

AGENDA FOR

OVERVIEW AND SCRUTINY COMMITTEE

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To: All Members of Overview and Scrutiny Committee

Councillors : R Caserta (Chair), R Walker, J Harris, D.Vernon, Susan Southworth, C Walsh, S Smith, R Gold, K Leach, B Mortenson, T Cummings and M Powell

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:	Wednesday, 16 September 2020
Place:	Virtual meeting via Microsoft Teams
Time:	6.30 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 (*Pages 1 - 6*)

Minutes of the meeting held on the 14th July 2020 are attached.

5 OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN 2020-2021 (*Pages 7 - 14*)

Report attached.

6 COMBINED AUTHORITIES UPDATE (*Pages 15 - 30*)

Report attached.

7 COVID RESPONSE AND RECOVERY

Presentation.

8 NEW BUDGET/FINANCIAL UPDATES AND AMENDMENTS DUE TO COVID (*Pages 31 - 40*)

Report attached.

9 PERFORMANCE IN SCHOOLS (*Pages 41 - 46*)

Report attached.

10 BURY 2030 TIMELINE

Update at meeting.

11 LGO ANNUAL REVIEW LETTER 2019- 2020 (*Pages 47 - 70*)

Report attached.

12 URGENT BUSINESS

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

Minutes of: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 14 July 2020

Present: Councillor R Caserta (in the Chair)
Councillors T Cummings, R Gold, J Harris, K Leach,
B Mortenson, M Powell, S Smith, Susan Southworth,
D.Vernon, R Walker and C Walsh

Public Attendance: No members of the public were present at the meeting.

Apologies for Absence: None

OSC.73 APOLOGIES

There were no apologies for absence.

OSC.74 DECLARATIONS OF INTEREST

Councillor Harris declared a personal interest in item 5 as she was a member of the Market task group.

Councillor Walsh declared a personal interest in item 9 as she was employed in the education sector within a local school.

OSC.75 PUBLIC QUESTION TIME

There were no member of the public present virtually to ask questions under this item.

OSC.76 MINUTES

That the Minutes of the last meeting held on 10 March be approved as a correct record and signed by the Chair.

OSC.77 BURY MARKET COVID-19 RECOVERY

Councillor Jane Black, Cabinet Member for Cultural Economy presented a report giving the Overview and Scrutiny Committee an update on a range of initiatives aimed at supporting the recovery of Bury Market, which was of interest to Overview and Scrutiny.

The report outlined the support that has been given and offered to Market Traders since COVID-19 lockdown measures were introduced by the Government and the control safety measures that have been implemented.

The recovery plan that was being implemented by Market Management, the Market Task and Finish Group and Cross Party Working Group was to consider future opportunities that exist for the Market and the Capital Programme that is underway for upgrades to the Market over the next 4 years.

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Overview and Scrutiny Committee, 14 July 2020

Following the enforced closure of Bury Market, due to lockdown measures, all Market Traders were given a two month rent free period from 16th March 2020 to 16th May 2020, which was subject to a review on completion. A decision was subsequently taken to continue with a rent free period from 16th May 2020, to the end of June 2020 (6 weeks), and to 18th July 2020 for businesses that started trading on 4th July 2020 (8 weeks).

The initial two month rent freeze for all Traders equated to a loss of income of £400,600. The additional rent free period from 16th May 2020 to the end of June 2020 (6 weeks), and to 18th July 2020 for businesses that started trading on 4th July 2020 (8 weeks), equates to a loss of income of £318,850. The total rent concession to date stands at £719,450.

A number of measures were taken to ensure the Market met the Government guidance when it reopened on 17th June 2020 and all Traders were required to complete a risk assessment prior to reopening.

For the Markets team the challenge in the long term is to attract footfall to ensure the markets viability whilst ensuring the safety of visitors to the market. A thorough and detailed recovery plan had been developed by Market Management.

The Markets Task and Finish Group and cross party working group had been established to: -

- To agree a strategy for Bury Market to ensure that it remains at the heart of the towns retail experience.
- To help create a vision for how the Market evolves to meet changing consumer tastes and preferences.
- To identify big investment opportunities that can ensure the future of the Market.
- To identify how the Market can better connect with local residents that don't currently use it.
- Identify how the Market can adapt.

It was agreed at Cabinet in May 2020 that £50,000 is allocated to develop a Masterplan for the Market and the Town Centre as a whole, an indication the Market is seen as vital to the future success of Bury Town Centre.

The Chair asked when the formal paper with clear recommendations will be generated, as stated in the report.

It was reported that the first meeting of the Cross Party Working Group had taken place with second meeting set to be held shortly, once the next meeting had been held a clearer timeline would be available.

Paul Lakin added that designs were to be drafted for a flexible Market Hall space and tenders for this would be produced in the next few weeks.

Councillor Susan Southworth commented on the report and amendments were proposed to the Markets Rules and Regulations, including a review of current opening/closing times.

It was hoped that working closely with traders may enable options for Sunday opening and Christmas Markets.

Councillor Harris asked what was the anticipated daily licence open market occupancy rate expected to be in October.

Andrew Hayes from the Markets office explained that the majority of leases expire in February 2023 although daily trading licenses have a higher turnover. Whilst there was no waiting list there was positive work being undertaken.

Councillor Smith had concerns about how smaller stalls may survive having to comply with social distancing and were any creative measures planned. She added that Radcliffe Market seemed to be a success and was not in direct competition to Bury.

Indoor cafes would be communicated with about spacing requirements and creative measures had been investigated with mini food courts and stalls all contributing to a Bury Market Christmas hamper.

Councillor Walsh placed on record that the Market was a fabulous asset and added if hampers could be produced at other times of the year including Easter and for mothering Sunday.

Councillor Vernon enquired about the breakdown of market costs. It was reported that this report did not include that information but the breakdown on support packages had been forwarded to the Chair. The operational costs could be forwarded to Members of the committee for their information.

The Chair asked how the £169,000 high street grant from central government would be used?

It was reported that some of this money had been used in the town centre and borough already whilst the European development funds would be looked at by the 3 town centre boards to identify its use.

It was agreed:

That the contents of the report be noted and a request was made if the Cabinet Member for Cultural Economy could report back to a future meeting later in the year with the November meeting date mentioned.

OSC.78 REGENERATION GOING FORWARD FOR BURY & RADCLIFFE

Councillor Eamonn O'Brien, Leader and Cabinet Member for Regeneration presented a report giving the Overview and Scrutiny Committee an update on regeneration going forward for Bury and Radcliffe.

Town centres had been facing unprecedented challenges in recent years and these are likely to be accelerated by the ongoing coronavirus pandemic.

The Council had a long-standing recognition that town centre master planning can play a vital role in shaping the role and function of a town centre and in promoting and stimulating the growth, investment and development required to underpin them.

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Overview and Scrutiny Committee, 14 July 2020

It was now a critical time to refresh previous masterplans and work was taking place on a new Strategic Regeneration Framework for Radcliffe with plans to shortly commission updated work on Bury town centre.

An overview was given on the challenges and future opportunities available for both Bury and Radcliffe centres.

Councillor Powell asked about the timescales involved for the masterplans, had consultations taken place and where was the finance coming from.

It was reported that as much external funding would be sought and there was a commercial focus for the future of Bury town centre with a possible consolidation of it. The masterplan would not conclude that every part required improvement but the interchange was used as an example for an upgrade.

Councillor Harris enquired what would happen with the former fire and police station sites. It was reported that there had been complications with demolition process and both sites were being promoted on the development market to investigate the demand. An educational campus estate was mentioned as a possible usage.

Councillor Stella Smith asked if ward councillors could be kept updated with consultations for developments in their ward so they could communicate with residents.

Councillor Walker mentioned the proposals for a new secondary school in Radcliffe. Comments said this would be key to help to improve educational attainment in the town and the provision of a new secondary school in Radcliffe would also reduce the need for existing and potential future Radcliffe residents from having to travel to schools outside of the town;

The Chair asked if Council Officers could produce the masterplan and when would it be available. It was reported that there was not enough capacity internally to produce it and costs would not be high with an expected return date of the autumn.

The Chair enquired about the reopening of Bury Town Hall in September.

Donna Ball reported that a lot of work was currently taking place following the water damage from the roof and a full health and safety check including asbestos monitoring would be required. Certain parts of the building such as the ground floor would re-open quicker than the damaged rooms on the second floor.

The Chair asked about Manchester Airport and it was reported that there would be more details made at the next Cabinet on this topic.

It was agreed:

That the contents of the report be noted.

OSC.79 COMBINED AUTHORITIES

The Chair reported with the time constraints of the previous items and the business left on the agenda, would Members be in agreement for a Combined Authority update to be discussed at the next meeting.

It was agreed:

That the update be deferred until the September meeting.

OSC.80 CHILDREN & YOUNG PEOPLE - RESETTING THE EDUCATION SERVICE IN BURY

Councillor Tamoor Tariq, Cabinet Member for Children, Young People and Skills presented a report to the Overview and Scrutiny Committee on the work being undertaken to reset the education service in Bury.

The recovery of learning, skills and life opportunities for children and young people, sit within the wider Bury Recovery Programme. Whilst some children have flourished during the Covid 19 pandemic lockdown, others including the most vulnerable children (those Children who have an allocated social worker, those children who are looked after by the local authority, those children in receipt of free school meals or in receipt of and EHCP) have lost valuable learning and a focus on their needs was required.

The report focusses on vulnerable young people in Bury; and within their family context. It highlighted the key issues and concerns which had been identified and proposed strategies to secure safe school return. It plans to recover well-being and lost educational opportunities and it sets a strategic longer term agenda for the ambition that education in Bury should become, one of the best both regionally and nationally.

The report provided a further update on the progress being made during the Covid-19 pandemic to reset the education service.

It also reviewed the latest national guidance on pupil return to schools and proposed a local response to resetting education.

The report also highlighted mitigation to secure safe practices, whilst the service was being recovered over the coming weeks and months.

Councillor Vernon referred to section 5.8 of the report which detailed a summer school activity programme was available.

It was reported that this would be seen by Cabinet first and Scrutiny could view it soon. Whilst a letter had been sent to Gavin Williamson about the planned programme some of the items were being finalised with activities being put together which would also focus on mental health and emotional wellbeing.

Julian Kramer added that other information in the report provided the current position and included:-

Phase one: Preparing for Children to return to school

Phase Two: Medium Term Recovery Work, for at least the next academic year.

Phase Three: The Strategic Reset which was concurrent with phases one and two.

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Overview and Scrutiny Committee, 14 July 2020

Councillor Walsh again placed on record her thanks to all staff who work in the education sector and they would deserve their break over the summer.

Councillor Susan Southworth stated that she had spoken to a head teacher and they reported on how lots of details had been required by the local authority such as risk assessments. They felt that the network of experienced heads and deputies had supported other schools.

Councillor Smith enquired if less summer provision was being delivered this summer and would schools be provided with extra finances in September.

Councillor Harris asked what measures were in place to track catch up funding.

It was reported that National COVID-19 Catch Up was a one-off funding grant, to schools and not the local authority, this would be available during the next academic year to support 'catch up' due to lost teaching time.

Headteachers would be able to use this funding flexibly against need however, there is an expectation that this will include one to one and small group tuition.

It was agreed:

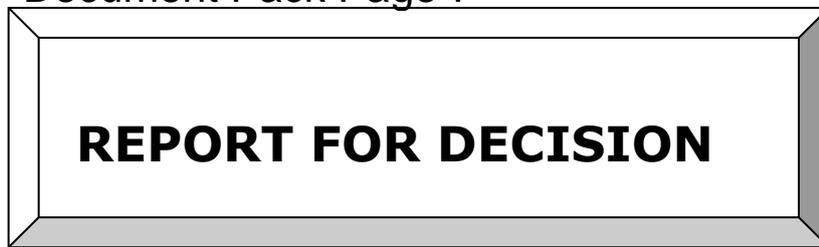
That the contents of the report be noted and an update be provided for a future meeting in the autumn period.

OSC.81 URGENT BUSINESS

No other business was reported.

COUNCILLOR R CASERTA
Chair

(Note: The meeting started at 6.30pm and ended at 8.50pm)



DECISION OF:	Overview and Scrutiny Committee
DATE:	16 September 2020
SUBJECT:	OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN 2020/21
REPORT FROM:	Lynne Ridsdale – Deputy Chief Executive
CONTACT OFFICER:	Marie Rosenthal – Strategic Advisor
TYPE OF DECISION:	Non-executive
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	This report sets out proposals for the work of the Overview and Scrutiny Committee for the remainder of the year.
OPTIONS & RECOMMENDED OPTION	Members are asked to: <ul style="list-style-type: none"> • Provide comments on the proposed work plan and the joint working with Health Scrutiny on the Covid 19 crisis, • Agree the Overview and Scrutiny Committee Work Plan 2020/21
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? <input type="checkbox"/> Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Agreed <input type="checkbox"/>
Equality/Diversity implications:	Contained in the Report
Considered by Monitoring Officer:	Yes <input type="checkbox"/>
Wards Affected:	All
Scrutiny Interest:	Yes

Joint Executive Team	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
01/09/20	01/09/20	N/A	N/A
Scrutiny Committee	Other Committee	Council	Comms
N/A	Health Scrutiny	N/A	N/A

1. BACKGROUND

- 1.1** The Overview and Scrutiny Committee needs to agree a balanced work programme which includes pre decision scrutiny, policy development and review, investigative scrutiny, holding the executive to account, and performance monitoring.
- 1.2** The work programme needs to takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, audit and regulatory reports and recommendations, single-integrated plan and partners strategic priorities and relevant community issues.
- 1.3** The Covid 19-crisis is the single biggest strategic priority and risk facing Bury at the present time.
- 1.4** The Council’s scrutiny function has an important role to play in maintaining a form of scrutiny in the current Covid-19 crisis in Bury for several reasons:
 - Substantial decisions are being made which are likely to have an impact on the lives of residents and the places they live.
 - The council and its partners should be trying to draw on the perspective of as broad as possible a range of people as it responds to the crisis;
 - Scrutiny activities do not take senior officers and senior members away from the task in hand – they are the task in hand. Councils are democratic institutions, which is why they are leading the local response – councillors have a vital role in feeding into and bolstering this response in the communities they serve, and the scrutiny function provides a mechanism for this work to feed into overall strategy;
 - This crisis will not be ending any time soon. Suspending scrutiny arrangements for a few weeks was necessary – while remote working arrangements were impossible to make and as councils tackled the immediate need for an operational response. But this suspension cannot be indefinite.
- 1.5** Against that background the Committee needs to review its Work Plan for the remainder of the year and how it can support the council, partners and local people during the crisis. The Centre for Public Scrutiny has produced useful guidance for scrutiny committees on how to operate

during the crisis which has been used in compiling this report.
<https://www.cfps.org.uk/?publication=covid-19-guide-2-scrutiny>

- 1.6** In agreeing a work plan, scrutiny members will also need to be mindful of the pressures on cabinet members and officers in responding to the Covid crisis and commit to conducting scrutiny in a way that is timely, supportive and proportionate.

2.0 ISSUES

- 2.1** The current crisis will involve a contraction of scrutiny's usual role in investigating any issues "affecting the area or the area's inhabitants". A tighter focus on a smaller range of issues – essentially, critical business focusing on "life and limb" matters for local people – is suggested to be the best way to proceed.
- 2.2** The committee will probably wish to maintain a watching brief over general council services and activity especially if they relate to the COVID-19 response and other life and limb matters. Other matters would probably need to go on hold.
- 2.3** It is proposed that the response to Covid 19 and the Council's finances be the focus of the Committee's work for the remainder of the year

3.0 OVERSIGHT OF THE SYSTEM RESPONSE TO COVID-19

- 3.1** The council and its partners are engaged in a significant amount of activity relating to the operational emergency response. Scrutiny cannot second guess this response or seek to "oversee" it – partners will be moving fast and acting accordingly.
- 3.2** The Health Scrutiny Committee are responsible for scrutiny of health and adult social care functions. It will also have a key role to play in monitoring the health response to the crisis. It has reviewed its work plan to focus on the COVID-19 response.
- 3.3** It is suggested that this Committee can play a useful role in monitoring the non-health and adult social care aspects of the 10 point recovery plan adopted by the Cabinet in July 2020.
- 3.4** The committee are also recommended to keep a watching brief on the council's work to protect vulnerable children; both in the school setting and in their homes. Children and young people will be subject to unique pressures associated with the impact of the crisis, principally related to the closure of educational and childcare settings. Scrutiny can play a role in understanding these impacts and suggesting ways to provide further support and protection.

4. MAINTAINING OVERSIGHT ON MATTERS RELATING TO COUNCIL FINANCES.

- 4.1** Financial matters are critically important as the council struggles with increased expenditure associated with the pandemic alongside significant losses of income.

- 4.2 The Committee also has an important constitutional role to play in reviewing the Cabinet's initial budget proposals in November and making final submission on the council tax and budget proposals being recommended to council in February 2021

5. NEW WAYS OF WORKING AS A SCRUTINY COMMITTEE

- 5.1 It is possible that the remaining 4 committee meetings will have to be conducted on a remote basis. This will make public participation in the meetings more difficult and require meetings to be shorter and more focused in style.
- 5.2 It is suggested that the format of these meetings change as follows:
- A single substantive agenda item for every meeting, with discussion being supported by a short covering report complemented by verbal updates from officers and other witnesses.
 - A clear outcome and objective for this discussion. These outcomes will have been agreed beforehand by the Chair and others, usually by way of a pre-meeting;
 - An expanded space for questions from the public. Officers are looking into how this can be improved. Ideally written questions being submitted beforehand, or potentially through live questioning – probably via text.
 - Reflections on the council's, and partners', overall response on the issues where the committee is carrying out work based on community insight and general review of documentation.

6. TASK AND FINISH WORK

- 6.1 There is an education task and finish work due to complete next month. This may need to be deferred, and restarted (possibly with shifted scopes) once the immediate crisis is over.
- 6.2 The Centre for Public Scrutiny are advising that whilst there may be a call for the use of task and finish work while the crisis is ongoing. Councils should think extremely carefully about this. The "lead time" of typical task and finish working will not lend itself to the rapid response needed on this crisis.

7. GREATER MANCHESTER SPACIAL FRAMWORK (GMSF)

- 7.1 The Cabinet and Council will be considering the content and arrangements for public consultation of the GMSF in October 2020. It has been suggested that given its significance for Bury, the Overview and Scrutiny Committee review the documentation in advance of the Cabinet in order to provide additional evidence and comments to support any decision. Dates are still being agreed but it is suggested to hold an additional committee meeting in early October to facilitate this.

8. CONCLUSION

- 8.1 A reworked Work plan is set out at Appendix 1 for the Committee to approve. This is based on meetings the Chair has had with the Chair of Health Scrutiny and officers over the last few weeks.

Background Papers:

Cabinet report- COVID-19 Response and Recovery Update 29 July 2020.

Centre for Public Scrutiny – Scrutiny and supporting the Vulnerable 2020

Centre for Public Scrutiny – Guide 2 – Approaches to scrutiny during the crisis2020

Centre for Public Scrutiny – the Scrutiny Evaluation Framework April 2017

Contact Details:-

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O&S Committee- Work Programme 2020-2021 (Annex 1 to Chair's Report)

Date of meeting	Item	Officer/Member attending
14th July 2020	<ul style="list-style-type: none"> • Bury Markets • Regeneration going forward for Bury/Radcliffe • Education, update within local schools • Safeguarding during Covid-19 • Combined Authorities (Non urgent can be rolled over) 	<p>Donna Ball Paul Lakin/ Crispian Logue Karen Dolton/ Julien Kramer /Cllr Tariq Karen Dolton /Cllr Tariq</p> <p>Chris Woodhouse</p>
16th September 2020	<ul style="list-style-type: none"> • Covid 19 report assessing the Council performance against the 10 key priorities and including a budget/financial update • Combined Authorities report • LG Ombudsman report 2019/20 • New Budget amendments due to Covid 19 costs • Performance in Schools – Covid Impact • Bury 2030 	<p>Lesley Jones (Covid)</p> <p>Chris Woodhouse Janet Witkowski Mike Woodhead/Lisa Kitto Julien Kramer Kate Waterhouse</p>
Date TBC	<ul style="list-style-type: none"> • GMSF 	David Wiggins/Crispian Logue and Cllr O'Brien
19th November 2020	<ul style="list-style-type: none"> • Covid 19 report assessing the Council performance against the 10 key priorities and including impact on local economy and jobs update • Update on educational performance in schools and planned targets-Report from Scrutiny Sub-Group • Devolution/GM Combined Authority update • Initial Budget Update 	
26th January 2021 Budget Meeting	<ul style="list-style-type: none"> • Budget Update (comments to Cabinet) 	Mike Woodhead/Lisa Kitto

	<ul style="list-style-type: none"> • Covid 19 report assessing the Council performance against the 10 key priorities and including a budget/financial update 	
18th February 2021	<ul style="list-style-type: none"> • Covid 19 report assessing the Council performance against the 10 key priorities and including a budget/financial update • SEN Strategy • Transportation update on reduced services- TFGM Strategy • Improved cycling facilities • Environmental update • Waste Management 	
30th March 2021	<ul style="list-style-type: none"> • Covid 19 report assessing the Council performance against the 10 key priorities and including a budget/financial update • Clean Air Strategy update 	

<h2 style="margin: 0;">OVERVIEW AND SCRUTINY</h2>



DATE:	16th September 2020
SUBJECT:	Update on Combined Authority activity
REPORT FROM:	Leader of the Council
CONTACT OFFICER:	Chris Woodhouse, Strategic Partnerships Manager
TYPE OF DECISION:	Non key decision
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	This report provides an update on the activity of the Greater Manchester Combined Authority, and associated bodies.
OPTIONS & RECOMMENDED OPTION	That Scrutiny notes the report and that further updates on the Combined Authority are provided to future meetings as set out in the Forward Plan
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	There are no specific financial implications arising from the update report. Any financial implications arising from proposals involving the Greater Manchester Combined Authority are considered as and when decisions are needed to be made at an individual district council level.
Equality/Diversity implications:	Equality Impact considerations included on the individual Combined Authority reports.
Considered by Monitoring Officer:	MO Comments: 'There are no legal implications arising from the report'
Wards Affected:	All Wards.

Scrutiny Interest:	Overview and Scrutiny

1.0 Background

1.1 This report provides an update on the work of the Greater Manchester Combined Authority in recent months.

2.0 Governance

2.1 The Combined Authority meets monthly, chaired by the Mayor of Greater Manchester, Andy Burnham, and is attended by the Leaders of each of the ten local authorities in the region. These meetings have taken place digitally since May due to social distancing restrictions.

2.2 The Greater Manchester Mayoral Election scheduled for May 2020 is now due to take place in May 2021 having been postponed due to Coronavirus restrictions.

2.3 The Annual Appointments report outlines the membership of Bury Councillors on Greater Manchester Committees.

<i>Bury Councillor</i>	<i>Greater Manchester Committee</i>
Cllr E. O'Brien (Cllr Tariq named substitute)	Greater Manchester Combined Authority
Cllr A. Quinn	GM Waste & Recycling Committee
Cllr T. Pickstone	Corporate issues & reform Overview and Scrutiny Committee
Cllr M. Whitby	Economy, business and skills Overview and Scrutiny Committee
Cllrs M. Hayes and P. Cropper	Housing, Planning and Environment O&S
Cllr R. Walker	Scrutiny substitute pool
Cllr J. Black (Cllr D. Jones named substitute)	Culture and Social Impact Fund Committee
Cllr A. Simpson (Cllr E.O'Brien named substitute)	Health and Care Board
Cllr A. Simpson	Joint Health Commissioning Board
Cllr R. Gold (Cllr C.Smith named substitute)	Transport Committee
Cllr T. Tariq	Work & Skills Advisory Panel and Executive

3.0 Role in Covid Response

3.1 The Combined Authority has played a key role in corralling regional response activity, building on a strong set of relationships experienced in working together across the ten localities to make best use of collective skills and resources; recognising that the sharing of data and mutual aid is key in our region where there is considerable cross-borough travel.

3.2 To strengthen the response across Greater Manchester, there has been a revision of the GM governance; a number of fora were stepped up or

introduced to support this activity, providing localities an opportunity to escalate issues, including:

- The *Greater Manchester Strategic Co-ordination Group (GM SCG)*, a multi-agency group established within the UK's statutory emergency response framework to rapidly mobilise resources to deliver an integrated response – this now includes all LA chief executives.
- The *Local Resilience Forum*, which in turn escalates to national government as necessary

- 3.3 The GM Integrated Contact Tracing Hub has been operational since 8th June working collaboratively alongside the 10 districts to implement the requirements of Level 1 contract tracing. Plans are well developed to stand up Locally Enhanced contact tracing by all GM local authorities by end of w/c 31st August to improve the percentage of index cases and contacts followed up.
- 3.4 A GM Framework for managing local outbreaks has been approved. The Framework factors in the 10 locality level plans which have been prepared by Locality Directors of Public Health and are now published online in response to national planning requirements.
- 3.5 The latest Recovery update from the Greater Manchester Joint Commissioning Board is available through the following link: <https://www.gmhsc.org.uk/wp-content/uploads/2020/07/Supplementary-Agenda-Report-7.pdf>
- 3.6 On a fortnightly basis, the Mayor of Greater Manchester has chaired the Greater Manchester COVID19 Emergency Committee - a multi-agency meeting to help co-ordinate Greater Manchester's efforts to combat the COVID19 outbreak, including response to infection rates across the Borough and changes to any local restrictions. In addition to this, the GM Mayor holds weekly press conferences with other Greater Manchester leaders to update the public and answer questions from the press.

4.0 Living with Covid Resilience Plan

- 4.1 At the meeting of the 2nd September 2020, the Greater Manchester Combined Authority will consider the 'Greater Manchester Living with Covid Resilience Plan'. This is a one year delivery document, akin to Bury's Covid Recovery Plan, considering the impacts arising from Covid and short terms actions to address such impacts.
- 4.2 This plan will act as bridge between the existing Greater Manchester Strategy (GMS), 'Our People, Our Place' and the refresh of the GMS which has been postponed until 2021.
- 4.3 The Plan recognises the significant and disproportionate impacts arising from Covid on Greater Manchester residents, businesses and places, but also seeks to acknowledge the positive gains and innovations which supported Greater Manchester's response to the pandemic. The plan is designed to be a flexible framework recognising that at the time of writing, Greater Manchester has additional local restrictions and with a vaccine yet to be development therefore for the next year or maybe longer, we will be living with Covid.

- 4.4 The plan takes account of Greater Manchester's overarching principles which were determined early on the region's response to the pandemic, and continue to shape and guide the development of the regional response:
- Tackling inequalities and poverty
 - Promoting a Safe GM
 - Co-design, civil society and social infrastructure
 - Building a confident city-region
 - Enabling a resilient city-region
 - Instilling positive behaviour change
- 4.5 The plan does not seek to capture every action that will be taking place across the system. Existing strategies, long term plans and aspirations still stand, and across the Greater Manchester system, localities, policy areas, sectors and agencies reframing, recovery and re-start activity following the lockdown are now underway. This plan is complementary to that activity and seeks to draw together interventions which are required to build resilience while living with Covid and where the whole system has a role to play in their delivery.
- 4.6 In formulating the plan a focus has been applied to tackle pre-existing or newly identified stresses and risks in the system which must be respond to as part of our future response to outbreaks or other emergencies; so to build GM's economic, social and environmental resilience to prevent / minimise loss from a future shock event (e.g. second wave of infection, no deal Brexit).
- 4.7 This recovery and resilience plan focuses on the activity of the Combined Authority for the next year around three areas:
- where the impact of Covid has been significant and even devastating;
 - where the impact has caused challenge, and;
 - where the impact has driven innovation and accelerated new approaches.
- 4.8 The Plan is structured across two tables – a description of the impacts observed (both positive and negatives) and a package of GM deliverables responding to those impacts.
- 4.9 Within the first of these tables examples of significant negative impact include:
- Health impacts on BAME people, disabled people, older people
 - Mental health impacts on all ages, shielded people and those most likely to be isolated
 - Educational and social impacts in particular for disadvantaged children and families

In relation to positive impacts these are highlighted as being:

- Digital shift and capabilities with rapidly developed and novel operating models to be retained and developed
 - GM Partnerships and ways of working reinforced and approaches strengthened to deliver effective responses
 - Locally controlled devolved resources enabled targeted, timely responses.
- 4.10 The second table details deliverables with a clear recognition that these require a system response. Lead partners from across the GM system are identified against specific actions under each deliverable. The overall deliverables are

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listed below, against which is a reference to show how these align with Bury's Covid Recovery Plan.

Bury Recovery Plan priorities-

1: Summer Activity Provision/ 2: No Rough Sleepers/ 3: Bury Opportunity Guarantee/ 4: Anti-Poverty / 5: Year of Culture / 6: Health and Care Recovery / 7: Backing Bury's businesses / 8: Working Well / 9: Economic Recovery Strategy / 10: Recognising key workers/

GM Deliverable	Alignment to Bury Covid Recovery Plan
Implement a system wide approach to assessing and responding to evidenced inequalities in the ongoing management of the Covid response and the design and delivery of recovery and restart activity	3, 6
Sustain support to care homes and extend Living Well at Home to strengthen the resilience of adult social care provision	6
Boost physical activity programmes and social prescribing, including for people with long term conditions	6
Sustain food availability networks	4
Complete 'Everyone In' and deliver a transition programme and ongoing support for homeless people	2
Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services that share people, information, money and stories	3, 4, 6
Launch a targeted plan to tackle digital exclusion	3
Ensure the provision of comprehensive mental health and wellbeing support accounting for growth in demand and severity across all age	3, 6
Restore proactive care and support for both children and adults with long term health conditions and support those who are recovering from Covid	6
Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed	1, 3
Learning from each other on how best to manage any increases in safeguarding for children & young people and vulnerable adults	6
Deliver GM employment and skills recovery plan with evidence based targeted programmes of support	3, 7, 8, 9
Immediate implementation of the GM Social Value Framework	3, 9
Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure	3
Develop system wide responses to maintain and develop social infrastructure as part of driving more inclusive economic growth in	3, 6, 7, 9

the future, including system changes, investment and formal collaboration with new infrastructure	
Deliver housing and public building retrofit programme as part of greener economic recovery	2
Provide support to enable businesses including social enterprises to innovate and adapt	3, 5, 7, 9
Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities	5, 7, 9
Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards	3, 9
Develop and deliver a Cultural Recovery Plan, recognising the role of a sustainable cultural sector as a key driver of wellbeing and a vibrant GM	5, 6
Continue the SafeGM campaign to provide reassurance about getting back to work	3, 7
Secure infrastructure investment needed to kick start the economy	5, 7, 8, 9
Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally controlled devolved resources	9
Develop sustainable mutual aid and support networks that add value locally and provide a better way of working	3
Deliver the Cycling and Walking Plan, and build on positive shift in travel behaviour	6
Progress more integrated public transport system with support from DfT	6
Progress GM Clean Air Plan	*
Progress Environment Plan to continue to reduce carbon emissions and create an improved, more resilient natural environment for socially distanced recreation	*

**Carbon Neutral Strategy included within Recovery Plan as specific medium term priority*

- 4.11 The GM multiagency Recovery Coordination Group will meet quarterly to maintain oversight of the Plan’s implementation. This oversight will seek to ensure progress is being made against the GM deliverables, and that system wide developments and innovations continue to shape and inform the region’s ongoing response to the Covid pandemic.

5.0 Equalities

- 5.1 The Age-friendly GM and Equalities Portfolio will also have responsibility for the oversight and implementation of the Living With Covid Resilience Plan with regards to driving effective responses to evidenced inequalities.

- 5.2 Considerable activity has taken place through the Combined Authority on understanding and addressing inequalities within the last year, including through the establishment and reporting from numerous panels and fora.
- 5.3 Work is actively taking place to map and align activity at a regional level with that taking place locally, particularly in the context of the current Equalities Review, announced in June by Bury Council and Bury CCG, an update on which will be presented to the Strategic Commissioning Board in October 2020.
- 5.4 In July 2020 the Greater Manchester Disabled Persons Panel reported on their recent Big Disability Survey which included a series of recommendations upon which Bury has provided initial feedback and will inform the local Equalities Strategy which will be an outcome of activity outlined in 5.3.
- 5.5 Also in July a report was received from the GM LGBT+ Advisory Panel which acknowledged representation from officers in Bury for their work in promoting best practice and engagement.
- 5.6 The Combined Authority is finalising a Women and Girls' Equality Panel to accelerate gender equality, enabling women and girls to live their best life in Greater Manchester. The Panel will work to ensure that all women and girls, across the ten boroughs of Greater Manchester, have equality of opportunity to start well, live well and age well. It will establish a clear vision for women and girls in Greater Manchester to understand issues and inequalities impacting on their lives and recognising women and girls' particular experience of the COVID-19 pandemic. The Panel will play a key role in making recommendations to GMCA, partners from across the public, private and voluntary sectors to drive and operationalise change.
- 5.7 A further equality panel is being formed in relation to race. Prior to the Coronavirus pandemic the Combined Authority was in the process of developing a Race Equality Panel to strengthen the voice of people from different races and ethnic backgrounds and provide challenge to local public bodies on their policies and actions. Engagement has taken place during July and August on the formation of the panel; to ensure that this is developed in partnership with residents and that recent events, including the coronavirus outbreak, and the death of George Floyd and Black Lives Matter movement are taken into account.

6.0 Specific activity and decisions of the Combined Authority

- 6.1 The following section provides an update in relation to further papers discussed at the most recent Combined Authority meetings.

6.2 *Young Person's Guarantee*

6.2.1 This initiative brings together in a coherent way the regional commitments from education, business and health, setting out the opportunities for life readiness to enable young people (those aged 11-30) in Greater Manchester to prosper. The opportunity draws upon Covid recovery plans for the GM Children & Young People's Plan, under the direction of the GM Children's Board and the work of the Employment & Skills Advisory Panel.

6.2.2 The vision is to protect those in education, employment and apprenticeships who face immediate challenges and displacement

because of the pandemic; promote current and emergency opportunities that help support young people to be ready for life, learning and work; and progressing young people through quality education, employment training across the city region.

- 6.2.3 There are four key thematic areas covered by the guarantee
- Keeping Connected: securing better access and inclusion for all of our young people
 - Staying Well – improving our young people's wellbeing, resilience, hope and optimism
 - Preparing for Successful Transitions – supporting our young people to be ready for life, further learning and work
 - Removing Economic Inequalities – reducing labour market barriers and challenges to safeguard our future workforce
- 6.2.4 A Youth Task Force has been proposed to drive forward the design, development and delivery of the Guarantee, with multi-agency representation working closely with the Youth Combined Authority to ensure the voice of young people is at the heart of the plan. The Task Force will be chaired by former Olympian and Commonwealth Gold Medal Winner, Diane Modahl, whose foundation has been supporting disadvantaged young people through sport and positive engagement activities since 2002.
- 6.2.5 For Bury, there is particular synergy with the Bury Opportunity Guarantee priority within the local Covid Recovery Plan, in terms of opportunities through work shadowing, mentoring, apprenticeships and skill development opportunities.

6.3 ***Working Well***

- 6.3.1 Working Well is family of services that embody Greater Manchester's devolved employment & health offer have been commissioned to support people experiencing or at risk of long-term unemployment.
- 6.3.2 First announced as part of the 2014 Devolution agreement, Greater Manchester successfully negotiated for the opportunity to co-design, procure and deliver a localised version of the new Work and Health Programme. The programme brings together expertise and local knowledge to include integrated health, skills and employment support, and offers all participants individually tailored and personalised support from their own dedicated key worker to support them on their journey back to work.
- 6.3.3 As part of the Chancellor's summer statement it was announced that there would be a variation to the devolved Working Well Work and Health Programme to enable the development of the Working Well Light Programme to offer early support to those have become recently unemployed. From October the Working Well Light Programme will provide early support, which will complement the wider labour market offer of support through a sector-based approach that responds to local priorities. The scheme will provide a light touch provision that includes, but is not limited to, transferable skills analysis, CV writing, job search, interview skills, self-efficacy and confidence building.

6.3.4 DWP and GMCA Skills and Work Team have been working closely over the last few weeks to develop the service delivery model. The programme will support 13,200 GM residents to find employment.

6.3.5 This is in addition to the introduction of the Working Well Supportive Employment Service. This is a new service commissioned by GMCA and co designed across the ten local authorities to support residents with severe mental health illness, people with a learning disability and/or autism. This programme start date was delayed due to COVID but began taking referrals on 1st August 2020. Individual placement and support is being provided via telephone/videocall at present due to distancing restrictions.

6.4 **Adult Education Budget**

6.4.1 The Adult Education Budget (AEB) for the region is devolved to the Greater Manchester Combined Authority. It is worth £92 million per year and provides essential education and skills provision for over 70,000 residents each year. It supports the development of skills for life and work whilst ensuring employers can access the skilled workforce needed for businesses across the city-region to thrive.

6.4.2 As part of the city-region's response to COVID-19, the GMCA approved amendments to the devolved funding and performance management rules for 2019/20 which allowed a great access to AEB funding. This enabled greater support to furloughed workers, those working in key sector areas, and vulnerable learners who need additional aid to access training and skills.

6.4.3 The reassurance of maintained level of funding 20/21 due to lack of ability to measure a full year of activity and the impact of Covid 19 on fulfilling funding targets has been well received.

6.5 **GM Co-operative Commission**

6.5.1 Following the launch of the report of the GM Co-operative Commission, it was agreed that Commissioners would meet to develop an Implementation Plan for the recommendations which had been made. It is proposed that this piece of work takes into account the emerging impacts of Covid-19 and is completed by September 2020. The work of the Commission in its current form would then be complete.

6.5.2 The Implementation Plan will present an opportunity to embed co-operative ways of working where they can make the most difference in terms of other sectors, for example social care, housing, transport and business. This will give a chance to refresh membership of the steering group that drives forward the work, bringing in diverse and expert voices from the relevant sectors.

6.5.3 Bury is currently an associate member as part of the Greater Manchester Combined Authority. A recommendation of the Commission's report was that each Greater Manchester locality should consider becoming members of the Co-op Council's Innovation Network.

6.6 **GM Clean Air Plan - Consultation Update**

- 6.6.1 A report was tabled to Bury's Cabinet on 2nd September providing a comprehensive update on the Greater Manchester Clean Air Plan and specifically in relation to the respective consultation.
<https://councildecisions.bury.gov.uk/documents/s23736/GM%20Clean%20Air%20Plan%20Consult%20Cabinet%20Update%20Am%2018.08.20.pdf>
- 6.6.2 The report sets out the progress that has been made on the development of Greater Manchester's (GM) Clean Air Plan following the decision that the GM Local Authorities will move to a statutory public consultation on this plan as soon as reasonably practicable in light of COVID-19 restrictions, and the link to taxi and private hire common minimum licensing standards. The report also considers the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures.
- 6.6.3 The report does not seeking a decision on whether to introduce a scheme as that has been mandated by the Secretary of State. Rather it sets out a position for consultation on the daily charge, discounts and exemptions of a Category C GM Clean Air Zone, and the proposals for the supporting funds that have been developed taking stakeholder engagement and statistical modelling into account. It is seeking agreement to consult and endorsement of the policy for consultation. The policy will be reviewed in line with the findings from the statutory consultation.
- 6.6.4. An All member briefing on GM Clean Air Plan for Bury Elected Members was held on 23 July

6.7 ***The Mayor's Cycling and Walking Challenge Fund***

- 6.7.1 In March 2018, GMCA agreed to allocate £160 million of Greater Manchester's £243 million Transforming Cities Fund to develop a Mayor's Cycling and Walking Challenge Fund (MCF). The fund is being used to deliver the first phase of the Bee Network, which is the walking and cycling element of the Our Network plan to transform Greater Manchester's transport system. The Bee Network, once complete, will cover circa 1,800 miles and be the longest, integrated, planned network in the country connecting every neighbourhood of Greater Manchester.
- 6.7.2 Over the last 2 years, Transport for Greater Manchester (TfGM) has been working closely with scheme promoters to set up and progress the projects in line with the agreed governance arrangements, and continues to utilise TfGM's established Cycling & Walking Infrastructure Support Team to provide collaborative support to Local Authority partners
- 6.7.3 Bury has "Programme Entry" for MCF schemes in Tranche 1, Tranche 5 and Tranche 6. Work has been taking place to actively develop the schemes with an application made towards development costs. The programme entry schemes include cycle parking on the Bury Metrolink line alongside new and upgraded crossing points junctions.
- 6.7.4 Recognising the impact of Coronavirus on travel patterns and the encouragement of people to walk or cycle, Bury has also received Emergency Active Travel Tranche 1 Funding for the A56 Prestwich pop-

up cycle lane and has just submitted an Emergency Active Travel Tranche 2 submission for filtered neighbourhood and improving links to further education establishments in the Fishpool area and improving access to Bury town centre from the Pimhole area.

6.8 ***Social Value & Public Procurement***

6.8.1 Greater Manchester was an early adopter of the Public Services (Social Value) Act 2012, with the requirements reflected in the GMCA's Constitution for the organisation to include considerations of social value in all purchasing and disposal procedures.

6.8.2 In association with local authority Heads of Procurement from across the city region, an initial proposal for the refresh of the existing Greater Manchester Social Value Framework in the light of the likely impacts of the Covid-19 pandemic has now been developed.

6.8.3 The refreshed framework is built around six objectives:

- Provide the best employment that you can
- Keep the clean air in Greater Manchester
- Create the employment and skills opportunities that we need to Build Back Better
- Be part of a strong local community
- Make your organisation greener
- Develop a local, GM-based and resilient supply chain

6.8.4 It is proposed that the Social Value Framework will be presented using a web-based portal, structured around the six objectives, with links through to a range of suggested actions and sources of support and guidance. Each objective will have a tile on the home page behind which will sit an overview of the objective, its drivers, suggested actions and projected outcomes as well as links to named GM programmes and initiatives which any organisation can join or receive support (e.g. GM Good Employment Charter or Bridge GM)

6.9 ***Greater Manchester's Plan for Jobs, Homes and the Environment, the Greater Manchester Spatial Framework***

6.9.1 Greater Manchester's plan for Jobs, Homes and the Environment, the Spatial Framework, sets out how the city-region will build the right homes, in the right places so everyone can live in well-connected and environmentally sustainable villages, towns and cities. It will also help Greater Manchester continue to be a dynamic, attractive place to invest and do business. The pandemic has made planning for our future even more important and this plan can be a key tool in helping Greater Manchester recover and thrive.

6.9.2 This plan was shared in 2019 with the feedback received from more than 17,000 residents, businesses and community groups. This feedback has informed the development of the plan which also takes into account the impact of the pandemic; together this has shaped the final version of the plan.

6.9.3 The revised plan:

- sets out how Greater Manchester should develop up until 2037;
- identifies the amount of new development that will come forward across the 10 districts, in terms of housing, offices, and industry and

- warehousing, and the main areas in which this will be focused;
- supports the delivery of key infrastructure, such as transport and utilities;
- protects the important environmental assets across the city region;
- allocates sites for employment and housing outside of the existing urban area; and
- defines a new green belt boundary for Greater Manchester

6.9.4 In September and October 2020 the final draft of the plan will be subject to full scrutiny by all councillors across Greater Manchester's 10 boroughs.

6.9.5 If approved for publication, the plan will be brought forward for an eight-week public consultation in early November to give residents and stakeholders a chance to see how the plan has been changed in response to issues raised previously. There will also be an opportunity to raise formal objections to the plan.

6.10 A Bed Every Night

6.10.1 The A Bed Every Night (ABEN) programme has provided a key accommodation and support pathway for people who are experiencing rough sleeping, or at imminent risk, in Greater Manchester for the last 2 years. It has been delivered as one part of a wider system of activity to prevent and relieve rough sleeping, including the Rough Sleeper Initiative, Rapid Rehousing Programme, and Housing First pilot, to provide options and complementary resources for people who rough sleep.

6.10.2 The role of A Bed Every Night becomes even more critical as a humanitarian relief programme as we begin to 'live with Covid-19' and manage the continued risk to life that this presents to those who are vulnerable.

6.10.3 Phase 3 seeks to increase accommodation capacity and ensure further wrap-around support for individuals. ABEN Phase 3 funds 15 bed spaces in Bury, an increase from 10 the previous year. Linking this provision with ABEN operationally and strategically with our other multi-agency stakeholders especially health will provide a more robust service with more positive longer term outcomes for our rough sleepers.

6.11 Culture

6.11.1 Greater Manchester has been at the heart of promoting the value of culture. United We Stream GM has led the way with livestreaming performing arts, literature, comedy, and music, with the vast majority of this activity having been streamed for The Met Theatre in Bury, which is fitting given Bury's title as in the inaugural Greater Manchester Town of Culture. United We Stream has raised over £475k to support the regional cultural, creative and night time economy.

6.11.2 For those without digital access, culture and creativity has been shared through the distribution of Creative Care Kits. The Creative Care Kit contains a range of activities that can be completed at home using materials that are provided including an activity book, art and craft supplies and a seed bomb. Contributions to activities in the kit were co-produced through Bury Culture Champions, Bury Art Museum and Met.

7.0 Update on Waste and Resources Contract

- 7.1 The Household Waste Recycling Centre (HWRC) access restriction policy was introduced in February 2020 to deter traders from unlawfully using the sites, from 1st September the next phase of this policy will see a limit being introduced on the number of bags of rubble that residents can dispose on at any one time. Rubble is one of the main types of waste that traders are disposing of at the HWRCs.
- 7.2 Trade waste is not permitted at any HWRC, and although fixed height barriers are installed at all sites set at 2 metres high to prevent large vans from entering sites, a large amount of trade waste is still being deposited at the sites unlawfully. All traders and businesses must pay for the disposal of trade/business waste; the HWRCs are for household waste only. Under the Environmental Protection Act 1990 (EPA 1990), trade waste must be disposed of at appropriately permitted facilities for a reasonable charge and anyone transporting such waste is subject to the requirements of Duty of Care (set out at section 34 of the EPA 1990).
- 7.3 The new access restriction policy limits the number of visits by vehicle type:
- Cars and cars with single axel trailers – 52 visits a year
- This includes: disability-adapted vehicles, SUVs, people carriers with multiple seats (under 2 metres high), bicycles, cargo bikes and bikes with a cargo trailer.
- Cars with a double axel trailer – 18 visits a year
 - Vehicles up to 3.5 tonne gross vehicle weight: 18 visits a year
- This includes pickup trucks, estate vans, city vans and chassis vans
- Vans over 3.5 tonnes can visit 12 times a year
- From 1st September all vehicles will be limited to no more than five bags (900mm x 600mm) of rubble per visit. This is designed to stop traders from using the sites for the illegal disposal of large quantities of rubble.
- 7.4 The Recycle For Greater Manchester (R4GM) Communications team are working with Bury Council on a paper and card contamination campaign to engage with residents who are deliberately contaminating their bin. Through research and inspections carried out at the SUEZ transfer loading station where the paper and card is tipped off from the collection rounds; the following main types of contamination have been identified:
- Bags of general waste
 - Soiled nappies
 - Food
 - Electrical items
 - Textiles
- 7.5 From September 2020 all green paper and card bins in Bury will have a sticker applied, this will inform and remind residents what can and cannot go in the bin. Each household will receive a leaflet again reiterating what should go in the bin, it will also contain information about the consequences of getting recycling wrong, showing images of contaminated loads and outlining the cost to Bury Council. The Bin sticker and leafleting will be reinforced with social media, radio adverts, newspaper content and newsletters. R4GM will also be

working with key stakeholder such as Six Town Housing to disseminate the key messages.

- 7.6 In October the campaign will be followed up with a second round of bin stickering which will target those bins which are still contaminated. Bin crews will inspect each bin and a red warning sticker will be applied advising the resident to remove the wrong items before the next collection, a follow up email will be sent to those who have signed up to Bury's online bin collection reminder service.
- 7.7 The current situation around Covid, has meant that all R4GM education activities that normally would be delivered in person (either on site or on outreach) have been suspended. The education team are developing new ways to engage with the public. These include:
- Education Facebook page
 - Live sessions
 - Pre-recorded films.
- 7.8 A new home composting campaign has been launched to ease pressure on council garden waste collection services. This has been developed to ease pressure on council garden waste collection service by promoting home composting. The campaign; called Let's Compost Now provides easy tips on how to start composting, myth busting and how to guides. More information can be found here on our website: <https://recycleforgreatermanchester.com/community-post/lets-compost-now/>. A toolkit of social media assets has been provided to your communication team to promote locally.
- 7.9 Of wider information, three reuse shops are being develop by SUEZ which will be open by the end of the March 2021. These will be located on 3 household waste recycling centres, the nearest to the Borough of Bury being in Oldham at Arkwright St recycling centre. The shops will sell pre-owned items that have been donated to containers that will be added to each of the recycling centres. Items could be any household item that is suitable to be reused, such as furniture, bikes, bric-a-brac, books, gardening equipment, etc. Proceeds from the 'reuse shops' will go to the Greater Manchester Mayor's charity with a commitment of a donation of £100,000 every year. In terms of the waste hierarchy, reuse is more favourable than recycling. Reusing extends a products lifecycle without using up lots of energy. Reusing also means less waste goes to landfill or energy from waste.

8.0 Update from Transport for Greater Manchester (TfGM)

- 8.1 Mobile phone data shows in Bury the average daily number of trips being made is only 43% below the pre COVID-19 level; the average for GM is 47%. This dataset also shows that approximately 30% of those who made a regular commute tips in Bury are still making that trip. This is only marginally above the GM average of 28%
- 8.2 In August, government announced an extension to Metrolink funding for a further 12 weeks. This has been crucial in TfGM recovery and in preparation for the return of education and commuter demand.
- 8.3 Metrolink services are operating at a 10-minute frequency across all lines between 6am and 7pm Monday to Friday. From 24 August running times were

extended, with services running every 20 minutes between 7pm and midnight Monday to Friday. On Saturdays, a 10 minute service will operate from 8am to 8pm, moving to a 20-minute service until midnight. On Sundays a 15-minute service will run through the day, from 7am to 11pm.

- 8.4 Face covering compliance has increased to around 80% on bus and Metrolink. The TravelSafe Partnership continue to undertake 'Days of Action' to target the areas with the lowest levels of compliance.
- 8.5 TfGM has been working closely with local authorities and operators over the past few months to fully understand the implications of the return to school in September and make preparations for this. There is ongoing and regular engagement with senior colleagues in the ten local authorities to ensure a coordinated approach, to keep them up to date with progress with preparations for September and assist with communications with schools.
- 8.6 A package of interventions has been developed, including developing travel demand management (TDM) principles, success measures and a process for escalation to ensure we are in the best position to manage demand as and when issues arise in September. A Back to School tactical communications campaign launched last month promoting active travel options for school children and parents and also promoting IGO applications and changes to yellow school bus services. A joined-up approach is being employed to ensure that plans for dedicated school services, SEN transport and the wider transport network have all been considered and aligned.
- 8.7 Our Pass launched for new members on 1 September, allowing for free bus travel and half-price off-peak 1-day and weekend Metrolink travelcards. Also as of the 1 September, 18-21 year old care leavers in Greater Manchester will be eligible for free bus travel. This is following a commitment in the GMCA Care Leavers Guarantee and Core Offer.
- 8.8 Planning applications have been submitted for Radcliffe and Whitefield park and ride expansion projects. Following the successful Restoring Your Railways 'Ideas Fund' bid to investigate the potential future use of former railway line between Bury-Heywood-Rochdale, TfGM submitted a full bid to DfT at the end of July and are waiting for the Department to grant authorisation to proceed to the next stage, to develop the summary cases for change.

9.0 Recommendation

- 9.1 That Overview and Scrutiny Committee note the updates from the Combined Authority, with further updates to be presented at future meetings as per the work plan.

List of Background Papers:-

None identified

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DECISION OF:	Overview and Scrutiny Committee
DATE:	16 September 2020
SUBJECT:	Financial Update
REPORT FROM:	Leader of the Council and Cabinet Member for Finance and Growth
CONTACT OFFICER:	Lisa Kitto
TYPE OF DECISION:	Non Key
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report outlines key financial information and significant updates affecting the Council's financial position in 2020/21 and the impact on the Council's medium term financial strategy.
OPTIONS & RECOMMENDED OPTION	<p>Overview and Scrutiny is asked to:</p> <ul style="list-style-type: none"> • Note the overall financial context surrounding Local Government finances and the degree of uncertainty that exists for future planning; • Note the impact of COVID-19 on the current financial year and the medium term financial strategy; • Note the potential financial gaps arising from the 3 scenarios and that, for planning purposes, the mid-range scenario is being used; • Note that the Medium Term Financial Strategy (MTFS) is to be updated and presented to Cabinet in the Autumn; • Note the principles agreed by Cabinet for managing the 2020/21 financial position; • Note the principles and approach for developing options for the managing the financial gap within the as set out in the report; • Note that further reports will be presented to Cabinet over the coming months as the situation

	<p>develops and more information becomes available;</p> <ul style="list-style-type: none"> Note the planned update to the capita programme and the development of a capital strategy.
<p>IMPLICATIONS:</p> <p>Corporate Aims/Policy Framework:</p>	<p>The proposals accord with the Policy Framework</p>
<p>Statement by Section 151 Officer:</p>	<p>There are no direct financial implications arising from the report however implementation of the proposals will ensure the Council has plans in place to manage the financial challenges ahead and remain sustainable and resilient.</p>
<p>Equality/Diversity implications:</p>	<p>No</p>
<p>Considered by Monitoring Officer:</p>	<p>Yes</p>
<p>Are there any legal implications?</p>	<p>No</p>
<p>Wards Affected:</p>	<p>All</p>
<p>Scrutiny Interest:</p>	<p>Overview and Scrutiny Committee</p>

1 INTRODUCTION

- 1.1 This year, the context in which financial planning is to be undertaken, is perhaps the most complex and difficult of recent times. Not only are there significant uncertainties around Government policy and funding through the Comprehensive Spending Review, Local Government Finance Settlement, The Fairer Funding review, the Business Rates Retention review and potentially other major reforms with Green Papers on Social Care and White papers on Devolution and possible planning reform but there are also significant economic uncertainties. The economic reality is fast changing and challenging and the extent to how long this will last is cannot predicted with any greater certainty but will undoubtedly bring additional pressures in demand for services provided by the Council and our partners.
- 1.2 The significant financial impact of COVID-19 cannot be underestimated and this is likely to be felt over the medium and longer term just as much as the shorter term. Government funding has been provided in the short term but any funding longer term is uncertain and the need to plan now for the future is ever more important.

- 1.3 In developing its approach the Council must not only consider the financial elements but also the recovery process and the model and plans for the future. A suite of reports have recently been presented to the Council's Cabinet that sets out the approach to developing the medium term financial strategy and also setting out the in-year position. These set the framework within which the Council is currently operating in order to deal with the financial challenge ahead and to support engagement with the Cabinet and Executive Team to identify and deliver a robust corporate and financial strategy that has delivery and financial sustainability at the core.

2 FINANCIAL CONTEXT

- 2.1 The Council's 2020/21 budget was set to remove ongoing reliance on short term and one-off reserves funding, 'rebalanced' budgets to where the funding was needed, removed historic savings targets that were unachievable and replaced with savings options that had been robustly challenged and were achievable. At the same time the Council's reserves were starting to be replenished and funding to support wider transformation of the Council was available. The 2020/21 financial year, whilst challenging, was considered to be deliverable
- 2.2 Since then, further work has been undertaken to review the council's provisions and reserves and to align all available resources to strategic risks and also to consolidate the Council's resources to ensure that the maximum benefit can be gained to support corporate priorities and to mitigate the fiscal and financial risks and challenges that exist.
- 2.3 When the 2020/21 budget was set, further savings of c£23m over the next 4 financial years was anticipated and some key themes had started to emerge to identify savings for the future. Clearly the position has changed somewhat and it is necessary to refresh the strategy to:
- Determine the likely levels of resources available over the medium term;
 - Determine the level of spending priority commitments arising from the COVID-19 recovery plan and the Council's ambitions over the medium term;
 - Develop and consider options to deliver budget reductions that can be evaluated alongside spending priorities.
- 2.4 In taking forward this approach there will be a need for a range of activities, information, and intelligence gathering that will inform reports over the coming months that will shape the final approach and decisions. Ultimately there is a need for a transparent approach with clear understanding of the drivers and enablers and a delivery plan and approach that will ensure the Council is confident it has a sustainable and resilient financial plan for the future.

3 IMPACT OF COVID-19

- 3.1 COVID-19 has had a significant impact on the Council in terms of additional costs and even more significantly on the loss of income. Based on forecasts

at the end of June 2020, the Council is facing an in-year gap of c£7.5m and further information is set out in the Quarter 1 monitoring report to Cabinet.

- 3.2 The impact of COVID-19 is however not restricted to the current financial year, the most notable factor being the way in which the collection fund impacts on the financial strategy. Current accounting rules mean that reduction in the amount of business rates and council tax income will not impact in the current financial year but in the following year. Nationally there has been a significant reduction in collection rates for business rates and council tax and if this trend crystallises, the biggest financial gap will emerge in 2021/22 and in future years.
- 3.3 Some flexibilities on how this impact can be smoothed over a longer period of time are currently being considered by the Government and the outcome of the review is still awaited. In addition to this, work is underway with the Greater Manchester Authorities that will model different scenarios and consider what other options exist within the business rates retention scheme to alleviate some of the financial commitments within the business rates pool. This work is underway, however due to its complexities and also the volatility in collection rates that are currently being experienced, this is proving challenging. The outcome of the work will be reflected in updates to cabinet over the next few months.
- 3.4 It goes however go without saying that this is the most volatile aspect of the council's financial strategy and will change as more information is made available and as trends change, i.e. the ending of the national furlough scheme is likely to be a significant risk to collection rates though the extent of which is very difficult to predict. Collection rates are being kept under close review.
- 3.5 To deal with the in-year gap, the following accounting principles were agreed by Cabinet:
- The Council will continue to spend where need exists on the COVID-19 response and all decisions will be taken under existing governance arrangements and will focus on value for money;
 - The Council will seek to maintain services as far as possible and, in doing so, minimise the loss of income;
 - The Council will seek to maximise the delivery of its savings plan;
 - The Council will
 - Use the government grant funding in the first instance to fund additional COVID-19 related costs and loss of income;
 - Consider opportunities for stepping down or deferring the return of some services where resources can be deployed to emerging priorities;
 - Consider the use of reserves as a means of funding any residual financial gap subject to the approval and governance arrangements set out in the Council's reserves strategy.

- 3.5 This approach places accountability with services for managing the impact of COVID-19 whilst enabling strategic decisions on both the direction of travel on and how costs should be funded later in the financial year when the overall position may be more stable.

4 MEDIUM TERM FINANCIAL STRATEGY REFRESH

- 4.1 The key component parts of the medium term financial strategy refresh are set out below and are currently being considered as part of the refresh of the Council’s strategy:
- Updated resource forecast
 - Refresh of Savings Plan
 - Update and refresh of demand assumptions
 - Investment requirements to support recovery and delivery model
 - Opportunities for efficiencies and savings options
 - Challenge and Scrutiny

Updated Resource Forecast

- 4.2 The current model for resource forecasting remains solid however the range of assumptions included in the model are the volatile and uncertain factors. Based on this number of scenarios have been calculated. These assume 3 different scenarios: optimistic, pessimistic and mid-range. Regardless of the scenario planning, there is significant inherent risk in any modelling particularly with the current economic uncertainties and anticipated changes in accounting rules for the collection fund. Therefore the position will change.
- **Optimistic** – This assumes a minimal recession and a return to previous levels by April 2021.
 - **Mid-Range** – This assumes a short lived recession lasting up to one year with a one-year gradual recovery;
 - **Pessimistic** – Medium term recession lasting the whole of the 5 year MTFS period with some minimal recovery from year 3 onwards.
- 4.3 Based on the different scenarios, the Council’s financial gap would be as follows:

	Optimistic	Mid-Range	Pessimistic
	£m	£m	£m
Savings required in 2021/22	7.5	7.5	7.5
Existing Savings requirements over the 5 year MTFS period	22.6	22.6	22.6
Additional savings required over 5 year MTFS period	19.1	47.2	66.3
Total Savings Required Over 5 Year MTFS period	49.2	77.3	96.4

- 4.4 Resource forecasting will also be affected by council tax growth assumptions and assumptions around council tax – for the purposes of the MTF5, it has been assumed that a 2% increase in council tax will be applied in each year although it is recognised that this is subject to political decision making. No assumptions around an additional social care levy have been made. The CSR that has recently been launched will also impact on resource planning and the outcome to this will not be known until later in the year. As it stands, assumptions have been made that all existing grants will continue at current levels. For planning purposes, the mid-range scenario is being used.

Refresh of Savings Plans

- 4.5 A refresh of existing savings plans is required, particularly in light of COVID-19. Current financial monitoring is showing that some in-year savings plans are at risk and this will have an impact in future years if other mitigating savings options cannot be identified. In managing the in-year position managers have been tasked with identifying alternative options to offset any non-delivery of agreed savings targets and plans that have already been built into the financial strategy. Any new options to replace those that are not achievable will be reported to Cabinet as part of the monitoring processes.

Update and Refresh of Demand Assumptions

- 4.6 Some demand pressures have already been built into the medium term financial strategy and assumptions around pay inflation, the national living wage and contractual inflation have been reflected. These assumptions are currently being tested and updated in light of known changes. In addition to this, demand changes in adults social care and for looked after children are increasing. Of significant impact in 2020/21 is that on income and the amount collected by the Council. Consideration of whether a reduction in assumed income levels will continue in future years is also being considered and, if so, this will create a further financial pressure on top of the increased costs.

Investment Requirements to Support Recovery and Delivery Model

- 4.7 Recovery plans and the longer term Bury 2030 strategy are currently being developed. To support and enable successful delivery, it is essential that the financial strategy recognises and reflects changes in resource requirements to support the delivery.

Opportunities for Efficiencies and Savings Options

- 4.8 Regardless of which of the scenarios emerges as the reality, there is an inevitable need for savings options to be identified. Cabinet has agreed that:
- Managers should be urged to reduce requests for additional funding and should be seeking to manage downwards the costs in their 2020/21 budgets. In doing so, this will protect the Council's reserves

and defer the need for additional savings options in the current financial year;

- Consideration for investment will be prioritised towards those activities and schemes that will generate savings in the current and future years;
- a policy-led approach to identifying savings, by applying a set of consistent principles to our prioritisation and thinking, including use of resources. These are:
 - Eco-leadership as a priority and opportunity for cost savings
 - Digital-first
 - Health and care reform
 - Economic recovery
 - Neighbourhood delivery as a basis for better targeting of public service resource and harnessing community capacity
- Services to be tasked with identifying savings from key themes that have previously been identified including the work of the Health and Care Sustainability Recovery Board:
 - Planned Care
 - Urgent Care
 - Mental Health
 - Social Care
 - Neighbourhood Integration
 - Population Health
 - Strategic Finance

4.9 All of this work is currently underway and will form part of an update report to Cabinet later in the Autumn.

4.10 Use of reserves will also play a key part in managing the position particularly to support the short term losses of income. Use of reserves does however need to be considered in the wider context of financial sustainability and resilience which is fundamental and a key concern going forward. It is envisaged that the agreed approach will align financial planning to corporate planning processes and to ensure the Council is able to achieve a balanced budget for future years.

Challenge and Scrutiny

4.11 The role of Overview and Scrutiny Committee will be factored into the budget development and budget setting process with an opportunity to scrutinise all budget assumptions and also options that are put forward for consideration as part of the strategy to meet the financial challenge.

5 NEXT STEPS

5.1 A significant amount of work has been undertaken over recent weeks to update the MTFs and to start looking at potential areas in which savings can be made. Discussions have been held with Council's Executive Team.

Work is also underway to understand the impact of the wider CCG finance position and the impact on the overall system wide budget. The approach will also involve consultation with the CCG and the Strategic Commissioning Board given their role with the pooled fund arrangements and this will be factored in to the timetable.

5.2 An outline timetable is set out below.

2021/22 Budget Setting Timetable		
Agree Principles for Managing COVID -19 Impact	July 29	Cabinet
Agree Approach for Updating MTFS	July 29	Cabinet
Updated MTFS Reported and in-year budget update	October	Cabinet
Consideration of Savings Options	October	Cabinet
Scrutiny of Options and MTFS Update	November	O&S
Quarter 2 Monitoring Position	November	Cabinet
Final Proposals for Consideration	January	Cabinet
Scrutiny of Final Budget Proposals	January	O&S
Budget Finalised and set	February	Council

5.3 A key programme of change and delivery is being developed as this is critical to ensure the council has the most effective and efficient operating model for the future. It is envisaged that this will drive the delivery of efficiency savings across the Council in future years. It is however essential that capacity is available to fully support the process.

6 CAPITAL PROGRAMME

6.1 Delivery of the capital programme has been significantly impacted by Covid and a review of the current position is underway and will be reported later in the Autumn. A new capital strategy is also being developed that will consider the longer term ambitions of the council and ensure that the appropriate governance and framework is in place to ensure that these can be achieved.

7 FINANCIAL IMPLICATIONS

7.1 The financial implications are set out in the report. There are no direct financial impacts arising from the report however the proposed approach will help manage and control the Council's financial position and support longer term financial sustainability and resilience.

7.2 The significant financial uncertainty that currently exists both in terms of the economic impact on the residents of Bury as well as the uncertainty of funding for future years means that the position will change and needs to be carefully monitored on an ongoing basis. The ability to respond flexibly to changing circumstances and information will also be critical.

7 LEGAL IMPLICATIONS

7.1 There are no direct legal implications arising from the report.

8 ASSOCIATED RISKS

- 8.1 The risk of not adopting the approach is that the Council does not have a sound financial plan and this could affect overall financial sustainability and resilience of the council.

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SCRUTINY REPORT

MEETING: OVERVIEW AND SCRUTINY COMMITTEE

DATE: WEDNESDAY 16 SEPTEMBER 2020

SUBJECT: SCHOOL PERFORMANCE – THE COVID-19 RESPONSE

REPORT FROM: CABINET MEMBER FOR CHILDREN AND FAMILIES

CONTACT OFFICER: JULIEN KRAMER, INTERIM ASSISTANT DIRECTOR (EDUCATION & INCLUSION)

1.0 BACKGROUND

- 1.1 Our ambition for education in Bury is to become and to stay 'One of the Best' services nationally: it's where we were, and we are well advanced on the return journey to excellence.
- 1.2 The COVID-19 pandemic has paused us in our work; and, to recover the position, we have chosen to reset the entire strategic programme for school improvement, with all the associated safeguarding, intervention and schools-led arrangements.
- 1.3 The planning framework we are building, as educational professionals, will continue to change and evolve as the national and the local situation changes.
- 1.4. Schools re-opened to all pupils from start of the autumn term.
- 1.5. Risk Assessments have been reviewed and where appropriate refreshed.
- 1.6. There will be some use of zoning, bubbles, scenario planning, and curriculum adjustments to suit specific situations and environments.
- 1.7. There will continue to be careful audit of practice in other Local Authorities, attention to guidance from Government, and Public Health England: and supportive discussions with the Regional School Commissioners team.
- 1.8. We will continue to hold weekly meetings with: Advisory Heads, Unions and Professional Associations, school clusters, and the Regional Schools Commissioner.
- 1.9. We will continue to provide pastoral support to schools.
- 1.10. We will continue to provide regular briefings to parents and carers.

- 1.11. We have forged good partnership with Public Health colleagues, and there is an emerging body of good practice in how to manage spikes: based on experiences during the initial lockdown period.
- 1.12. Covid Catch-Up Grant of £2.4 million to schools. Plus National Tuition Scheme to support schools.
- 1.13. We envisage three phases to our reset:
 1. Autumn Term: - return, assess, reset
 2. Autumn- Spring Terms: - Consolidation and recovery
 3. Autumn - Summer Terms: - Development.
- 1.14. HMI feedback from their residency in Bury –

“we were made very welcome. It was a focussed and well organised residency. Relationships between Heads and the Local Authority were felt to be excellent, with high levels of trust and confidence. There was a determination to succeed; and much passion!”

2.0 ISSUES

For the purpose of future agenda planning, Overview and Scrutiny may wish to consider an number of key issues. In this first report of the new academic year we focus on school improvement in the context of our response to COVID-19.

Future items that Overview and Scrutiny may wish to consider could include:

- Attendance
- Performance monitoring
- Policy development
- future activity
- risk assessment

School Improvement Agenda

- 2.1. Since the 'closure' of schools to all but the most vulnerable children, and children of key workers, the vast majority of Bury schools have remained open including during the Easter period, summer half-term and on Bank Holidays. Throughout, Headteachers have worked tirelessly in interpreting ever changing guidance from central government.
- 2.2. The Quality Standards and Performance Service has prioritised communications with headteachers through Keeping in Touch calls (April/ May) and through facilitation of weekly primary cluster Teams meetings (from May onwards). Guests were invited to the cluster meetings to support school leaders in opening schools to more children e.g. health, catering, cleaning, finance. The Service Lead has attended Bury Association of Secondary Heads meetings which took place more frequently.
- 2.3. The service has focused on The Recovery Curriculum, including sharing resources for supporting both pastoral and academic development. Following allocation of three HMI to Bury LA, the service has taken overarching responsibility for oversight of the work liaising with colleagues from Early Help, SEND and Inclusion. The theme for HMI work has been on supporting 'Recovering the Education System in Bury under COVID-19' and has had three

strands. An overview of the strands, progress and next steps has been reported.

- 2.4. For 2020/21 school categories of support will remain as they were in 2019/20 with the exception of any changes linked to inspection outcomes. The likely windows for school inspections have been updated however this does not take into account the time period when Section 5 inspections are not taking place. We await guidance from Ofsted on future timings and clarification of the Section 8 'Interim Visits' from autumn 2020.

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Distance and Virtual Learning

- 2.5 Context; We must be realistic and recognise that despite the intention for all pupils to return to school from September 2020, there remains the potential that remote education may be necessary at some point during the next academic year.
- 2.6 Therefore, as a result of the COVID-19 pandemic, all schools are now being encouraged to develop remote education provision, with an expectation that it is fully integrated into strategic curriculum planning:
"Remote education may need to be an essential component in the delivery of the school curriculum for some pupils, alongside classroom teaching, or in the case of a local lockdown being implemented". (DfE, July 2020)
- 2.7. There is an expectation that all schools plan to ensure any pupils educated at home for some of the time are given the support they need from their teachers to ensure seamless curriculum continuity, especially at short notice in the event of a lockdown.
- 2.8. Distance learning in Bury schools – what has worked and what's worth sharing? A specific piece of work has been commissioned through the Teaching School Alliance, the purpose of which is to capture the experiences of remote learning provision in Bury schools and to contribute to a resource that will quality assure and evaluate the many online learning materials and courses that have supported children and staff alike during lockdown.
- 2.9 This evidence capturing opportunity complements and supports the 'Recovery Curriculum' focus that Bury LA have been working on in partnership with HMI.
- 2.10 We are asking primary and secondary school leaders to support us in creating an online suite of resources that teachers can readily access in a lockdown situation.
- 2.11. We want to find out from teachers, pupils, students and parents which Apps and platforms have been most successful in helping and supporting them whilst teaching, learning or working remotely during the COVID-19 pandemic.
- 2.12 Since June 2020, some schools have been distributing stakeholder questionnaires and have been sharing feedback from parents, children and school staff to assist us in evaluating what has worked and what is worth sharing including the barriers encountered and to disseminate these findings more widely.
- 2.14. To facilitate this type of provision, school leaders are also being encouraged to take advantage of government grants to fully train staff in either the Google Classroom or Microsoft 365 learning platforms.

Performance of Bury Schools in 2020

- 2.15 Due to COVID-19 the government announced that there would be no statutory assessment in primary schools and no examinations in schools and colleges in summer 2020. The government made clear that there would be no performance tables in 2020 and that no data should be used for accountability purposes.

- 2.16 In order to support transition of our Year 6 pupils into Year 7 we facilitated the transfer of teacher assessment predictions for reading, writing and mathematics from 78% primary schools to the high schools. We offered a range of options to primary schools to support their strategic planning with 66% of schools requesting a School Education Profile for 2020. We were able to fulfil our Traded Service commitment to primary schools in terms of assessment booklets in a timely fashion.
- 2.17 GCSE results were released on 20 August however BTEC and Cambridge National results were to be finalised by 28 August. At this point headline figures for Bury are incomplete and are non-reportable. What is evident is that provisional headline results reflect the national picture of improvement. No comparisons can be made with past or future years. As with the primary schools we are collecting results to produce documentation to support strategic planning and to gain a view as to patterns emerging from the GCSE results, not least, in case the situation arises again.
- 2.18. Students at Bury College and at Holy Cross Sixth Form College received their A level results on 13 August however these 'calculated' results were replaced and reissued to students. BTEC qualifications were delayed and reissued.
- 2.19 We acknowledge the hard work of our schools with the vast majority remaining open to children of key workers and vulnerable children since March 2020. Some schools have opened during school holidays and Bank holidays and/ or offered summer holiday provision in order to cater for need. Since June, our primary schools have opened to more pupils whilst our high schools have opened to Year 10 pupils for face to face sessions. School leaders have shown commitment, dedication and resilience throughout and are to be congratulated. The focus now is firmly on the safe return to school of all pupils giving staff the opportunity to assess need and put in place provision to address these.

3.0 CONCLUSION

- 3.1 The COVID-19 pandemic has presented significant challenges to the Council and its schools, and school leaders should be applauded for the manner in which they have responded. Throughout the lockdown, schools have continued to support their pupils in many ways, and endeavouring to minimise the impact on their learning.
- 3.2 Inevitably, the disruption to the lives of pupils, seen most starkly in respect of examination and assessment, will have an impact and the focus of the current academic year is on re-setting the education system in Bury, and ensuring that schools support pupils in catching up for lost time. This of course, at the same time as continuing to respond to the challenges that still exist in responding to the pandemic.
- 3.3 School performance in its conventional form, looking at examination outcomes and Ofsted judgements will continue to be important, but current context means the focus is very much on recovery, and how the Council and its schools can work together to achieve this.

List of Background Papers:-

Contact Details:-

[Report Author]

Executive Director sign off Date: _____

JET Meeting Date: _____

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REPORT FOR DECISION



	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	16th September 2020
SUBJECT:	LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN COMPLAINTS AND OMBUDSMAN'S ANNUAL REVIEW LETTER
REPORT FROM:	INTERIM MONITORING OFFICER & COUNCIL SOLICITOR
CONTACT OFFICER:	Michael Cunliffe, Democratic Services
TYPE OF DECISION:	REPORT FOR INFORMATION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report sets out findings and recommendations of the Local Government and Social Care Ombudsman
OPTIONS & RECOMMENDED OPTION	(a) That the content of the Ombudsman's Annual Review Letter to the Council be noted (b) That the complaints made to the Local Government Ombudsman referred to the Council during 2019/20 and their outcomes be noted
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework but will need approval of Full Council. Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	
Health and Safety Implications	<i>None</i>
Equality/Diversity implications:	There is no impact on equality matters as the report contains options for a discussion.
Considered by Monitoring Officer:	Yes The legal implications are set out in the report. (There is a statutory duty for the

	Monitoring Officer to prepare a formal report to the Council where there has been an act which constitutes maladministration or service failure; and where the Ombudsman has conducted an investigation into the matter).
Wards Affected:	All
Scrutiny Interest:	Overview and Scrutiny Committee

TRACKING/PROCESS

DIRECTOR: Deputy Chief Executive

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
7 th September 2020			
Scrutiny Committee	Cabinet/Committee	Council	
16 th September			

1. INTRODUCTION

1.1. The Council receives an Annual Report summarising all complaints dealt with by the Local Government and Social Care Ombudsman (“LGO”). This Report provides a brief commentary on the Ombudsman’s Annual Review letter. (Attached).

2. Ombudsman’s Jurisdiction

2.1. The Local Government Act 1974 established the then Local Government Ombudsman for England and for Wales. The Act defines the main statutory functions:

- to investigate complaints against councils and some other authorities
- to investigate complaints about adult social care providers from people who arrange or fund their own adult social care
- to provide advice and guidance on good administrative practice

The main activity under Part III of the 1974 Act is the investigation of complaints, which it states is limited to complaints from members of the public alleging they have suffered injustice as a result of maladministration and/or service failure. The LGO jurisdiction under Part III covers all local authorities (excluding town and parish councils). The LGO changed its name to the Local Government and Social Care Ombudsman in 2017 to reflect the full scope of their jurisdiction

2.2 Complaints and Enquiries Received by the Ombudsman in 2019/20

2.2.1 The Ombudsman provided, statistics on how complaints upheld against the Council were remedied and those not pursued. This year’s letter again includes a breakdown, showing the complaints and enquiries received and decisions

made. The letter and data is attached as Appendix A. The number of complaints and enquiries received for this year as compared to last has increased slightly:

2019/2020 - 73
2018/2019 - 67
2017/2018 - 44

2.2.2 In addition, it is clearly stated by the Ombudsman in the Annual Review Letter that these figures may not be reflective of the number of complaints made to the Council.

2.2.3 The complaints received by the Ombudsman about the Council in 2019/20 were split across services as follows (note these are LGO designated service categories, see Appendix B). These are compared with last year's figures:

Service	Number of Complaints	2018/19	2019/20
Adult Care Services		11	12
Corporate & Other Services		0	7
Education & Children's Services		17	25
Environmental Services		10	11
Highways & Transport		9	8
Planning & Development		5	2
Housing		3	6
Benefits and Tax		11	2
Other		1	0

2.3 Ombudsman Complaint Decisions

Decision of Ombudsman in	2018/19	2019/20
Investigated – Upheld	6	6
Investigated – Not Upheld	10	10
Advice given	0	2
Closed after initial enquiries	20	27
Incomplete / Invalid	2	4
Referred back for local resolution	27	24

2.3.2 Appendix C to this report provides details of the six decisions upheld and the required actions by the Council to remedy these. The decision of "Upheld" is applied when the Ombudsman finds there is some fault in the way the Council acted – even if it has agreed to put things right during the course of the Ombudsman investigation; or had already accepted it needed to remedy the situation before the complaint was apparent to the Ombudsman.

2.3.4 The actions required of the Council by the Ombudsman are included within Appendix C. Of the complaints upheld the remedies entailed apologies, financial redress (in four of the decisions) and new appeal/review or reconsidered decision.

3. OMBUDSMAN'S ANNUAL REVIEW LETTER

3.1 The Annual Review letter provides an annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about this Council to the year ending 31 March 2020.

- 3.2 The LGO has an interactive map of performance. The map shows annual performance data for all Councils in England, with links to published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each Council. The intention of this tool is to place a focus on the authority's compliance with the recommendations. The interactive map can be accessed via the following link:
<https://www.lgo.org.uk/your-councils-performance>
- 3.3 It is intended that the information provided by the Ombudsman, set alongside the data the Council records about local complaints, will assist in assessing the Council's performance.

4. FUTURE DEVELOPMENTS

- 4.1 Members will be acutely aware of the continuing financial constraints being faced by the Council and the tough decisions around service provision that are being taken. The expectation of customers does not reduce in line with the challenges the Council faces. Indeed customers feel more empowered to hold the Council to account; and therefore it is envisaged that more customers will escalate their dissatisfaction beyond the Council's own complaint procedure, to the Ombudsman. Even as the Council becomes more of an enabling authority and commissioning many services, it remains entirely accountable for those services
- 4.2 It should also be acknowledged that complaints to the Ombudsman do not always involve the Council or its appeals processes or any wrongdoing; but that they come from people who would have liked something more, or better, or a different outcome. It is unlikely that public expectations of services will diminish in the short term and therefore there is no reason to suppose that complaints will fall significantly. Despite these challenges, employees are making every effort to ensure that capacity to respond to the Ombudsman is maintained.
- 4.3 It remains the case that the Council does not receive significant criticism from the Ombudsman and therefore we should continue to deliver services within our policy and procedural guidelines, as well as within statutory requirements.
- 4.4 It is important that the Council takes even greater measures to ensure that it is able to evidence that it learns from complaints and uses this learning to improve and maintain the quality of the services it commissions and provides.
- 4.5 A point to note in relation to future reports for 2020-21 is that casework by the LGO was paused from late March until early July due to Covid-19.

Contact Details:

Michael Cunliffe
Democratic Services

22 July 2020

By email

Mr Little
Chief Executive
Bury Metropolitan Borough Council

Dear Mr Little

Annual Review letter 2020

I write to you with our annual summary of statistics on the decisions made by the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2020. Given the exceptional pressures under which local authorities have been working over recent months, I thought carefully about whether it was still appropriate to send you this annual update. However, now, more than ever, I believe that it is essential that the public experience of local services is at the heart of our thinking. So, I hope that this feedback, which provides unique insight into the lived experience of your Council's services, will be useful as you continue to deal with the current situation and plan for the future.

Complaint statistics

This year, we continue to place our focus on the outcomes of complaints and what can be learned from them. We want to provide you with the most insightful information we can and have made several changes over recent years to improve the data we capture and report. We focus our statistics on these three key areas:

Complaints upheld - We uphold complaints when we find some form of fault in an authority's actions, including where the authority accepted fault before we investigated. A focus on how often things go wrong, rather than simple volumes of complaints provides a clearer indicator of performance.

Compliance with recommendations - We recommend ways for authorities to put things right when faults have caused injustice. Our recommendations try to put people back in the position they were before the fault and we monitor authorities to ensure they comply with our recommendations. Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedies provided by the authority - We want to encourage the early resolution of complaints and to credit authorities that have a positive and open approach to resolving complaints. We recognise cases where an authority has taken steps to put things

right before the complaint came to us. The authority upheld the complaint and we agreed with how it offered to put things right.

Finally, we compare the three key annual statistics for your authority with similar types of authorities to work out an average level of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

This data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 29 July 2020, and our Review of Local Government Complaints. For further information on how to interpret our statistics, please visit our [website](#).

While I welcome that the Council agreed to and implemented the recommendations made during the year, it is disappointing that in two cases, remedies were not completed within the agreed timescales. While I appreciate the pressures local authorities are under, delays in implementing remedies can add to complainants' injustice. Additionally, the actions you agree to take, and your performance in implementing them, are reported publicly on our website, so are likely to generate increased public and media scrutiny in future. If the Council finds itself unable to meet deadlines, I ask that it communicates with our investigators at the earliest opportunity.

Resources to help you get it right

There are a range of resources available that can support you to place the learning from complaints, about your authority and others, at the heart of your system of corporate governance. [Your council's performance](#) launched last year and puts our data and information about councils in one place. Again, the emphasis is on learning, not numbers. You can find the decisions we have made, public reports we have issued, and the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

I would encourage you to share the tool with colleagues and elected members; the information can provide valuable insights into service areas, early warning signs of problems and is a key source of information for governance, audit, risk and scrutiny functions.

Earlier this year, we held our link officer seminars in London, Bristol, Leeds and Birmingham. Attended by 178 delegates from 143 local authorities, we focused on maximising the impact of complaints, making sure the right person is involved with complaints at the right time, and how to overcome common challenges.

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. During the year, we delivered 118 courses, training more than 1,400 people. This is 47 more courses than we

delivered last year and included more training to adult social care providers than ever before.
To find out more visit www.lgo.org.uk/training.

Yours sincerely,

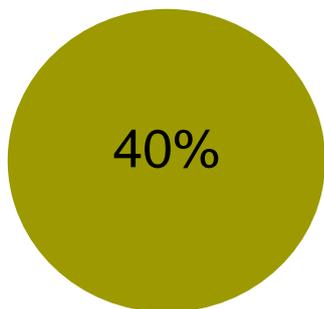
A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Document Pack Page 54

Bury Metropolitan Borough Council
For the period ending: 31/03/20

Complaints upheld



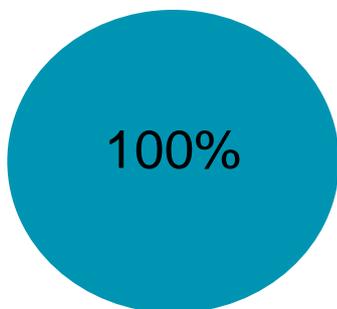
40% of complaints we investigated were upheld.

This compares to an average of **67%** in similar authorities.

6
upheld decisions

Statistics are based on a total of 15 detailed investigations for the period between 1 April 2019 to 31 March 2020

Compliance with Ombudsman recommendations



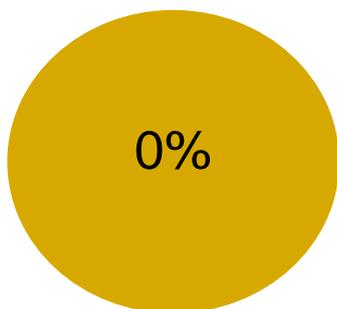
In **100%** of cases we were satisfied the authority had successfully implemented our recommendations.

This compares to an average of **100%** in similar authorities.

Statistics are based on a total of 6 compliance outcomes for the period between 1 April 2019 to 31 March 2020

- Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedies provided by the authority



In **0%** of upheld cases we found the authority had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **11%** in similar authorities.

0
satisfactory remedy decisions

Statistics are based on a total of 15 detailed investigations for the period between 1 April 2019 to 31 March 2020

Reference	Authority
19003246	Bury Metropolitan Borough Council
18002874	Bury Metropolitan Borough Council
18004824	Bury Metropolitan Borough Council
18004934	Bury Metropolitan Borough Council
19006255	Bury Metropolitan Borough Council
18013987	Bury Metropolitan Borough Council
18015876	Bury Metropolitan Borough Council
18018612	Bury Metropolitan Borough Council
18018783	Bury Metropolitan Borough Council
18018909	Bury Metropolitan Borough Council
18019560	Bury Metropolitan Borough Council
18019726	Bury Metropolitan Borough Council
18019986	Bury Metropolitan Borough Council
19000005	Bury Metropolitan Borough Council
19002803	Bury Metropolitan Borough Council
19002804	Bury Metropolitan Borough Council
19002818	Bury Metropolitan Borough Council
19002978	Bury Metropolitan Borough Council
19003185	Bury Metropolitan Borough Council
19003282	Bury Metropolitan Borough Council
19003400	Bury Metropolitan Borough Council
19003613	Bury Metropolitan Borough Council
19003723	Bury Metropolitan Borough Council
19003745	Bury Metropolitan Borough Council
19003753	Bury Metropolitan Borough Council
19003862	Bury Metropolitan Borough Council
19003903	Bury Metropolitan Borough Council
19004449	Bury Metropolitan Borough Council
19004713	Bury Metropolitan Borough Council
19004842	Bury Metropolitan Borough Council
19004909	Bury Metropolitan Borough Council
19005087	Bury Metropolitan Borough Council
19005117	Bury Metropolitan Borough Council
19005297	Bury Metropolitan Borough Council
19006126	Bury Metropolitan Borough Council
19006314	Bury Metropolitan Borough Council
19006601	Bury Metropolitan Borough Council
19006625	Bury Metropolitan Borough Council
19007226	Bury Metropolitan Borough Council
19007445	Bury Metropolitan Borough Council
19007772	Bury Metropolitan Borough Council

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19007789	Bury Metropolitan Borough Council
19008918	Bury Metropolitan Borough Council
19009182	Bury Metropolitan Borough Council
19009219	Bury Metropolitan Borough Council
19009830	Bury Metropolitan Borough Council
19010132	Bury Metropolitan Borough Council
19010368	Bury Metropolitan Borough Council
19010663	Bury Metropolitan Borough Council
19011039	Bury Metropolitan Borough Council
19011050	Bury Metropolitan Borough Council
19011327	Bury Metropolitan Borough Council
19011344	Bury Metropolitan Borough Council
19011716	Bury Metropolitan Borough Council
19013398	Bury Metropolitan Borough Council
19013400	Bury Metropolitan Borough Council
19013585	Bury Metropolitan Borough Council
19013694	Bury Metropolitan Borough Council
19013695	Bury Metropolitan Borough Council
19014768	Bury Metropolitan Borough Council
19016518	Bury Metropolitan Borough Council
19017167	Bury Metropolitan Borough Council
19017527	Bury Metropolitan Borough Council
19018195	Bury Metropolitan Borough Council
19018258	Bury Metropolitan Borough Council
19018333	Bury Metropolitan Borough Council
19018553	Bury Metropolitan Borough Council
19019247	Bury Metropolitan Borough Council
19019978	Bury Metropolitan Borough Council
19020212	Bury Metropolitan Borough Council
19020294	Bury Metropolitan Borough Council
19020344	Bury Metropolitan Borough Council

Category	Decided
Adult Care Services	20/06/2019
Adult Care Services	12/09/2019
Education & Childrens Services	02/09/2019
Planning & Development	25/04/2019
Housing	10/10/2019
Benefits & Tax	08/05/2019
Adult Care Services	26/06/2019
Adult Care Services	15/11/2019
Environmental Services & Public Protection & Regulation	23/04/2019
Environmental Services & Public Protection & Regulation	09/12/2019
Benefits & Tax	15/05/2019
Benefits & Tax	01/05/2019
Highways & Transport	10/06/2019
Planning & Development	01/04/2019
Education & Childrens Services	10/06/2019
Education & Childrens Services	07/06/2019
Education & Childrens Services	11/06/2019
Corporate & Other Services	04/06/2019
Education & Childrens Services	11/09/2019
Adult Care Services	29/05/2019
Environmental Services & Public Protection & Regulation	31/05/2019
Environmental Services & Public Protection & Regulation	05/06/2019
Education & Childrens Services	21/06/2019
Education & Childrens Services	02/07/2019
Education & Childrens Services	02/07/2019
Education & Childrens Services	10/06/2019
Education & Childrens Services	01/07/2019
Education & Childrens Services	02/07/2019
Adult Care Services	30/07/2019
Education & Childrens Services	10/07/2019
Education & Childrens Services	12/07/2019
Education & Childrens Services	26/06/2019
Education & Childrens Services	16/07/2019
Planning & Development	23/10/2019
Education & Childrens Services	12/09/2019
Highways & Transport	11/09/2019
Housing	24/10/2019
Education & Childrens Services	11/02/2020
Corporate & Other Services	10/10/2019
Education & Childrens Services	08/10/2019
Education & Childrens Services	08/10/2019

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Highways & Transport	27/01/2020
Education & Childrens Services	13/09/2019
Adult Care Services	03/09/2019
Highways & Transport	30/10/2019
Environmental Services & Public Protection & Regulation	12/09/2019
Highways & Transport	25/10/2019
Housing	15/10/2019
Education & Childrens Services	25/09/2019
Corporate & Other Services	18/02/2020
Corporate & Other Services	18/02/2020
Corporate & Other Services	04/10/2019
Adult Care Services	20/03/2020
Benefits & Tax	11/10/2019
Environmental Services & Public Protection & Regulation	08/11/2019
Environmental Services & Public Protection & Regulation	08/11/2019
Highways & Transport	21/01/2020
Corporate & Other Services	12/11/2019
Highways & Transport	21/01/2020
Environmental Services & Public Protection & Regulation	28/11/2019
Highways & Transport	05/02/2020
Environmental Services & Public Protection & Regulation	15/01/2020
Adult Care Services	21/01/2020
Adult Care Services	30/01/2020
Education & Childrens Services	23/03/2020
Adult Care Services	31/01/2020
Housing	05/02/2020
Corporate & Other Services	20/02/2020
Adult Care Services	26/02/2020
Housing	02/03/2020
Education & Childrens Services	03/03/2020
Education & Childrens Services	04/03/2020

Decision
Referred back for local resolution
Upheld
Not Upheld
Not Upheld
Closed after initial enquiries
Upheld
Upheld
Not Upheld
Closed after initial enquiries
Upheld
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Upheld
Incomplete/Invalid
Referred back for local resolution
Referred back for local resolution
Closed after initial enquiries
Closed after initial enquiries
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Upheld
Closed after initial enquiries
Not Upheld
Not Upheld

Not Upheld
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Referred back for local resolution
Referred back for local resolution
Not Upheld
Not Upheld
Referred back for local resolution
Not Upheld
Referred back for local resolution
Referred back for local resolution
Referred back for local resolution
Closed after initial enquiries
Referred back for local resolution
Closed after initial enquiries
Referred back for local resolution
Incomplete/Invalid
Referred back for local resolution
Referred back for local resolution
Referred back for local resolution
Incomplete/Invalid
Referred back for local resolution
Advice given
Closed after initial enquiries
Incomplete/Invalid
Advice given
Referred back for local resolution
Referred back for local resolution

Decison Reason
Premature Decision - referred to BinJ
mal & inj
no mal
no mal
Not warranted by alleged mal/service failure
mal & inj
mal & inj
no mal
Not warranted by alleged mal/service failure
mal & inj
26(6)(a) tribunal Other
Premature Decision - referred to BinJ
Not warranted by alleged injustice
Premature Decision - advice given
Not warranted by alleged mal/service failure
Not warranted by alleged mal/service failure
Not warranted by alleged mal/service failure
S26(1) Not an admin function of authority
mal & inj
Insufficient information to proceed and PA advised
Premature Decision - advice given
Premature Decision - advice given
Not warranted by alleged mal/service failure
Not warranted by alleged mal/service failure
Not warranted by alleged mal/service failure
Premature Decision - advice given
Not warranted by alleged mal/service failure
Not warranted by alleged mal/service failure
Premature Decision - advised
Not warranted by alleged mal/service failure
Not warranted by alleged mal/service failure
Premature Decision - advice given
Not warranted by alleged mal/service failure
Not warranted by alleged injustice
26B(2) not made in 12 months
Not warranted by alleged mal/service failure
Not warranted by alleged mal/service failure
mal & inj
Not warranted by alleged mal/service failure
No worthwhile outcome achievable by further investigation
No worthwhile outcome achievable by further investigation

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no mal
Not warranted by alleged mal/service failure
Premature Decision - advice given
Not warranted by alleged mal/service failure
Premature Decision - advice given
26(6)(c) Court remedy
Premature Decision - referred to BinJ
Premature Decision - advice given
no mal
no mal
Premature Decision - advice given
No worthwhile outcome achievable by further investigation
Premature Decision - advice given
Premature Decision - advice given
Premature Decision - advice given
Not warranted by alleged mal/service failure
Premature Decision - advice given
Not warranted by alleged mal/service failure
Premature Decision - advice given
Insufficient information to proceed and PA advised
Premature Decision - referred to BinJ
Premature Decision - advice given
Premature Decision - advice given
Insufficient information to proceed and PA advised
Premature Decision - advice given
Signpost - go to complaint handling
S26(1) Not an admin function of authority
Insufficient information to proceed and PA advised
Signpost - go to complaint handling
Premature Decision - advice given
Premature Decision - advice given

Service improvement recommendations

The Council will consider what actions it needs to take to ensure:- it offers at least one care home placement within a user's personal budget and without the requirement for a top-up fee;- where there is more than one placement option the available options are discussed so there is genuine choice;- it does not arrange care home placements which require a top-up fee when no written top-up agreement is in place;- it provides clear information in writing about the responsibilities of

The Council will remind relevant staff of the guidance in relation to ordinary residence and arranging care out of area Council's responsibility to contract with a care home if it is arranging care to meet an identified need. The Council will update its policies to make it clear that where it arranges care, it is responsible for contracting with the provider, as set out in the Support Statutory Guidance

Reference	Authority
18002420	Bury Metropolitan Borough Council
18002874	Bury Metropolitan Borough Council
18013987	Bury Metropolitan Borough Council
18015876	Bury Metropolitan Borough Council
18018909	Bury Metropolitan Borough Council
19003185	Bury Metropolitan Borough Council

Category	Decided
Adult Care Services	10-Jan-19
Adult Care Services	12-Sep-19
Benefits & Tax	08-May-19
Adult Care Services	26-Jun-19
Environmental Services & Public Protection & Regulation	09-Dec-19
Education & Childrens Services	11-Sep-19

Remedy
Financial Redress: Quantifiable LossProcedure or policy change/review
ApologyFinancial redress: Avoidable distress/time and troubleFinancial Redress: Quantifiable LossProce
ApologyFinancial Redress: Quantifiable LossFinancial redress: Avoidable distress/time and trouble
ApologyFinancial redress: Avoidable distress/time and troubleProvide servicesProvide information/advice
Apology
New appeal/review or reconsidered decision

Remedy Target Date	Remedy Achieved Date	Satisfaction with Compliance
26-Apr-19	05-Apr-19	Remedy complete and satisfied
12-Nov-19	09-Jan-20	Remedy completed late
10-Jun-19	18-Jun-19	Remedy complete and satisfied
10-Oct-19	27-Sep-19	Remedy complete and satisfied
09-Jan-20	13-Jan-20	Remedy completed late
11-Sep-19	11-Sep-19	Remedy complete and satisfied