑
340	Knowsley	60	60	66	67	68	69	0 →
888	Lancashire	63	68	69	69	69	69	0 →
341	Liverpool	54	57	60	62	66	65	-1 →
352	Manchester	53	61	64	66	67	66	-1 ↓
353	Oldham	52	57	61	64	64	68	4 ↑
354	Rochdale	50	57	63	64	66	66	0 →
355	Salford	57	61	65	68	67	68	1 →
343	Sefton	58	66	70	70	71	69	-2 ↓
342	St. Helens	62	64	66	67	69	70	1 ↑
356	Stockport	62	68	70	72	70	70	0 →
357	Tameside	52	58	63	66	66	67	1 ↑
358	Trafford	69	73	74	73	75	75	-1 →
877	Warrington	60	68	72	71	73	74	1 →
359	Wigan	55	64	67	69	69	68	-1 →
344	Wirral	63	70	70	69	70	69	-1 →
England		60	66	69	71	71	72	1 →
North West		58	64	67	68	69	69	0 →
BBCL		60	65	67	69	69	69	0 →
Learn & Lead		59	65	67	68	70	69	-1 →
Greater Manchester		56	62	66	67	68	68	0 →

- 2019 data obtained from NEXUS on the 5th July 2019 (numbers are rounded)
- All historic data obtained from DfE SFR (numbers are rounded)
- Conditional formats tolerance set to +/- 1 (figures may be influenced by decimalisation)

Average Point Score						
2014	2015	2016	2017	2018	2019	+ / -
31.8	32.9	33.4	33.5	33.4		-33.4
31.9	32.9	33.2	33.0	32.7	32.8	0.1
33.2	32.9	33.1	33.2	33.9	33.8	-0.1
34.6	33.5	34.7	34.8	35.4	35.5	0.2
34.7	35.6	35.1	34.8	35.2		-35.2
34.0	35.9	36.0	35.6	35.9	36.1	0.2
33.4	33.9	33.9	34.2	34.5	34.5	0.1
31.1	31.2	31.9	32.0	32.4	32.7	0.3
33.4	33.7	33.7	33.6	34.0	33.8	-0.2
32.0	34.9	34.9	34.6	34.3	34.2	-0.1
30.8	33.2	32.9	32.9	34.0	33.4	-0.5
31.5	32.4	32.6	32.7	32.9	32.9	0.0
33.0	31.7	31.7	32.3	32.6	32.9	0.3
31.8	31.9	32.5	32.3	33.0	33.0	0.0
32.4	32.0	32.7	33.3	33.2	33.3	0.1
35.2	34.4	34.3	34.1	34.1	33.8	-0.3
31.7	33.5	33.5	33.5	33.8	33.9	0.1
33.8	34.9	35.0	35.5	34.7	35.0	0.4
30.9	32.2	32.4	32.7	32.3	32.4	0.1
36.9	37.4	37.1	36.9	37.0	37.0	0.0
34.5	35.1	35.7	35.1	35.2	35.3	0.0
31.4	33.3	33.1	33.4	33.6	33.2	-0.4
33.3	34.1	33.9	33.2	33.4	32.9	-0.5
33.8	34.3	34.5	34.5	34.5	34.6	0.0
33.2	33.8	33.9	33.9	34.0	34.0	-0.1

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