

AGENDA FOR

CABINET

Contact: Philippa Braithwaite
Direct Line: 0161 253 5398
E-mail: p.braithwaite@bury.gov.uk
Web Site: www.bury.gov.uk

To: All Members of Cabinet

Councillors : L Smith (Cabinet Member, Transport and Infrastructure), C Cummins (Cabinet Member, Housing Services), D Jones (Cabinet Member, Communities and Emergency Planning), A Simpson (First Deputy and Cabinet Member Health and Wellbeing), E O'Brien (Leader, Cabinet Member, Finance and Growth), A Quinn (Cabinet Member for Environment and Climate Change), T Tariq (Deputy Leader, Cabinet Member Children, Young People and Skills), J Black (Cabinet Member for Cultural Economy) and T Rafiq (Cabinet Member, Corporate Affairs and HR)

Dear Member

Cabinet

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

Date:	Tuesday, 23 February 2021
Place:	Microsoft Teams
Time:	5.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

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

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

4 MEMBER QUESTION TIME

Questions are invited from Elected Members about the work of the Cabinet. 15 minutes will be set aside for Member Question Time, if required.

Notice of any Member question must be given to the Monitoring Officer by 9.30am Thursday 18 February 2021.

5 MINUTES *(Pages 5 - 10)*

Minutes from the meeting held on 20 January 2021 are attached.

6 THE COUNCIL'S FINANCIAL POSITION AS AT 31 DECEMBER 2020 *(Pages 11 - 40)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

7 LOCAL COUNCIL TAX SUPPORT SCHEME 2021/22 *(Pages 41 - 46)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

8 THE HOUSING REVENUE ACCOUNT 2021/22 *(Pages 47 - 68)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

9 THE DEDICATED SCHOOLS GRANT AND SETTING THE SCHOOLS BUDGET 2021-22 *(Pages 69 - 80)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

10 CAPITAL STRATEGY 2021/22 - 2023/24 AND CAPITAL PROGRAMME 2021/22 *(Pages 81 - 96)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

11 THE COUNCIL'S BUDGET 2021/22 AND THE MEDIUM TERM FINANCIAL STRATEGY 2021/22 - 2024/25 *(Pages 97 - 164)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

12 LET'S DO IT! BURY 2030 COMMUNITY STRATEGY *(Pages 165 - 192)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

13 GM CLEAN AIR PLAN: CONSULTATION *(Pages 193 - 228)*

A report from the Cabinet Member for Transport and Infrastructure and the Cabinet Member for Environment and Climate Change is attached.

14 ARRANGEMENTS FOR THE PREPARATION OF A JOINT DEVELOPMENT PLAN ON BEHALF OF NINE DISTRICTS *(Pages 229 - 238)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

15 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 239 - 264)*

To consider the minutes of meetings of the AGMA Executive Board held on 11 December 2020 and Greater Manchester Combined Authority held on 18 December 2020 and 29 January 2021.

16 URGENT BUSINESS

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

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Minutes of: **CABINET**

Date of Meeting: 20 January 2021

Present: Councillor E O'Brien (in the Chair)
Councillors J Black, D Jones, A Quinn, T Rafiq, L Smith and
T Tariq

Also in attendance: Councillors N Jones, J Mason and M Powell

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

Apologies for Absence: Councillor C Cummins and Councillor A Simpson

CA.14 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Clare Cummins and Andrea Simpson.

CA.15 DECLARATIONS OF INTEREST

Councillor Quinn declared a personal interest in respect of all matters under consideration, as both his son and daughter in law are employed by the NHS, his wife is employed by the Citizens Advice Bureau and he is a member of the trade union, Unite.

CA.16 PUBLIC QUESTION TIME

There were no public questions.

CA.17 MEMBER QUESTION TIME

There were no Member questions.

CA.18 MINUTES

It was agreed:

Minutes of the meeting held on 16 December 2020 be approved as a correct record and signed by the Chair.

CA.19 INCLUSION STRATEGY

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which explained that the Council and CCG partnership had, through the leadership of the Strategic Commissioning Board, made a commitment to make significant improvements in our equalities and inclusion practice as both an employer and service provider/commissioner. This commitment was made as part of the leadership role in delivering the Bury 2030 vision and wider organisational transformation.

It was advised that the term inclusion has been intentionally used for this strategy as it incorporates equality, diversity and human rights, and our legal requirements

under the Equality Act. Previously the Council and the CCG have used a combination of these terms, so inclusion provides a common term to corral around given this is a joint strategy and encompasses the intent to promote equal access and take up of opportunities; to respect and celebrate diversity; to protect and raise human rights, of all people across the Borough.

Councillor Tahir Rafiq drew attention to the appended delivery plan which set out the work to pursue defined objectives and summary milestones. It was noted the draft version of this strategy had been considered by the Strategic Commissioning Board on 7 December 2020 who had recommended it for approval.

Decision:

That the Joint Inclusion Strategy be approved for implementation.

Reasons for the decision:

An independent review into internal practice was undertaken in summer 2020 and, as a result, the Inclusion Strategy had been co-produced with staff groups; community leaders and senior champions. It set out:

- The context for this work including the current disparity in outcomes across different communities and how the Bury 2030 vision intends to address this;
- The general legal equalities duties on the Council and CCG and how these will be met;
- Organisation-specific inclusion objectives and an action plan initially for delivery to 2022.

Other options considered and rejected:

None.

CA.20

REHOUSING POLICY WITH REGARDS TO DISABLED FACILITY ADAPTATIONS GRANTS

Councillor Eamonn O'Brien the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which advised that Urban Renewal Officers have reviewed the existing Council Procedure with regards to adaptations to Council properties.

This existing procedure enforces rehousing should the grant maximum exceed £15,000, however, a recent high court case, R (on the application of Glynis McKeown) v Islington LBC (2020) has ruled that this is discriminatory, since a local authority has no more reason to force a social-housing tenant to move home than they could with an owner occupier. This report proposes replacing the Procedure with a new Procedure that is in line with the Housing Grants, Construction and Regeneration Act 1996 legislation and this High Court ruling.

Members discussed the grants alongside the objectives of the housing strategy, and it was noted that both adaptations and purpose-built accessible homes were needed.

Decision:

- To repeal the existing Council Procedure in relation to Disabled Adaptations for Council tenants.

- To approve and implement the proposed new Procedure
- The cost be managed within the overall HRA budget that forms part of the capital programme and that consideration be given to increasing the budget in future years should there be an ongoing cost pressure.

Reasons for the decision:

The High Court Ruling means it is no longer appropriate to have a Rehousing Procedure specifically in relation to Disabled Adaptations of Council properties. A new procedure is therefore proposed.

Other options considered and rejected:

None.

CA.21 REVIEW OF RADCLIFFE SHOP FRONT IMPROVEMENT SCHEME

Councillor Eamonn O'Brien the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which reviewed phase one of the Radcliffe Shop Front Improvement Scheme and considered how the remaining scheme funds could be most effectively used to support ongoing regeneration of Radcliffe town centre.

Members discussed the problems encountered by the original scheme and the positive impact the remaining funds could have in supporting improvement works to Radcliffe Market Chambers building to deliver early activity as part of the Radcliffe SRF. It was noted that this proposed use of the funding was recommended by the Radcliffe Cabinet Committee to Cabinet, at its meeting on 22 December 2020.

Decision:

That approval be given to the transfer of the remaining Radcliffe Shop Front Grant funds to support improvement works to Radcliffe Market Chambers as part of the wider investment in this high profile building and in line with the Radcliffe SRF objectives as per the recommendation of the Radcliffe Cabinet Committee on 22 December 2020.

Reasons for the decision:

It is anticipated that physical improvements to business premises is unlikely to be a priority owing to financial pressures from the impact of Covid 19, thereby reducing the effectiveness of a shop front grant scheme in delivering positive impacts in Radcliffe town centre.

As part of the Radcliffe SRF, an early opportunity has been identified to deliver improvement works to the Council-owned Market Chambers building which is in a prominent location and its early improvement would have an immediate positive impact on the core town centre.

Other options considered and rejected:

To progress with Phase Two of the Shop Front Regeneration Scheme. Having considered the factors as set out in the report, this is not the recommended option.

CA.22 DISPOSAL OF SUMMERSEAT HOUSE, SUMMERSEAT LANE, SUMMERSEAT VIA OPEN MARKET SALE

Councillor Eamonn O'Brien the Leader of the Council and Cabinet Member for Finance and Growth, presented the report regarding the proposed disposal of Summerseat House, a vacant former Pupil Learning Centre located in Summerseat.

The property comprising a Grade II listed former house with associated buildings and grounds would be sold on the open market utilising the services of a property marketing agent / consultant in order to achieve best value and secure the future use of the property. The property is vacant and its condition is rapidly deteriorating due to a lack of funds for repair and maintenance plus several break-ins, thefts and acts of vandalism.

Members discussed the development of the Economic Regeneration & Capital Growth directorate, noting that ensuring we had the right people, skills and resources was the key to delivering on bigger projects, and required strategic prioritisation of sites for development and those for disposal. It was noted that the mature woodland situated at the site would be protected as this was a conservation area.

Decision:

That:

- Summerseat House is offered for sale.
- The Council's Property and Asset Management section procure a property marketing agent / consultant to assist in the disposal of Summerseat House. The appointment of an agent will expose the property to a wide range of potential purchasers and the agent can provide advice and recommendations with regard to potential purchasers.
- Delegated authority is given to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance and Growth to consider and accept / decline competitive bids for the property from potential purchasers and then to instruct the Council Solicitor with regard to an acceptable bid.

Reasons for the decision:

The sale of the property would:

- Remove the risks to the Council associated with holding a vacant asset.
- Produce a capital receipt for the Council.
- Provide ongoing Council Tax and / or Business Rate revenue.
- Alleviate the substantial ongoing costs of holding the property.
- Enable the conversion/redevelopment of the property and its future use.

Other options considered and rejected:

Option 1 - Redevelopment by the Council

Options for the Council to redevelop the property as a direct development have been explored by the Council's Growth and Development Manager, including developing a small affordable housing/apartment scheme. There are viability issues with such a scheme and it would be dependent upon significant gap funding to make it viable. On that basis and taking other factors into consideration Officers consider that a disposal is felt to be the best way forward.

Option 2 - Retain the asset in case of future Council accommodation requirement. This option would result in significant and ongoing holding costs being incurred together with the ongoing risks associated with holding empty properties. Significant capital expenditure would also be required in the short term to address the deterioration of the buildings located on the property.

CA.23 APPOINTMENT OF MAYOR 2021/22

Councillor Eamonn O'Brien the Leader of the Council and Cabinet Member for Finance and Growth, proposed that, in this unprecedented year, Councillor Tim Pickstone be appointed as Mayor for a second year. Members praised his attitude and understanding in a year that saw civic ceremonies take place digitally if at all.

Councillor O'Brien further proposed that the opportunity be taken to review the sequencing of Deputy Mayorship, and that Councillor Shaheena Haroon be appointed as Deputy Mayor for the forthcoming year. Members praised Cllr Haroon's work in the borough, with communities and charities, and her position as a role model for so many.

These proposals had cross-party support from those present at the meeting.

Decision:

That Council be recommended to appoint Councillor Tim Pickstone as Mayor and Councillor Shaheena Haroon as Deputy Mayor for the Civic year 2021/22.

CA.24 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

It was agreed:

Minutes of the Greater Manchester Combined Authority meeting held on 27 November 2020 be noted.

CA.25 URGENT BUSINESS - DISCRETIONARY GRANT PAYMENTS FOR BUSINESS

Councillor Eamonn O'Brien the Leader of the Council and Cabinet Member for Finance and Growth, advised of the proactive work the Council was undertaking, following the Government's announcement of the third National lockdown, to bring forward a package of support to go to critical businesses in the first quarter of the new-year. This paper sought approval to bring forward a major package of support to key strategic businesses and employers.

The Leader advised that Bury's strategic approach had changed in line with a changing national picture. Rather than using the discretionary grants over the next 12 months to support businesses in the economy move towards recovering and reopening, with a new national lock-down the prioritisation of distribution of grants over the next few months was proposed to help companies at threat of closure of severe retraction because of the lockdown measures.

Three new groups of target beneficiaries were proposed for the 'Bury Business Grants Programme':

1. Key strategic businesses who if they were to close would harm the Borough's economic capacity.
2. Key employment generators. Companies who support the employment base of the Borough.
3. Micro businesses who have not previously benefitted from support programmes.

It was noted that the additional funding would be £1.69m, bringing the total grant monies to £5.8m. The focus on micro businesses would enable greater support for taxi drivers, something previous government policy precluded, and homeworkers, although it was noted not all would be eligible. For applications with clear merit but which did not meet the eligibility criteria, Councillor O'Brien advised that these would be considered by a special advisory group of officers. Members praised officers for their work, noting that the processes needed to be correct to enable effective support to businesses, as demonstrated by the previous problems across Greater Manchester in distributing grants.

Decision:

That a major package of support to key strategic businesses and employers be brought forward.

Reasons for the decision:

The restrictions imposed from the third national lockdown have impacted further on our businesses. In response to this, the Chancellor announced in January that top-up funding to the Additional Restrictions Grant will be made available and there is considerable pressure from Government to distribute the Additional Restrictions Grant at speed. The proposed package of support to go to critical businesses in the first quarter of the new-year would hopefully enable key strategic businesses and employers to survive to a point where the economy can begin to reopen.

Other options considered and rejected:

None.

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.02 pm and ended at 7.17 pm)

**Classification****Item No.****Open**

Meeting:	Cabinet
Meeting date:	23 February 2021
Title of report:	The Council's Financial Position as at 31 December 2020
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

- 1.1 This report outlines the forecast financial position of the council at the end of 2020/21 based on the information known at the end of the third quarter, 31 December 2020. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending. The report also sets out the performance on the treasury management activity, including investments and borrowing, against the agreed prudential indicators.
- 1.2 This is the third report of the financial year and reflects demand and the financial impact of Covid at that time. The continuation of the Covid pandemic and the additional measures that have been put in place, both nationally and across the Greater Manchester region, in response to this may impact further on demand for services and loss of income. There does therefore remain some significant challenges to forecasting as a result of COVID-19 and the financial position will continue to be closely monitored throughout the year.
- 1.3 In response to the COVID-19 crisis the government has made available £102.558m to Bury Council to cover additional costs that will be incurred as a result of specific grant criteria. The funding allocations that were made available have been reflected in the forecast out-turn and a full summary is set out at Appendix 1. It should be noted that the information set out in Appendix 1 reflects all grants received up to 18 January 2021.
- 1.4 Since the end of December, the Government has announced further funding and it is anticipated that these grants will be offset additional spending requirements to meet the grant conditions.

- 1.5 Progress on the capital programme has been slower than anticipated due to the impact of Covid. The forecast position is set out in the report and will inform the budget considerations that are being considered as part of the budget setting process for the 2021/22 financial year.

Recommendation(s)

That Cabinet:

- **Note the forecast underspend of £0.053m on the revenue budget;**
- **Note the significant uncertainties that exist, in particular Covid, and that there is likely to be further changes before the end of the financial year;**
- **Note the position on the Dedicated Schools Grant, Collection Fund and the Housing Revenue Account and the Council's participation in the DfE's Safety Valve project;**
- **Note forecast position on the capital programme:**
- **Note the Council's application for de-carbonising the estate grant and approve that acceptance of the grant delegated to the Executive Director of Operations and the Council's S151 Officer in consultation with the Cabinet Member for Environment and Climate Change and the Cabinet Member for Finance and Growth;**
- **Give delegated approval to the Executive Director of Operations and the Council's S151 Officer in Consultation with the Cabinet Member for Environment and the Cabinet Member for Corporate Affairs and HR to award contracts associated with the de-carbonisation fund, subject to the appropriate procurement contract procedure rules being followed;**
- **Approve the revised rephrasing of the capital programme as set out in the report.**
- **Approve the addition of £0.367m to the capital programme for the previously agreed contribution to the coroner's service to give a final capital programme of £57.201m for 2020/21.**

Key considerations

Background

- 2.1 The council is forecasting an underspend of £0.053m which is an improvement on the position at the end of September by £6.983m although this is largely due to additional funding that has been made available to local authorities and a return of some of the waste levy from the Greater Manchester Combined Authority. Based on the financial return to the Ministry of Housing, Communities and Local Government (MHCLG) in December the Council has incurred additional expenditure of £23.1m and income losses of £23.6m. This is being managed within the in-year position.
- 2.2 In October 2020 the government announced a further £1bn additional support for local authorities (£3.324m for Bury) and this, together with recently announced grant income to compensate for losses on sales, fees and charges grant (£1.9m) has reduced the overspend previously reported at the end of September. Additional grant to compensate for income losses in the last quarter of the year are anticipated but have yet to be confirmed and could improve the position however there is also the potential for increased demand for some services as a result of the continuation of the national lockdown. Monitoring will therefore continue for the remainder of the financial year.
- 2.3 The government has announced significant funding streams for local authorities since the start of the pandemic. Whilst welcome, the piecemeal approach to funding is impacting on the Council's ability to plan and forecast accurately. Funding trackers have been established to ensure that all income received is captured and that appropriate decision-making arrangements are in place.
- 2.4 In July 2020, Cabinet agreed a set of principles for managing the in-year gap and budget holders need to ensure these are being applied to ensure that as much as possible is being

done to manage downwards the forecast overspend. These are:

- 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.

- 2.5 Budget holders have operated within these principles and, in response to this, some revised efficiency options were agreed in November to offset the non-deliver of options. The principles have been effective in minimising as much as possible the financial impact of Covid.
- 2.6 Within the Council's 2020/21 budget there was an expectation that savings of £4.162m would be delivered. The ability to deliver these in the context of Covid is continually being assessed and a total of £2.526m is deemed to be at risk although replacement options and stretched targets from the OCO Directorate have reduced this risk to £2.203m. This is an improvement of the position previously reported. The impact of this has already been factored into the monitoring position.
- 2.7 The Council has factored in £5m of funding from COVID-19 grant monies that have been made available to Clinical Commissioning Groups to reflect the increased costs resulting from Covid and which meet the criteria for the funding.
- 2.8 The planned contribution to the pooled fund in 2020/21 will be £10.5m less than is budgeted for due. This is due to the fact that an additional contribution, to the same value, was made in 2019/20 as part of a strategy to access additional funding for the CCG. This has been reflected in the council's reserves position as set out later in the report and the funding has been confirmed by the CCG.
- 2.9 Some of the losses faced by the Council directly relate to schools and the Council's relationship with schools. The opportunity to revisit the Council's position on schools and also mitigating some of the risk needs to be considered as part of the in-year position and also for the council's medium term financial strategy.

3 FINANCIAL OVERVIEW - REVENUE

- 3.1 The forecast out turn position is set out in Table 1 below and shows a forecast underspend of £0.053m representing an almost break-even position on the council's net revenue budget. The forecast reflects the fact that additional funding has been received from the government in response to the increase in costs and loss of income directly attributable to the Covid pandemic. As we enter the final quarter of the financial year there may be additional costs related to the continuation of the pandemic and the new national lockdown, all of which are being carefully monitored and will be reported on later in the year. These additional costs and also the potential for additional lost income will have an impact on the overall financial position and will be kept under careful review.

Table 1

Forecast Out Turn Position 2020/21 – As At 31 December 2020
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Directorate	Approved Budget	Revised Budget	Forecast Out Turn	Forecast (Under)/Over Spend	Change from Sept 2020
	£m	£m	£m	£m	£m
One Commissioning Organisation	79.452	79.498	79.385	(0.113)	0.608
Children and Young People	41.778	41.778	43.255	1.477	0.238
Operations	16.247	16.247	24.059	7.811	0.027
Corporate Core	13.520	13.473	13.680	0.207	(0.297)
Business, Growth and Infrastructure	2.800	3.397	3.777	0.380	(0.026)
Arts and Museum	0.577	0.697	0.719	0.022	(0.010)
Housing General Fund	0.553	0.553	1.116	0.563	0.000
Non Service Specific	9.964	9.247	(1.153)	(10.400)	(7.523)
TOTAL	164.891	164.891	164.838	(0.053)	(6.983)
Funded By:					
Government Grants	25.718	25.718	25.718	0.000	0.000
Council Tax	89.020	89.020	89.020	0.000	0.000
Business Rates	50.153	50.153	50.153	0.000	0.000
TOTAL	164.891	164.891	164.891	0.000	0.000

Details on individual services are set out in the next section of the report.

One Commissioning Organisation – Forecast Underspend £0.113m

Table 2

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
One Commissioning Organisation	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Adult Social Care Operations	7.616	7.426	(0.190)
Care in the Community	39.640	39.702	0.062
Commissioning & Procurement	17.121	17.089	(0.032)
Public Health	10.435	10.433	(0.002)
Departmental Support Services	4.607	4.655	0.048
Workforce Modernisation	0.078	0.078	0
TOTAL	79.498	79.385	(0.113)

3.2 The OCO budget is forecast to underspend by £0.113m which is a £0.608m worsening of the position reported at the end of September when the Directorate was forecasting an underspend of £0.721m. The main variances are as follows:

- **The Care in the Community** budget is projecting an overspend of £0.062m. The forecast includes c.£4.1m of Health Covid monies to offset Covid related expenditure. The position has worsened by £0.315m since September and is the direct result of increased client activity regarding Direct Payments, Supported Living and Complex Care at Home service settings. There has been a significant increase in expenditure within the younger adult's cohort which has offset the benefits achieved through care home deflections within the older adult's cohort. Targeting the younger adults' cohort will be a key area of focus for the financial strategy.
- **Adult Social Care Operations** is projecting a £0.190m underspend which is £0.319m lower than the underspend reported in September and reflects additional staffing costs required to support additional demand with the service.
- **Commissioning and Procurement** is forecasting an underspend of £0.032m which is a £0.062m improvement since September and is due to reduced Deprivation of Liberty Safeguards (DoLS) activity and underspending on staffing budgets.

- **The Departmental Support Service** budget is forecasting a £0.048m overspend which is a £0.035m increase since September and is due to a projected overspend on staffing budgets.

Children and Young People – Forecast Overspend £1.477

Table 3

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Children and Young People Directorate	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Children's Commissioning	1.357	1.286	(0.071)
Early Help & School Readiness	1.800	1.571	(0.229)
Education & Inclusion	16.241	17.329	1.088
Social Care & Safeguarding	22,381	23.069	0.688
TOTAL	41.778	43.255	1.477

3.3 The Children and Young People's Directorate is forecast to overspend by £1.477m due to:

- **Children's Commissioning** The predicted underspend of £0.071m is largely due to staff vacancies within the Social Care Admin team.
- **Early Help & School Readiness** The forecast underspend has increased to £0.229m reflecting the receipt of some external income and also some vacancies within the Early Help Locality Teams and Children's Domestic Violence Team.
- **Education & Inclusion** The forecast overspend of £1.088m is mainly due to increased demand on School Transport (£0.623m), increased costs on packages of care for children with disabilities (£0.107m) and the non-achievement of savings (£0.295) for which alternatives are currently being pursued.
- **Social Care & Safeguarding** – the forecast overspend of £0.688m reflects increased agency costs to cover maternity leave and other vacancies (£0.525m), external legal fees (£0.192m) for court related activity, increased demand for foster care agency placements (£0.118m) and Through Care Support Costs (£0.116m) offset by underspends on Corporate Parenting (-£0.048m) and children's residential placements (-£0.221m).

Operations Directorate – Forecast Overspend 7.811m

Table 4

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Operations	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Wellness Operations	2.990	4.535	1.545
Engineers (including Car Parking)	(0.206)	1.616	1.823
Street Scene	4.877	4.922	0.045
Commercial Services	(0.513)	1.887	2.399
Waste, Transport and Stores	6.541	7.168	0.626
Health & Environmental Protection	1.565	1.539	(0.026)
Operations Senior Management	2.051	2.173	0.123
Corporate Landlord	(1.058)	219	1.277
TOTAL	16.247	24.059	7.811

3.4 The Operations Directorate is forecasting an overspend of £7.811m mainly as a result of loss of income due COVID-19. Grant income to provide support for loss of income is expected but has not been reflected in these figures. The Directorate has recently restructured and the budgets have been adjusted to reflect this. The material variances within Operations are as follows:

- **Health & Environmental Protection** – the projected underspend is due to licensing due to the temporary deferral of licensing charges (£0.026m) more than offset by savings from vacancies within Trading Standards (-£0.036m) and general overheads in Environmental Health (-£0.026m).
- **Engineers** – the overspend largely due to suspension of car parking charges (£1.782m) and other minor variations across the service.
- **Waste & Transport** - the overspend is largely due to reduced activity and income within the Transport Workshop (£0.130m), reduced demand and potential bad debts in Trade Waste services (£0.095m), overspending on staffing and caddy liners in refuse collection and recycling services (£0.258m), projected overspend on Winter Maintenance (£0.090m), increased income from Stores (-£0.53m)
- **Street Scene** - the overspend is largely due to Pest Control loss of income as only emergency works being undertaken in April and May (£0.045m).
- **Wellness Operations** – the overspend is due to income loss in the Leisure Services (£1.772m) and Loss of lettings income in libraries (£0.066m), partially offset by savings in Sports Development (-£0.093m) and Wellness / Lifestyle services (-£0.098m) and extra income in Bereavement Services (-£0.100m).
- **Commercial Services** – The overspend is due to loss of income in civic centres (£0.480m), an overspend on Catering due to loss of catering income from schools (£0.895m) and loss of market rental income due to agreed schemes to offer rent reliefs to market traders (£1.054m); there is an underspend on Cleaning and Caretaking due to increased demand (-£0.170m).
- **Corporate Landlord** – The Overspend is due to loss of income due to staff shortages, a reduction in chargeable work to the capital programme due to Covid19 (£0.438m) and an outstanding unachieved savings target (£0.033m) in Architects Service; pressures on rates, cleaning and utilities budgets (£0.287m) on admin buildings and unachieved savings on the corporate landlord model (£0.519m).

Corporate Core and Finance- Forecast Overspend £0.207m

Table 5

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Corporate Core and Finance	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Corporate Core	3.568	3.414	(0.153)
Adult Learning	0.099	0.099	0.000
Corporate Core Finance	9.806	10.167	0.361
TOTAL	13.473	13.680	0.207

3.5 Corporate Core and Finance is forecasting an overspend of £0.207m which is an improvement on the previously reported position and is as a result of:-

- **Corporate People Services** – the £0.439m underspend is due to vacancies and a reduction on the corporate contribution to apprentices.
- **Legal Services** – the £0.257m overspend is due to reduced income relating to

Document Pack Page 17

COVID 19 and additional agency costs.

- **ICT** - the overspend of £0.084m relates to a one-off backdated contract charge on telephony and additional COVID costs.
- **Communications and Engagement** – the overspend of £0.046m is due to additional costs to support the communications team during Covid and to cover staff absences offset by vacancy.
- **Corporate Core Finance - Customer Support and Collections** – the £0.315m overspend is due to Reduction in summons income due to the closure of courts (£0.206m) and increased staffing costs (£0.100m) due to Covid activity and the cost of regrading.
- **Finance and Efficiency** – one off additional cost for sickness cover, training, capacity (£0.029m) and advertising costs for CFO role (£0.016m)

Business, Growth and Infrastructure – Forecast Overspend £0.380m

Table 6

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Business, Growth and Infrastructure Directorate	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
Ar	£m	£m	£m
Economic Regeneration & Capital Growth	1.811	2,294	0.483
Housing Needs & Options	1.586	1.484	(0.102)
TOTAL	3.397	3.777	0.380

3.6 The Business, Growth and Infrastructure Directorate is forecasting an overspend of £0.380m, an improvement of the previously reported position as a result of:

- **Economic Regeneration and Capital Growth** – the overspend of £0.483m which is resulting from an approved rent relief scheme to support businesses affected by COVID-19 and an increase in voids.
- **Housing Needs and Options** - the underspend of £0.102m is due to the vacant Head of Service post within Urban Renewal plus secondment arrangements.

Art Gallery and Museum – Forecast Overspend £0.022m

Table 7

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Art Gallery and Museum	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Art Gallery and Museum	0.697	0.719	0.022
TOTAL	0.697	0.719	0.022

3.7 The Art Gallery and Museum is forecast to overspend by £0.022m due to loss of income as a result of the service being closed and is an improvement on the previously reported position.

Housing General Fund –Forecast Overspend £0.563m

Table 8

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Housing General Fund	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Housing General Fund	0.553	1.116	0.563
TOTAL	0.553	1.116	0.563

- 3.8 The Housing General Fund is forecast to overspend by £0.563m due to assumed required contribution to the bad debt provision and the projected net Housing Subsidy position.

Non Service Specific–Forecast Underspend £10.400m

Table 9

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Non Service Specific	Approved Budget £m	Forecast Out Turn £m	Forecast (Under)/Over Spend £m
Accumulated Absences	1.120	1.120	0.000
Chief Executive's Office	0.377	0.377	0.000
Corporate Management	1.730	1.730	0.000
Cost of Borrowing	4.978	6.649	1.671
Grants/COVID-19	(0.597)	(16.287)	(15.690)
Disaster Expenses	0.011	0.011	0.000
Environment Agency	0.100	0.104	0.004
FRS17 Costs	(19.962)	(19.962)	0.000
GMWDA Levy	13.763	12.191	(1.572)
Manchester Airport	(5.635)	0.000	5.635
Ethical Lettings Agency	0.040	0.040	0.000
Passenger Transport Levy	13.456	13.010	(0.447)
Persona Dividend	(0.200)	(0.200)	0.000
Town of Culture	0.050	0.050	0.000
Provisions/Reserves	0.014	0.014	0.000
TOTAL	9.247	(1.153)	(10.400)

- 3.9 The Non Service Specific budget is forecasting an underspend of £10.400m due to:

- **Manchester airport** – loss of dividend (£5.635m) and loan interest repayment (£2.256m) due to the impact of COVID-19 on the travel industry;
- **Passenger Transport Levy** – levy is forecast to be lower than anticipated (-£0.447m);
- **Waste Levy**: A refund in the waste levy (-£1.572m)
- **Environment Agency** – slightly higher levy than expected (£0.004m);
- **Grants/COVID-19** – reflects the receipt of additional grant offset by expenditure within other departments and a budget imbalance relating to the New Homes Bonus (-£15.690m).

4 DELIVERY OF THE SAVINGS PLAN

- 4.1 Planned savings of £4.162m are included in the 2020/21 revenue budget. Of these £1.636m is considered delivered with the remaining £2.526m at risk. Work is currently underway with Directorates to establish whether savings can be delivered in the remainder of the year and, if not, whether any other compensating savings can be identified. A summary of the savings is set out in the table below.

Table 10

Assessment of Savings in the 2020/21 Budget			
Directorate	Description	Amount £m	Assessment
One Commissioning Organisation	Persona Contract	0.611	Amber
One Commissioning Organisation	Supporting People Review	0.177	Green

Document Pack Page 19

One Commissioning Organisation	Debt Recovery	0.100	Red
Children and Young People	School Improvement Service	0.330	Amber
Children and Young People	Early Help Model	0.102	Green
Children and Young People	Procurement review of Contracts	0.100	Green
Operations	Procurement Review of Contracts	0.085	Green
Operations	Corporate Landlord	0.585	Red
Operations	Architects Service Review	0.200	Red
Corporate	Contract Management	0.300	Amber
Corporate	Discretionary payments	0.350	Amber
One Commissioning Organisation	Provider Fees Review	1.107	Green
Operations	Re-Wilding Grass Verges	0.065	Green
Operations	Review of Highways Fees	0.050	Red
Total		4.162	

- 4.3 In recognition of the fact that some of the savings in the OCO are 'at risk' a re-evaluation has been carried out and alternative savings were approved by Cabinet in November 2020. Details are set out in the table below:

Table 11

Revised OCO Savings				
Description	Original Savings Target	Projected Savings Achievable	Agreed Alternative Savings	Shortfall on Savings
	£m	£m	£m	£m
Persona Contract	0.611	(0.458)		0.153
Supporting People	0.177	(0.250)		(0.073)
Debt Recovery	0.100	(0.000)		0.100
Provider Fees Review	1.107	(1.216)		(0.109)
Care Packages	0.844	(0.366)		0.478
Learning Disability/Mental Health	0.000	0.000	(0.200)	(0.200)
Carers	0.000	0.000	(0.069)	(0.069)
Advocacy	0.000	0.000	(0.004)	(0.004)
TOTAL	2.839	(2.290)	(0.273)	0.276

- 4.4 The overall risk of the efficiency savings is reduced to £2.203m for the 2020/21 financial year and the new savings have been reflected in the monitoring position.

5 RESERVES

- 5.1 The forecast position on reserves is set out at Appendix 2 and takes account of the planned contribution to reserves that were agreed as part of the 2020/21 budget and the release of funding from the collection fund that was also agreed. It is forecast that the Council will hold £75.312m in reserves of which £26.814m is general reserves. The offset of the DSG deficit of £25.544m leaves net reserves of £49.768m. Use of reserves is likely to be part of the Council's financial strategy in the short term to mitigate against some of the short-term financial impacts of Covid and an ever increasing focus on the reserves is needed to ensure they are as robust and as resilient as possible.

6 OTHER BUDGETS

Schools

- 6.1 The council's expenditure on schools is funded primarily by the Dedicated Schools Grant (DSG). The DSG is ringfenced and can only be spent on schools related activity as set out in the Schools Finance (England) Regulations 2019. The Schools Budget includes funding for a range of educational and support services provided on an authority wide basis as well as individual Schools Budget. The Schools Forum oversee the allocation of funding to schools and the application of the funding formula. The DSG has 4 main blocks:

Table 12

Block	2020/21 Budget
	£m
Schools	129.940
High Needs	33.209
Early Years	13.782
Central Support Services	0.774
TOTAL	177.705

- 6.2 Since the budget was set, schools and academies have also received further significant external funding of £25.004m, including new funding to support schools with the additional cost pressures arising from Covid. Details of the funding received are set out in the table below. Further information regarding funding received for Covid related purposes is set out in Appendix 1.

Table 13

Estimated External Income	
Grant	£m
Pupil Premium Grant	9.108
Universal Infant Free Schools Meals Grant	2.369
Primary PE and Sport	1.147
Year 7 Catch Up Grant	0.195
Teacher's pay Grant	1.473
Teacher's Pension Grant	4.909
Devolved Formula capital	0.742
Covid Exceptional Cost Reimbursement Scheme	2.366
Covid Catch-Up Premium	2.695
TOTAL	25.004

- 6.3 At the end of 2019/20 there was a deficit on the Dedicated Schools Grant (DSG) of £20.067m and this is forecast to increase to £25.544m by the end of the current financial year. This remains a significant financial risk to the Council as the deficit is currently offset by the Council's reserves. A statutory override to these arrangements has been proposed nationally however the legislative change needed has not been enacted and therefore the liability remains with the Council.
- 6.4 The main reason for the forecast increase in the deficit by the end of the financial year is due to:
- Inclusion Partnerships and SEMH Hubs (£0.360m)
 - Paediatric Disability (£0.150m)
 - SEND Preparation for Employment (£0.040m)
 - SEND EHCP top up funding to comply with statutory finance and SEND requirements, including increased volumes (£2.300m)
 - Increased capacity at Bury's special school provision (£1.600m)
- 6.5 The Council has been identified as one of the Local Authorities across the country with one of the highest DSG deficits and the Council is currently working with the DfE as part of the Safety Valve Project. To support the Council, some additional grant funding may be made available however the quantum and the conditions of any potential grant are not yet known. An introductory meeting between the DfE 'Safety Valve Funding team' and Bury took place on 17 December 2020. Key lines of enquiry were discussed and follow up meetings will take place

Document Pack Page 21

through to February 2021 at which stage an agreement on the DSG recovery will be reached. Updates on progress will be reported to Cabinet as part of the quarterly monitoring process.

Collection Fund

- 6.6 The increasing prominence of council tax and business rates in helping fund council services means that the collection fund is monitored on an ongoing basis. The Council is forecasting an in year deficit of £28.085m which is offset by a small surplus brought forward from 2019/20 of £0.255m bringing the overall forecast deficit to £27.830m. The council's share of the deficit is £27.317m and the Greater Manchester Combined Authority's share is £0.513m (for police and fire and rescue services). The tables below show the forecast outturn position for the collection fund and the share of balances of the forecast position.

Table 14

Forecast Position on the 2020/21 Collection Fund			
	Council Tax	Business Rates	Total
	£m	£m	£m
Balance Brought Forward	0.024	(0.279)	(0.255)
(Surplus)/Deficit for the year	1.577	26.508	28.085
Balance Carried Forward	1.601	26.228	27.830
Distributed:			
Bury Council	(1.351)	(25.966)	(27.317)
GMCA – Police and Crime Commissioner	(0.175)	0.000	(0.175)
GMCA – Fire and Rescue Service	(0.076)	(0.262)	(0.338)
Total 2020/21 Deficit	(1.601)	(26.228)	(27.830)

- 6.7 The deficit on the collection fund is Covid related as a result of government mandated reliefs for retail and nursery establishments for which the Council has received compensatory grants of £24.881m of which £0.249m relate to the fire and rescue service. New accounting treatment arrangements have been published which means that the remaining deficit of £2.949m (of which Bury's share is £2.436m) can be spread over the next 3 financial years. The allocation of the deficit is set out in the table below and will be reflected in the budget for future years.

Table 15

Allocation of the 2020/21 Deficit over 3 Financial Years			
	Council Tax	Business Rates	Total
	£m	£m	£m
Bury Council Deficit Share 2020/21	(1.351)	(25.966)	(27.317)
Less S31 Grants Received		24.632	24.632
Net Deficit 2020/21			(2.685)
Allocation of deficit over 3 years:			
2021/22 Allocation	0.465	0.260	0.725
2022/23 Allocation	0.443	0.537	0.980
2023/24 Allocation	0.443	0.537	0.980
Total Allocation over 3 years	1.351	1.334	2.685

- 6.8 The Greater Manchester Combined Authority area continues to pilot 100% business rates retention. The pilot was first implemented on 1 April 2017. The purpose of the pilot is to develop and trial approaches to manage risk and reward in a local government finance system that includes full devolution of business rates revenues. Whilst the pilot is in place, a no detriment policy is in operation under which the government guarantees that the level of business rates income/grant that a council receives can be no less than it would have been if it was not in the pilot area. The council has so far gained from being a member of pilot scheme.

7 BUSINESS GRANTS

- 7.1 In response to Covid, the government announced a grants scheme for small businesses within the retail, leisure and hospitality sectors. Funding allocations were made to Councils based on information from the valuation office. Bury received £42.920m of which up to 5% of the grants paid out would be available for a discretionary scheme.
- 7.2 The council was responsible for administering the scheme until it closed at the end of September. In total, £41.769m was paid out to 3,727 business across the borough. The detail of these grants was reported to Cabinet in November. Since then, the Government has announced several new grants (Local Restrictions Support Grant and the Additional Restrictions Grant). These grants are currently being issued on an ongoing basis and progress will be reported as part of future monitoring reports.

8 HOUSING REVENUE ACCOUNT

- 8.1 The Housing Revenue Account (HRA) is forecasting a surplus of £2.914m and further information is set out in the table below.

Table 16

2020/21 Forecast Revenue Out Turn Position – as at 31 Dec 2020			
Housing Revenue Account	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Income			
Dwelling Rents	(29.963)	(29.960)	0.003
Non-Dwelling Rents	(0.194)	(0.175)	0.019
Other Charges	(1.036)	(1.003)	0.033
Total Income	(31.193)	31.138	0.055
Expenditure			
Repairs and Maintenance	7.039	6.902	(0.137)
General Management	7.452	7.376	(0.076)
Special Services	1.366	1.380	0.014
Rents, Rates and Other Charges	0.060	0.059	(0.001)
Increase in Bad Debts Provision	0.484	0.455	(0.029)
Capital Charge	4.632	4.632	-
Depreciation	8.587	7.326	(1.261)
Debt Management Expenses	0.041	0.041	-
Contribution to/(from) reserves	(1.925)	1.925	-
Total Expenditure	27.736	26.246	(1.490)
Net Cost of Services	(3.457)	4.892	(1.435)
Interest receivable	(0.067)	(0.083)	(0.016)
Principal Repayments	0.192	0.192	-
Revenue Contributions to Capital	3.322	1.859	(1.463)
Sub Total	3.447	1.968	(1.479)
Operating (Surplus)/Deficit	(0.010)	(2.924)	(2.914)

- 8.2 The main reasons for the forecast surplus are:

- **Depreciation** – the calculation method was reviewed in 2019/20 resulting in a reduction in the charge for future years. As the depreciation charge is ultimately used to fund capital programme expenditure this reduction has been taken into account in the forecast Revenue Contributions to Capital (see note below).
- **Revenue contributions to capital** – the change shows the net effect of schemes brought forward from 2019/20 and anticipated slippage in the programme for the current year; it is forecast that £4.208m of resources will need to be released back from the HRA balances (Business Plan Headroom Reserve) in 2021/22 to complete the 2020/21

8.3 As well as looking at the in-year financial position, it is useful to consider some of the other aspects of performance regarding the Housing Revenue Account. These have all to some degree been affected by the operating restrictions and financial impacts resulting from the pandemic; this makes forecasting with any certainty very difficult.

- **Voids** The rent loss due to voids for April to December was on average 1.16% which is worse than the 1% void target level set in the original budget. If this performance continues, there will be a reduction in rental income of £0.049m over the original budget. Six Town Housing continue to review the voids processes and the various factors affecting demand.
- **Arrears** The rent arrears at the end of December totalled £2.229m, an increase of 7.4% since the end of March. Of the total arrears £0.927m relates to former tenants and £1.302m relates to current tenants. An estimated £0.982m of current tenant arrears are in cases where either the under-occupancy charge applies or the tenants are in receipt of Universal Credit rather than Housing Benefit; this is an increase of £0.105m from the start of the year reflecting the increase in the number of tenants claiming Universal Credit and the impact this can have on the arrears position with payments received for a number of weeks, in arrears and sometimes with delays.
- **Bad Debts** The Council is required to make a provision for potential bad debts. The contribution for the year is calculated with reference to the type of arrear, the amount outstanding on each individual case and the balance remaining in the provision following write off of debts.

The forecast increase in the required contribution to the Bad Debt Provision is based on an assessment of the arrears at the end of December and the potential change in arrears for the remainder of this financial year. This is very much an estimate based on current trends and expectations and is being closely monitored.

- **Right to Buy Sales** The forecast for 2020/21 was set at 60, this being an increase of 15 on the level of sales assumed for Bury in the Government's self-financing valuation. There have been 24 sales in the period April to December which is 14 less than at this point last year. The number of applications currently proceeding is higher than at this point last year (116 compared to 92); around half of the current applications are awaiting Right to Buy valuations before they can proceed. The valuation service, which was suspended at lockdown in March, has been resumed through an external provider. Given the current situation it is difficult to forecast how many applications will actually proceed to completion however it is felt unlikely that the sales will exceed 40 by the end of the financial year; the projections of rental income have been calculated on this basis.

9 CAPITAL PROGRAMME

9.1 The Council's capital programme is currently £53.232m and reflects the fact that Cabinet agreed, at its meeting in November, rephasing of £36.828m be carried forward into the next financial year and also approved the removal of two schemes following a review.

9.2 Full details on the Capital programme are set out in Appendix 3 and a summary of the key elements are as follows:

Carry Forward

9.3 Expenditure on the capital programme is £26.554m of which £13.403m relates to the strategic investments with the airport. Expenditure is lower than anticipated however this needs to be considered in the wider context of the Covid pandemic. Delivery of the capital programme has been significantly affected by the Covid pandemic and the closure of many services.

Document Pack Page 24

Additionally, resources that would have been delivering capital schemes and projects have been diverted to other areas as part of the Council's emergency response to the pandemic.

Projected Expenditure 2020/21

- 9.4 As it stands, £27.812m is forecast to be spent in the last quarter of the financial year and it is likely that some of this will need to be carried forward into 2021/22. This will be addressed as part of the year end closure process. The ongoing impact of the Covid pandemic the ability to forecast expenditure with any great certainty is reduced and therefore the situation will be kept under careful review.

Variances

- 9.5 The majority of the variances on the capital programme are due to delays in delivery as a result of Covid. For now, funds that need to be carried forward into the next financial year have been identified and more work will be undertaken to establish whether any of this will fall into future years. The outcome of this work is reflected in the draft capital programme for 2021/22 - 2022/23.

Financing

- 9.6 As well as approving the revised spending in the capital programme, the council must also ensure it has sufficient funds available to meet its capital payments in each financial year. Funding has been built into the Council's revenue budget and a full funding model is also being developed and will be reported on quarterly.

Review of the Programme

- 9.7 A full review of the capital programme has been underway to ensure that all schemes are being correctly recorded and recorded. This intensive piece of work, which is almost complete, has cleansed the programme and budgets now largely reflect the actual position. The work is being brought to a conclusion and there may be some more changes that emerge. The revised budget, subject to the approval of the re-phasing for Quarter 3, reflects the outcome of this work. This important piece of work will ensure greater transparency and accountability in the future. It has however meant that some budgets have been realigned and Cabinet is asked to approve an adjustment to the rephasing of £3.603m which when applied gives a revised capital programme of £56.835m.
- 9.8 The Council has previously approved a contribution towards the cost of accommodation changes for the Coroners service and the cost of the scheme was agreed to be shared with Rochdale Council. Payment of £0.367m is now due however the funding for the scheme has not been approved. Retrospective approval of the scheme is requested and that this be added to the 2020/21 capital programme giving a final programme of £57.201m.

Potential New Schemes

- 9.9 The Council has submitted a grant application for 'decarbonising the public estate'. This is part of a wider GM bid and, if successful, a total of £8.5m could be awarded. Tight grant conditions are likely to be part of the funding award including the need for contracts to be in place by the end of the current financial year. Arrangements are in place with GMCA procurement and also the Council's in-house procurement team to ensure that the necessary arrangements can be in place to meet the grant terms. Approval to add the scheme to the capital programme is however needed and it is recommended that approval be delegated to Executive Director of Operations and the Council's S151 Officer in consultation with the Cabinet Member for Environment and Climate Change and the Cabinet Member for Finance and Growth. Approval to award the required contracts will also be needed to progress the schemes in time to meet the deadlines in order to secure the grant funding. Delegated authority is requested to the Executive Director of Operations and the Council's S151 Officer in Consultation with the Cabinet Member for Environment and the Cabinet Member for Corporate Affairs and HR.

Risks

- 9.10 Storm Ciara has resulted in some residual damage caused by flooding, the extent of which has only become clear over recent months. Independent assessment of the damage has been carried out and it is anticipated that a total of £6.4m will be needed to carry out the work required. Given the significant financial cost the Council has sought assistance through the government's Bellwin scheme.
- 9.11 The Bellwin Scheme is a scheme made available to Local Authorities to provide emergency financial assistance to meet uninsured costs incurred with the aftermath of an emergency in their area. At the time of the storm, the scheme was not made available to the Council as it was not deemed to have reached the threshold. Following the submission of a claim, the Council has received a response from MHCLG stating that the council is not eligible for any support under the scheme. This is disappointing and further representations are being made. The costs of Storm Ciara are currently being managed within the Council's capital programme and, in the event of no support being provided from MHCLG, will need to be met from borrowing or from the Council's insurance provision. Updates will be provided throughout the year.

10 TREASURY MANAGEMENT MID-YEAR REVIEW

- 10.1 The Treasury Management mid-year review report was reported to Cabinet in November 2020. There are no performance issues and the Council is operating within its financial limits and boundaries as set out in the strategy.

11 FUTURE YEARS

- 11.1 The impact of COVID-19 is having a significant impact on the council's financial position and its ability to deliver capital schemes within the anticipated timescales. Grants from the government have helped managed the position in year but there is a longer-term impact of Covid that will need to be managed without any certainty of additional funding. This risk has been factored into the Council's medium term financial strategy. A continuing process of updating the MTFS will ensure that any new or increase in trends will be identified quickly so that remedial action can be taken.

Community impact / Contribution to the Bury 2030 Strategy

Delivery of the Bury 2030 strategy is dependent on resources being available. The delivery of the strategy may be impacted by changes in funding and spending.

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
There are significant risks in the financial position both in the current and future financial years. Financial sustainability is critical and the report sets out areas of concern that need to be addressed.	Regular monitoring and reporting ensures that any changes in the financial position are quickly identified and action can be taken to manage the overall position.
Delays in delivering projects within the capital programme provide an opportunity to review projects and align to the changing position that has arisen due to Covid and to ensure that projects align to the Bury 2030 strategy.	The longer term medium financial strategy takes accounts of any in-year changes in funding and demand and ensures the Council has a longer term view for future years.

Consultation:

There are no consultation requirements arising from this report.

Legal Implications:

Local authorities must make proper arrangement for the administration of their financial affairs and produce a balanced, robust budget for forthcoming years. This should be consistent with the Council's work plans and strategies and any identified budget gap. This report sets out the current anticipated position and the impact in terms of revenue and capital, in particular of the impact of Covid 19. This will assist Cabinet in formulating proposals to submit to Council in 2021, for the Council budget and council tax calculations for 2021/22.

Financial Implications:

The financial implications are set out in the report. The continuation of the Covid pandemic has impacted significantly on both the revenue and capital budgets across the whole of the Council and needs to be carefully monitored. The in-year position will be reflected in an updated medium term financial strategy and will inform the budget setting process for the 2021/22 financial year.

Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

Background papers:

The Council's Financial Position as at June 2020

The Council's Financial Position as at 30 September 2020

Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 – 2024/25

Capital Strategy and Capital Programme 2021 – 2022/23

Treasury Management Strategy and Prudential Indicators 2020/21

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	Detail
Business Rates Grants	42.920	Grant payments of £10k and £25k to eligible business and funding for a discretionary scheme.	The scheme is now closed.
Local Restrictions Support Grant Closed (Addendum & Sector)	7.532	Funding to support businesses legally required to close during a national lockdown and those legally closed since March (e.g. nightclubs)	New Allocation received January 2021
Local Restrictions Support Grant (Closed)	0.376	Funding to support businesses in Tier 3 and 4 areas legally required to close	
Local Restrictions Support Grant (Open)	1.618	Funding to support businesses that remain open but who are severely impacted by the restrictions	
Christmas Support Payment – Wet-pubs	0.083	Funding to support wet-led pubs where tier 3 restrictions imposed	
National Lockdown Top-Up Grant Jan-Feb 2021	9.036	One-off top-up grant for retail, hospitality and leisure businesses closed in national lockdown Jan-Feb 2021	
Additional Restrictions Grant (ARG)	5.738	One-off funding of approx. £20/head of population for business support activities, primarily in the form of discretionary grants during restrictions in November and January	Top Up received January 2021.
New Burdens (Revenues and benefits) for the administration of the business rates grants.	0.170	New costs to support the administration of grants to businesses and increase in welfare and benefit claimants.	Decision made and funding used to increase capacity in the revenues and benefits team.
New Burdens – Administration of Retail, Leisure and Hospitality Grants	0.076	New costs to support the administration of grants to businesses and increase in welfare and benefit claimants.	Top Up Received January 2021
Sub Total	67.549		

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	Detail
Sales Fees & Charges compensation scheme 1 st round	1.912	No additional costs. This grant is un-ringfenced and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
Sub Total	1.912		
COVID-19 Tranche 2	5.253	No additional costs. This grant is un-ringfenced and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
COVID-19 Tranche 1	5.364	No additional costs. This grant was received in 2019/20 and is un-ringfenced and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
COVID-19 Tranche 3	1.699	No additional costs. This grant is un-ringfenced and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
COVID-19 Tranche 4	3.324	No additional costs. This grant is un-ringfenced and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
Sub Total	15.640		
Hardship Relief Fund	1.880	Criteria on how this should be allocated was provided by government. Majority to be used to fund £150 credit on council tax bills to working age residents eligible for local council tax support scheme. Remainder allocated to hardship and welfare schemes.	Currently held within the Collection Fund as most of the costs will be incurred within the fund.
DEFRA Food and Essentials Hardship Grant	0.229	Allocated to wider food offer to support vulnerable people and FSM provision at October half term, and to support those suffering from hardship as a result of self-isolation. Working with Bury Community Support Network to identify vulnerable group and to target support.	

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	Detail
Self-Isolation Grant	0.171	Grant payments to eligible claimants who are self-isolating	Government Criteria
Self Isolation Grant Top Up	0.124	To Up Grant	Received January 2021
Next Steps Accommodation Programme	0.081		
COVID Winter Grant scheme	0.619	To support families/vulnerable households particularly with food, energy and water bills to the end of March. Is being utilised to fund free school meals since Christmas holidays and for the remainder of the financial year.	
Sub Total	3.104		
Re-Opening High Streets	0.169	New costs will be incurred. Monitoring assumes that the grant will be offset fully by new additional costs.	This grant will be paid in arrears on qualifying expenditure.
Sub Total	0.169		
Infection Control Tranche 1	2.396	New Costs will be incurred. Monitoring assumes that the grant will be offset fully by new additional costs.	All of the grant received has been allocated to care home and other organisations as specified in the grant criteria.
Infection Control Tranche 2	1.934	New Costs will be incurred. Monitoring assumes that the grant will be offset fully by new additional costs.	All of the grant received has been allocated to care home and other organisations as specified in the grant criteria.
Sub Total	4.330		
Test and Trace	1.084	New Costs. Monitoring assumes that the grant will be offset fully by new additional costs.	Additional costs will be reflected within the OCO department
Test and Trace Enhanced Support	0.150	Monitoring assumes that new costs will be incurred. Focus on communications and approval for additional support obtained.	Report approved.
COVID Marshall Funding	0.104	Monitoring assumes that new costs will be incurred.	Report approved via Emergency Powers Group.

Analysis of Grants Received 2020/21 as a result of COVID -19

Description	Amount (£m)	Additional Costs	Detail
Test, Track & Contain grant	1.528	Allocation of resource has been submitted to MHCLG.	Additional costs will be reflected within the OCO department
Clinically Extremely Vulnerable (CEV) funding	0.142	Monitoring assumes that the grant will be offset fully by new additional costs.	Additional costs will be reflected within the OCO department
Contain Outbreak Management Fund	0.767	Monitoring assumes that the grant will be offset fully by new additional costs.	Funding received for January 2021
Contain and Outbreak Management	0.767	Monitoring assumes that the grant will be offset fully by new additional costs	Funding received for February 2021
Sub Total	4.542		
Wellbeing for Education Grant	0.030	Allocated to Schools	Non-ringfenced grant to better equip education settings to support wellbeing and psychological recovery as they return to full time education.
Covid catch-Up Premium	2.367	Allocated to Schools	Additional funding to help children catch up on lost learning and reach expected curriculum levels during the 2020/21 academic year. It should be noted that £0.875m of the funding was received by the council to be passported to academies. Funding will be received in 3 tranches (Autumn, Spring and Summer terms).
Covid Exceptional Cost Re-Imbursement Scheme	2.645	Allocated to Schools	Reimbursement scheme to allow schools to reclaim any exceptional costs incurred during lockdown from March – July 2020 in relation to premises, cleaning and free school meals plus other costs that are subject to DfE scrutiny and validation. Of the funding allocated £0.660m is for academies.
Sub Total	5.312		
TOTAL	102.558		

The Council is also assuming £5m grant funding made available to CCGs to cover health related costs. Further grant to offset the loss on sales, fees and charges income is anticipated although the value of the grant is not known.

Forecast Position on Reserves at 31 March 2021				
	Balance as at 1 April 2020	Planned use of Reserves	In Year Underspend (including future known grants)	Forecast Balance as at 31 March 2021
	£M	£M	£M	
General Reserves	6.989	19.772	0.053	26.814
Directorate Risk Reserves	0.992	(0.250)		0.742
Volatility and Fiscal Risk	34.174	(4.000)		30.174
Total Management of Risk Reserves	42.155	15.522	0.053	57.730
Corporate Priorities	7.794	3.800		11.594
External Funding/Grants	20.794	(14.806)		5.988
Total Earmarked Reserves	28.588	(11.006)	0.000	17.582
TOTAL COUNCIL RESERVES	70.743	4.516	0.053	75.312
School Reserves				
DSG Central Reserve	(20.067)	(5.477)		(25.544)
TOTAL SCHOOL RESERVES	(20.067)	(5.447)	0.000	(25.544)
TOTAL NET RESERVES	50.676	(0.961)	0.053	49.768

Capital Monitoring 2020/21 – as at 31 December 2020							
	Revised Budget 2020/21 (After Adjustments)	Approved Rephasing from Mth 6	Proposed additional Rephasing at Mth 9	Revised Budget at month 9	Actual Expenditure	Forecast Outturn	Forecast (Under)/Over Spend
	£m	£m	m	£m	£m	£m	
Radcliffe Regeneration							
Radcliffe Town Centre	0.000	(0.100)	0.100	0.000	0.000	0.000	0.000
Radcliffe Market Chambers	0.100	(0.100)	0.010	0.010	0.000	0.010	0.000
Radcliffe Library Refurbishment	(0.020)	0.012	(0.012)	(0.020)	(0.005)	0.000	0.020
Radcliffe Regeneration	0.300	(0.037)	(0.063)	0.200	0.000	0.200	0.000
Radcliffe Regeneration Action Plan	0.231	(0.232)	0.117	0.116	0.000	0.116	0.000
Radcliffe Hub Pre-Development	0.729	0.000	(0.729)	0.000	(0.001)	0.000	0.000
Radcliffe Leisure – Design etc	0.250	0.000	(0.250)	0.000	0.000	0.000	0.000
Radcliffe Programme Management	0.200	0.000	(0.200)	0.000	0.000	0.000	0.000
Sub Total Radcliffe Regeneration	1.790	(0.457)	(1.027)	0.306	(0.006)	0.326	0.020
Prestwich Regeneration							
Public Services Hub	0.075	(0.050)	(0.025)	0.000	0.000	0.000	0.000
Strategic Acquisition	0.300	(0.300)	0.300	0.300	0.000	0.300	0.000
Prestwich Urban Village	0.200	0.292	(0.292)	0.200	(0.008)	0.200	0.000
Prestwich Regeneration	1.200	0.000	0.000	1.200	0.000	1.200	0.000
Sub Total Prestwich Regeneration	1.775	(0.058)	(0.017)	1.700	(0.008)	1.700	0.000
Ramsbottom Regeneration							
Ramsbottom Town Plan	0.180	(0.200)	0.020	0.000	0.000	0.000	0.000
Upper Floor Development	0.200	(0.200)	0.200	0.200	0.000	0.000	(0.200)
Ramsbottom Market Chambers	0.120	0.000	(0.120)	0.000	0.000	0.000	0.000
Sub Total Ramsbottom Regeneration	0.500	(0.400)	0.100	0.200	0.000	0.000	(0.200)
Bury Regeneration							
Bury Market	0.050	(0.050)	0.020	0.020	0.000	0.020	0.000
Bury Business centre	0.050	(0.050)	0.000	0.000	0.000	0.000	0.000
Elizabethan Suite Update	0.080	(0.080)	0.080	0.080	0.000	0.000	(0.080)
Bury Civic Centre – Phase 1	1.385	(1.801)	1.801	1.385	0.000	0.000	(1.385)
Sub Total Bury Regeneration	1.565	(1.981)	1.901	1.485	0.000	0.020	(1.465)

Capital Monitoring 2020/21 – as at 31 December 2020							
	Revised Budget 2020/21	Approved Rephasing from Mth 6	Proposed additional Rephasing at Mth 9	Revised Budget at month 9	Actual Expenditure	Forecast Outturn	Forecast (Under)/Over Spend
	£m	£m	m	£m	£m	£m £m	
Commercial Sites Regeneration							
Commercial Sites Regeneration	0.300	(0.200)	(0.100)	0.000	0.000	0.000	0.000
Chamber Hall Phase 2	0.100	0.000	(0.100)	0.000	0.000	0.000	0.000
Sub Total Commercial Sites Regeneration	0.400	(0.200)	(0.200)	0.000	0.000	0.000	0.000
Refurbishment of Bury Market							
Refurbishment of Bury Market	0.206	(0.686)	0.686	0.206	0.096	0.206	0.000
Sub Total Refurbishment of Bury Market	0.206	(0.686)	0.686	0.206	0.096	0.206	0.000
TOTAL - Regeneration	6.236	(3.782)	1.443	3.897	0.082	2.252	(1.645)
Place Shaping / Growth							
Prestwich	0.000	(0.249)	0.249	0.000	0.000	0.002	0.002
Radcliffe	0.120	(0.420)	0.343	0.043	0.047	0.043	0.000
Whitefield	0.100	(0.099)	0.028	0.029	0.001	0.029	0.000
Place shaping / Growth programme	0.235	(2.715)	2.715	0.235	0.000	0.235	0.000
Other Development Schemes	1.243	0.313	(1.063)	0.493	0.643	0.316	(0.177)
TOTAL - Place Shaping / Growth	1.698	(3.170)	2.272	0.800	0.691	0.625	(0.175)
Sport And Leisure							
Parks and Green Space Strategy	0.439	(0.361)	0.361	0.439	0.029	0.501	0.062
Play Area Strategy	0.250	0.001	(0.047)	0.204	0.000	0.200	(0.004)
Outdoor Gyms	0.120	(0.120)	0.120	0.120	0.000	0.120	0.000
Access, Infrastructure and Quality – Parks	0.300	(0.080)	0.080	0.300	0.032	0.187	(0.113)
Grass Pitch Vert Draining	0.010	(0.010)	0.010	0.010	0.000	0.010	0.000
Leisure Gym Equipment Upgrade	0.500	0.000	0.000	0.500	0.000	0.500	0.000
Bury Athletics Track	0.100	(0.094)	0.094	0.100	0.000	0.035	(0.065)
Flood Repair – 3 G Pitch	0.366	(0.564)	0.564	0.366	0.319	0.048	(0.318)
3G Pitch – Bury Radcliffe	0.400	(0.210)	(0.190)	0.000	0.000	0.000	0.000
3G Pitch at Goshen	0.669	(0.669)	0.669	0.669	0.000	0.000	(0.669)

Capital Monitoring 2020/21 – as at 31 December 2020							
	Revised Budget 2020/21	Approved Rephasing from Mth 6	Proposed additional Rephasing at Mth 9	Revised Budget at month 9	Actual Expenditure	Forecast Outturn	Forecast (Under)/Over Spend
	£m	£m	m	£m	£m	£m £m	
Sustainable Tennis Strategy	0.246	0.046	(0.246)	0.046	0.000	0.200	0.154
Match Fund Football Grants	0.150	(0.150)	0.000	0.000	0.000	0.000	0.000
Non-Turf Cricket Pitch	0.000	(0.072)	0.072	0.000	0.000	0.000	0.000
Flood Repair and Defence	0.386	(0.173)	0.172	0.385	0.751	0.012	(0.373)
Environmental Works	0.044	(0.035)	0.035	0.044	0.008	0.045	0.001
Parks	0.188	(0.005)	(0.094)	0.089	0.003	0.141	0.052
TOTAL - Sport And Leisure	4.168	(2.496)	1.600	3.272	1.142	1.999	(1.273)
Operational Fleet							
Vehicle Replacement Strategy	6.760	(2.760)	(1.500)	2.500	0.027	2.500	0.000
Grounds Maintenance Equipment	0.240	(0.170)	0.000	0.070	0.026	0.120	0.050
TOTAL - Operational Fleet	7.000	(2.930)	(1.500)	2.570	0.053	2.620	0.050
ICT							
ICT Projects	5.884	(3.784)	0.000	2.100	1.382	2.194	0.094
Improving Information Management	0.057	(0.057)	0.000	0.000	0.000	0.000	0.000
GM Full Fibre Project	0.469	(0.001)	0.001	0.469	0.639	0.469	0.000
TOTAL - ICT	6.410	(3.842)	0.001	2.569	2.021	2.663	0.094
Highways							
Highways Investment Strategy – Tranche 2	4.000	0.000	(4.000)	0.000	0.000	0.000	0.000
Cycling and Walking Routes – Mayors Challenge	3.035	(3.067)	3.042	3.010	0.060	0.010	(3.000)
Growth Deal	0.711	(0.711)	0.711	0.711	0.000	0.711	0.000
Mobile Speed Signs	0.035	0.000	0.000	0.035	0.000	0.000	(0.035)
Full Fibre Infrastructure	0.520	(0.520)	0.520	0.520	0.000	0.520	0.000
Weather Station and Road Surface Temperature Sensors	0.060	0.030	(0.060)	0.030	0.022	0.030	0.000
Street Lighting	1.288	(0.473)	0.445	1.260	0.497	1.260	0.000
Traffic Calming and improvement	0.239	(0.559)	0.439	0.119	0.145	0.119	0.000

Capital Monitoring 2020/21 – as at 31 December 2020							
	Revised Budget 2020/21	Approved Rephasing from Mth 6	Proposed additional Rephasing at Mth 9	Revised Budget at month 9	Actual Expenditure	Forecast Outturn	Forecast (Under)/Over Spend
	£m	£m	m	£m	£m	£m £m	
Traffic Management Schemes	0.127	(0.087)	0.087	0.127	0.000	0.127	0.000
Public Rights of Way	0.058	(0.053)	0.053	0.058	0.000	0.058	0.000
Highways Planned Maintenance	2.689	0.000	(2.479)	0.210	1.936	2.716	2.506
Pothole Fund	2.679	(0.367)	(0.321)	1.991	0.000	2.107	0.116
Bridges	0.072	0.002	(0.024)	0.050	0.089	0.050	0.000
TOTAL - Highways	15.513	(5.805)	(1.587)	8.121	2.749	7.708	(0.413)
Children and Young People							
NDS Modernisation Including New Pupil Places	10.596	(6.960)	(0.606)	3.030	2.319	3.034	0.004
Devolved Formula Capital	1.239	(0.537)	(0.398)	0.304	0.313	0.315	0.011
Targeted Capital Funding	(0.130)	(0.001)	0.131	0.000	(0.106)	0.000	0.000
Special Provision Grant	0.513	(0.022)	(0.195)	0.296	0.295	0.297	0.001
TOTAL - Children and Young People	12.218	(7.520)	(1.068)	3.630	2.821	3.646	0.016
Estate Management – Investment Estate:							
Demolition of Former Fire Station – Bury	0.340	(0.300)	0.300	0.340	0.209	0.340	0.000
177 & 179 The Rock	0.005	(0.005)	0.000	0.000	0.000	0.005	0.005
Portland and Chesham industrial Estate	0.010	(0.010)	0.000	0.000	0.000	0.010	0.010
Former Prezzo, Lytham	0.055	(0.055)	0.000	0.000	0.000	0.055	0.055
Black Manor Street	0.050	(0.050)	0.000	0.000	0.000	0.050	0.050
Tile Street	0.050	(0.050)	0.000	0.000	0.000	0.050	0.050
St Mary's Place	0.030	(0.030)	0.000	0.000	0.000	0.030	0.030
TOTAL - Estate Management – Investment Estate:	0.540	(0.500)	0.300	0.340	0.209	0.540	0.200
Estate Management - Corporate Landlord:							
Fernhill Gypsy and Traveller Site	0.720	(0.360)	0.000	0.360	0.000	0.360	0.000
Bradley Fold Welfare Facilities	0.650	0.005	(0.405)	0.250	0.006	0.840	0.590
Leisure Health and Safety Improvements	0.369	(0.246)	0.246	0.369	0.028	0.517	0.148

Capital Monitoring 2020/21 – as at 31 December 2020							
	Revised Budget 2020/21	Approved Rephasing from Mth 6	Proposed additional Rephasing at Mth 9	Revised Budget at month 9	Actual Expenditure	Forecast Outturn	Forecast (Under)/Over Spend
	£m	£m	m	£m	£m	£m £m	
LED Lighting Installation	0.236	0.040	(0.040)	0.236	0.006	0.234	(0.002)
Seedfield – Health and Safety	0.050	(0.025)	0.000	0.025	0.000	0.025	0.000
Bury Cemetery Upgrade of Welfare Facilities	0.050	(0.015)	(0.025)	0.010	0.002	0.035	0.025
Hoyles park Pavilion Demolition and Clarence Park Skateboard Park removal	0.050	(0.040)	(0.010)	0.000	0.007	0.033	0.033
TOTAL - Estate Management - Corporate Landlord:	2.125	(0.641)	(0.234)	1.250	0.049	2.044	0.794
Communities and Wellbeing							
Older People	0.384	(0.305)	0.000	0.079	0.082	0.001	(0.078)
Disabled Facilities Grant	1.452	(1.274)	1.274	1.452	0.307	1.452	0.000
Neighbourhood Working	0.242	(0.228)	0.228	0.242	0.024	0.242	0.000
Planning – Other Schemes	0.077	(0.065)	0.065	0.077	0.000	0.012	(0.065)
Other Development Schemes	0.027	(0.027)	0.000	0.000	0.000	0.000	0.000
Environmental Works	0.067	(0.067)	0.067	0.067	0.000	0.067	0.000
TOTAL - Communities and Wellbeing	2.249	(1.966)	1.634	1.917	0.413	1.774	(0.143)
Housing							
Electric Vehicle Trials	0.000	(0.075)	0.075	0.000	0.000	0.000	0.000
Housing – HRA	12.686	(3.094)	0.000	9.592	1.734	9.422	(0.170)
HRA – Disabled Facilities Adaptations	0.716	(0.107)	0.000	0.609	0.233	0.609	0.000
Empty Property Strategy	0.273	(0.273)	0.273	0.273	0.001	0.000	(0.273)
Next Steps Accommodation Programme	0.000	0.000	0.000	0.000	0.044	0.000	0.000
Housing Development	1.000	0.100	(0.100)	1.000	0.895	0.999	(0.001)
TOTAL - Housing	14.675	(3.449)	0.248	11.474	2.907	11.030	(0.444)
Climate Change							
Community Climate Capital Fund	0.187	(0.593)	0.593	0.187	0.000	0.194	0.007
Climate Change Resilience Fund	0.200	(0.140)	0.000	0.060	0.000	0.260	0.200

Capital Monitoring 2020/21 – as at 31 December 2020							
	Revised Budget 2020/21	Approved Rephasing from Mth 6	Proposed additional Rephasing at Mth 9	Proposed Revised Budget at month 9	Actual Expenditure	Forecast Outturn	Forecast (Under)/Over Spend
	£m	£m	m	£m	£m	£m £m	
Electric Charging Points	0.040	(0.040)	0.000	0.000	0.000	0.040	0.040
Glysophate Alternative Equipment	0.050	0.000	0.000	0.050	0.000	0.100	0.050
Waste Management	0.014	0.055	(0.055)	0.014	0.014	0.083	0.069
Fly-Tipping	0.060	(0.008)	(0.044)	0.008	0.000	0.112	0.104
TOTAL - Climate Change	0.551	(0.726)	0.494	0.319	0.014	0.789	0.470
Total (Capital)	73.383	(36.827)	3.603	40.159	13.151	37.690	(2.469)
Strategic Airport Investment	3.726	0.000	0.000	3.726	3.726	3.726	0.000
Strategic Airport Investment	12.950	0.000	0.000	12.950	9.677	12.950	0.000
Total – Strategic Investment	16.676	0.000	0.000	16.676	13.403	16.676	0.000
Grand Total	90.059	(36.827)	3.603	56.835	26.554	54.366	(2.469)

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Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	23 February 2021
Title of report:	Local Council Tax Support Scheme 2021/22
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

- 1.1 Each year local authorities are required to formally approve their Council Tax Support Scheme. The scheme must be approved by Full Council and must be considered as part of the budget setting process. As part of the process, local authorities are required to consider whether to revise their existing scheme or replace it with a new one.
- 1.2 The report outlines the background, current scheme, context of overall Welfare Reform and recommendations for delivering a local scheme of Council Tax Support with effect from April 2021.

Recommendation(s)

That Cabinet approves the following recommendations for onward approval by Full Council:

- **the scheme continues in its current form for the year 2021/22;**
- **the current disregard of all War Widow's/Widower's Pension or War Disablement Pension is continued;**
- **the performance of the scheme continues to be closely monitored and will be reviewed and amended as appropriate on an annual basis.**

Key considerations

2 BACKGROUND

- 2.1 The current local scheme was introduced in Bury from April 2013. Prior to this, a national 'Council Tax Benefit' scheme was in place: Council Tax Benefit paid the full liability for Council Tax for the poorest claimants. Local authorities were, to all intents and purposes, fully funded by the Department of Work and Pensions for their Council Tax Benefit expenditure: Local Authorities therefore did not carry the risk of changing caseloads or changes in the level of deprivation.
- 2.2 The abolition of Council Tax Benefit and introduction of local schemes included the provision that the grant payable to Councils was set at 90% of the estimated spend on Council Tax Benefit in 2012/13. This meant that Councils had to address a 10% cut in the funding they received. Furthermore, the level of support was fixed, initially for 7 years, but has continued unchanged meaning that Councils had to bear the cost of increases in Council Tax and the risk of any increases in claimant numbers.
- 2.3 Before agreeing a scheme the Council had a duty to consult with major precepting authorities and such persons it considers to have an interest in the scheme.
- 2.4 The key issues the Council continues to face as a result of the introduction of local schemes are:
 - The funding provided for the new provision was cut by 10% in 2013;
 - Funding levels remained static between 2013 and 2021;
 - The Government stipulated that the elderly were to be protected from any changes. This provision remains and means that as around 34% of Bury's benefit caseload are classed as elderly and therefore the impact of the funding reduction has a greater impact on the working age claimants within the borough;
 - The risk of changing caseloads was transferred to local authorities i.e. funding had to be determined in advance, not based on actual spend.

3 LOCALISED COUNCIL TAX SUPPORT

- 3.1 The scheme which was established in Bury in 2013, following consultation, reflected the Council's priority in considering the needs of vulnerable people and aimed to mitigate the detrimental impact of increased Council Tax and any reduction in Council Tax Support they would be entitled to.
- 3.2 The 2013 scheme successfully delivered on the above objectives whilst remaining within the available funding limits. However due to increases in Council Tax during the preceding years by 2017 the fixed budget was no longer capable of covering the schemes costs. In 2017 the scheme was amended so that the maximum amount that any Working age claim could receive was 80% of the liable Council Tax charge.

4 COUNCIL TAX SUPPORT SCHEME 2021/2022

4.1 The Council is required to review and amend its scheme annually.

4.2 In doing this it is necessary to consider a variety of factors:

- Performance of the scheme
- The level, and adequacy, of Government funding for 2021/22
- The Council's overall financial position
- Options for changing the scheme if required
- The outcome of previous consultation

Performance of the Scheme

4.3 The operation of the scheme appears to be meeting its objectives during the financial year 2020/21. As a result of the Covid 19 pandemic the case load had increased by 8% at its highest point in July and has now stabilised at 7% based on the December 2020 position.

4.4 At the same time, the Council is seeing an increase in the number of claimants who are in arrears on the amounts of Council Tax that they owe. Working practices have been amended to try and minimise the number of these accounts that proceed to recovery through the courts and beyond, however, year on year debts and the impact of Covid mean that a wide review of the Council's debt recovery processes is needed. This is currently underway and is also being considered in the context of the anti-poverty agenda and support for residents in need of assistance.

The level and adequacy of Government Funding for 2021/22

4.5 Due to Covid-19, Council Tax Support expenditure has increased by £1,267,873 and this has been, in part, offset by additional hardship funds that were provided by the government to all billing authorities at the outset of the pandemic. A continuation in demand at these levels would result in a cost pressure of c£1.35m in 2021/22 although it is anticipated that demand will continue to grow the longer the economic shutdown continues and once national wage support schemes, i.e. furlough, come to an end. Therefore additional costs are likely to be higher in the next financial year and the financial risk will need to be managed during the year.

4.6 In recognition of the increased costs of providing local council tax support the Government is making available a new 'Local Council Tax Income Support Grant' in 2020/21. A total of £2.080m has been received. This funding will be utilised to manage the financial impact in 2021/22 of increased demand.

The Council's Overall Financial Position

4.7 The Council, like most Authorities, is experiencing significant financial pressures due to funding reductions in previous years further impacted by the Covid pandemic. The Council is currently considering a range of options to reduce costs in future years in order to address a significant financial gap and proposals will be considered by Full Council in February 2021. Therefore the opportunity to provide additional funding is limited and would create a cost pressure that would need to be managed elsewhere within the Council's budget.

The Outcome of Previous Consultation

- 4.8 Any change in the Council Tax Support Scheme requires prior consultation with the major preceptor, the GMCA with regard to the Mayoral Police and Crime Commissioner precept and the Mayoral General Precept including Fire Services). There is also a requirement to carry out public consultation.
- 4.9 Given the financial position and the impact of Covid, no changes to the current scheme are proposed. There is therefore no requirement for formal consultation.

5 EXISTING ARRANGEMENTS WITHIN THE SCHEME

- 5.1 There are a number of existing arrangements within the scheme that require some consideration, one of which is for audit purposes to ensure there is continued visibility of some of the provisions within the current scheme:

War Widow's/Widower's Pension or War Disablement Pension

- 5.2 When deciding claims for Housing Benefit/Council Tax Support, the Social Security Administration Act 1992 section 134(8)(b) and 139(6)(b) provides Local Authorities with the discretion to increase the amount of war pension it disregards. Local Authorities can introduce a local scheme to disregard some or all of any War Widow's/Widower's Pension or War Disablement Pension remaining after the mandatory disregards have been applied. Bury currently applies a full disregard and have been doing so for a number of years. The auditors have asked that a reminder of this arrangement is set out in the report to members when considering the 2021/22 scheme as this is now a requirement of the annual audit certification process.

Council Tax Special Constable Discount Scheme

- 5.2 As part of the 2020/21 budget setting process it was agreed that a discount of 25% would be given against the Council Tax liability of any Special Constables living within the borough. The discount has been available from the 1st April 2020. The scheme has been updated to reflect the following criteria and the detail is set out in this report for completeness: To be eligible, a person must be:
- responsible for the Council Tax at an address within the borough (this includes jointly liable)
 - carrying out the duties of Special Constable for a Police force (evidence will be required)
- 5.3 The discount will be payable for the period that both criteria are satisfied. The discount is awarded by way of a credit on the Council Tax account for the property.

6 Discretionary Council Tax fund

- 6.1 A Discretionary Council Tax fund has been available for residents who may be experiencing significant hardship often as a result of multiple changes to the welfare system or complex circumstances, and a continuation of this fund is recommended at current levels. It should be noted that this fund has been supplemented during 2020/21 in response to the Covid pandemic and to reflect the changing welfare requirements and demands that are emerging. Monitoring arrangements are in place to review the fund position.

7 CONCLUSIONS AND RECOMMENDATIONS

7.2 It is recommended that:

- the scheme continues in its current form for the year 2021/22;
- the current disregard of all War Widow's/Widower's Pension or War Disablement Pension is continued;
- the performance of the scheme continues to be closely monitored and will be reviewed and amended as appropriate on an annual basis.

Community impact / Contribution to the Bury 2030 Strategy

Delivery of the Bury 2030 strategy is dependent on resources being available. The delivery of the strategy may be impacted by changes in funding and spending.

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The Covid pandemic has increased the number of eligible claimants for the scheme and there is a risk that funding may not be sufficient to cover all of the increased costs.	No changes to the scheme are proposed and the utilisation of the fund to support increased costs enables the council to maintain support at current levels.
The number of claimants requiring welfare support or who are unable to pay the remainder of the council tax bill is increasing as a result of Covid and this will increase pressure on the council in terms of costs and also other type of support and resources.	Regular monitoring is in place to review increase in demand and to consider further options for providing welfare and hardship support.

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Consultation:

Legal Implications:

The legal implications are set out in the report.

Financial Implications:

The financial implications are set out in the report. The costs of the scheme are already being met from within existing resources. Careful monitoring will continue throughout the year to assess any changes and any impact on the financial position.

Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

Background papers:

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning



Meeting:	Cabinet
Meeting date:	23 February 2021
Title of report:	The Housing Revenue Account 2021/22
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

- 1.1 The report forms part of a suite of documents relating to the Council's budget setting process for 2021/22 and sets out the proposed Housing Revenue Account for 2021/22 and proposals for Dwelling and Garage rents, Sheltered Support, Management, Amenities and Heating charges, Furnished Tenancy charges and Fernhill Caravan site tenancy charges.

Recommendation(s)

That Cabinet:

- increase the Rents for all HRA social rent formula and affordable rent dwellings by 1.5% from the first rent week in April;
- increase Garage rents by 1.5% from the first rent week in April;
- increase Sheltered Management and Amenity Charges by 1.5% from the first rent week in April;
- approve that Sheltered support and heating charges remain unchanged from the first rent week in April;

- **approve that Furnished Tenancy charges remain unchanged from the first rent week in April;**
- **increase pitch fees at the Fernhill Caravan Site by 1.5% from the first rent week in April.**

Key considerations

Background

- 1.1 The Housing Revenue Account (HRA) is primarily a 'landlord account', recording revenue expenditure and income relating to the authority's own housing stock.
- 1.2 The HRA is a ring-fenced account i.e. the authority does not have any general discretion to transfer sums out of the HRA, or to support the HRA with contributions from the General Fund, (there are certain circumstances where transfers are permitted or prescribed but these are exceptions).
- 1.3 From April 2012 the government introduced a self-financing funding system whereby the HRA now retains its rental income locally and uses this to provide for management, maintenance and major works to the housing stock.
- 1.4 In April 2005 Six Town Housing was established as an Arm's Length Management Organisation (ALMO) to manage and maintain the authority's housing stock and related assets. A new Management Agreement was signed between Six Town Housing and Bury Council on 1st April 2020; this details the responsibilities that are delegated to the ALMO.
- 1.5 Bury Council agrees the level of Management Fee payable from the Housing Revenue Account to Six Town Housing for the provision of the delegated responsibilities; the fee being paid for 2020/21 is £13,058,600.
- 1.6 For 2021/22 the HRA is expected to have an average stock of 7,729 social rent formula dwellings. Given the current level of activity, and the build-up of applications due to Right To Buy valuations being suspended for a number of months during the pandemic, the HRA estimates have been prepared on the basis of 40 RTB sales in 2020/21 and 80 in 2021/22. If the level of sales is above or below these figures this will result in less or more rental income to the HRA than has been assumed.
- 1.7 Funding has been secured under the Next Steps Accommodation Programme (NSAP) towards the acquisition and refurbishment of 4 properties during the current financial year. The rents for these properties will be set using the social rent formula.
- 1.8 For 2021/22 the HRA is expected to have an average stock of 84 affordable rent dwellings plus 8 shared ownership dwellings.
- 1.9 Approval has been given for the HRA to acquire 13 empty properties; at the time of writing 10 have been acquired; the intention is that the remaining 3 will be purchased as problematic empty homes are identified. These properties are let at affordable rents i.e. 80% of the assessed Market Rent on an individual property basis. The properties are being funded through a combination of Homes England grant, S106 monies and HRA reserves.

- 1.10 10 affordable rent apartments, developed on the old Radcliffe Times Building site, were acquired during 2020/21. The scheme is being funded through Homes England grant, S106 monies and HRA borrowing.
- 1.11 This report is written on the basis of the Council's existing housing stock.
- 1.12 As a result of the HRA being a ring-fenced account, any surplus or deficit on the HRA is carried forward into the next financial year and is called the working balance. Section 5 of this report contains an assessment of the minimum level of balances to be held.
- 1.13 The implementation of the Government's Welfare Reforms will have an increasing impact on the Housing Revenue Account and on the tenants who are entitled to support with their rent and charges.
- 1.14 The introduction of the Universal Credit, which sees benefits paid directly to the majority of claimants as opposed to a simple transfer from the Council into rent accounts, is expected to have a huge impact on collection rates for rents and other charges. Currently around 45% (50% at this time last year) of tenants are in receipt of full or partial Housing Benefit with 43% (48% at this time last year) of HRA rental income coming directly from this source. This means that once the current welfare reforms have been fully implemented a further £13.1m of HRA income will have to be collected from tenants, presenting a large risk to income streams (based on the total assumed rental income for 2021/22).
- 1.15 There are currently over 2,400 tenants claiming Universal Credit.

2 RENT LEVELS 2021/22

- 2.1 In December 2000 the government issued a policy statement entitled 'The Way Forward for Housing' which proposed that rent setting in social housing should be brought onto a common system based upon relative property values and local earnings levels. The aim is that rents on similar properties in the same area should be the same no matter who is the landlord.
- 2.2 In order to achieve the objectives set out in the policy statement there is now a common formula for both Local Authority (LA) rents and those of Registered Social Landlords (RSL). Restructuring and convergence of LA and RSL rents was originally intended to be completed over 10 years i.e. April 2002 to March 2012. The target date for completion was revised by the government on more than one occasion however the government's rent policy for 2015/16 onwards assumed that convergence had been completed in 2014/15.
- 2.3 Under the current system a Target Rent is calculated for each dwelling. The target rent increases each year in line with the government's guideline.
- 2.4 In July 2015 the Chancellor of the Exchequer announced that social rents would reduce by 1% each year for the next four years. This requirement was contained within the Welfare Reform and Work Act.

- 2.5 The introduction of the self-financing system did mean that the Council had more freedom regarding the level of rents that it set (although the national rent policy continued and the calculation of the debt taken on by Bury assumed the achievement of rent convergence by 2015/16). The requirement within the Welfare Reform and Work Act to reduce rents by 1% for each of the four years from 2016/17 removed this freedom and withdrew resources on an ongoing basis from the Housing Revenue Account. The total resources lost from the HRA over the four year period is estimated to be as follows:

Estimated rental income lost over 4 year period 2016/17 – 2019/20	
	£m
Impact of 1% reduction on base rents	2.998
Impact of not applying CPI plus 1% increases	6.425
Total potential resources lost from HRA	9.411

- 2.6 The Government's *Policy Statement on Rents for Social Housing 2018*, along with the revised Rent Standard from the Regulator of Social Housing, confirmed a return to the previous rent policy i.e. weekly increases of up to Consumer Price index (CPI) plus 1% will apply from 2020/21 for a period of at least 5 years.
- 2.7 At the Council meeting in February 2020 an increase of 2.7% was approved, this being in line with the rent setting policy.
- 2.8 The CPI figure to be used is the September figure for the year prior to the increase. September 2020 CPI was 0.5% and therefore it is proposed that rents for all Social Rent Formula and Affordable Rent dwellings are increased by 1.5% from the first rent week in April 2021.
- 2.9 The policy of reletting dwellings at Target rents, which came into effect in April 2016, has resulted in 204 properties being let at target rents in the first 9 months of the current financial year; the average weekly increase in rental income for these properties is £6.06 which equates to approximately £0.062m in a full year.
- 2.10 Bury's rents are currently collected on a 50 week basis with 2 non-collection weeks in December.
- 2.11 The following table shows the difference between the current and proposed rents on the basis of an increase of 1.5% applied to the rents of all current HRA Social Rent Formula dwellings.

HRA Social Rent Formula dwellings						
TYPE	NUMBER OF BEDROOMS	VALUATION AT JAN' 1999 VALUES	RENT 2020/21	PROPOSED RENT 2021/22	INCREASE OVER ACTUAL 2020/21 RENT	
		£	£	£	£	%
Bed-sit	0	23,235	63.17	64.12	0.95	1.5
Bungalow	1	30,711	70.55	71.61	1.06	1.5
Flat	1	28,328	69.59	70.64	1.05	1.5
House	1	29,468	70.44	71.49	1.05	1.5
Bungalow	2	39,487	81.75	82.97	1.22	1.5
Flat	2	29,608	76.03	77.17	1.14	1.5
House	2	34,551	77.86	79.03	1.17	1.5
Maisonette	2	32,132	78.05	79.22	1.17	1.5
Flat	3	29,973	81.77	83.00	1.23	1.5
House	3	37,493	85.32	86.60	1.28	1.5
Maisonette	3	33,855	84.90	86.18	1.28	1.5
House	4	38,335	92.53	93.92	1.39	1.5
		32,402	76.30	77.44	1.14	1.5

The rents shown in the table are all on a 50 week basis.

- 2.12 Affordable rents for properties acquired and developed are determined on an individual property basis at 80% of the assessed Market Rent.
- 2.13 There are currently 252 HRA owned garages (of which 135 are currently let). Garages are charged for at the rate of £7.36 per week (50 weeks). The last increase was in April 2020. It is proposed that the charge is increased by 1.5% from April, in line with September CPI plus 1%; this results in a weekly increase of £0.11 giving a rate of £7.47 per week (over 50 weeks).
- 2.14 For shared ownership properties the purchasers pay a monthly rent based on the market value of the share of the property that has been retained by the Council. This rent is increased in line with the terms of the shared ownership leases and will be calculated with reference to the Retail Price Index (RPI) for February 2021.

3 SHELTERED AND OTHER TENANCY CHARGES

Sheltered Management and Support Charges

- 3.1 The management and provision of Sheltered support services are provided by Adult Care Services for which they receive payment from the Housing Revenue Account.
- 3.2 With effect from April 2008 all Sheltered tenants have been charged the same weekly charge. Charging in this way is a much fairer system as all tenants receive the same level of service.
- 3.3 Following a review of the costs of the services provided by Adult Care Services, to ensure that the costs of management and support were charged for appropriately, a Sheltered Management charge was introduced in 2012/13. This charge covers additional housing management costs that should not be funded through Supporting People funding.
- 3.4 Sheltered Management charges are set to ensure that the costs of the services provided are recovered from those receiving them. It is proposed that the weekly charges per unit (on a 50 week basis) are increased for 2021/22 as shown below.

	Current Charge	Proposed Charge 2021/22
	£	£
Sheltered schemes (other than Extra Care)	11.82	12.00
Extra Care schemes (Falcon House/Griffin House)	22.70	23.04

- 3.5 The proposed increase is 1.5% being September CPI plus 1%; this increase is in line with the current Regulator of Social Housing Rent Standard guidance and our established policy.
- 3.6 These charges will be eligible for Housing Benefit purposes and it is expected that benefits will be payable to accepted claimants.
- 3.7 Following the review of the charging structure and the introduction of the Sheltered Management charge the standard weekly Support Charge per unit was reduced to £8.33 (on a 50 week basis) for 2012/13 and has remained at this level since then. Charges for support costs are not eligible for Housing Benefit but instead a subsidy is paid for eligible tenants from a locally administered Supporting People 'pot' that also funds other supported accommodation in the Borough.
- 3.8 It is proposed that this charge remains unchanged for 2021/22. This charge applies at all Sheltered schemes other than the Extra Care schemes at Falcon House and Griffin House.
- 3.9 The Extra Care Sheltered Scheme, covering the Falcon House and Griffin House schemes, has different support charges which reflect different levels of support offered dependant on the assessed needs of the individual tenants; this support is

provided by the Department of Communities and Wellbeing and they will be reviewing the charges for 2021/22.

Sheltered Amenity Charges

- 3.10 The Sheltered Amenity Charges were increased by 2.7% for 2020/21. It is proposed that the current charges are increased by 1.5% from the first rent week in April 2021; this being September CPI plus 1% in line with current guidance and our established policy. The additional income generated will offset increased costs of providing the service, for example pay awards.
- 3.11 The current and proposed charges per unit per week (over 50 weeks) will be as shown in the table below:-

	Current Charge	Proposed Charge 2021/22
	£	£
Clarkshill	18.34	18.62
Elms Close	2.15	2.18
Falcon House	10.71	10.87
Griffin House	10.39	10.55
Harwood House	20.81	21.12
Moorfield	23.81	24.17
Mosses House	18.89	19.17
Stanhope Court	9.59	9.73
Taylor House	21.25	21.57
Top O'th Fields 1	20.49	20.80
Waverley Place	22.52	22.86
Wellington House	30.46	30.92

- 3.12 Amenity charges are eligible for Housing Benefit purposes and it is expected that benefits will be payable to accepted claimants.

Net impact of changes in Sheltered Charges and rent reductions

- 3.13 Appendix 4 details the total Sheltered Management, Support and Amenity Charges for each scheme; this shows weekly increases ranging between £0.18 and £0.64.

Sheltered Heating Charges

- 3.14 Heating charges are only levied at Sheltered schemes where there is a communal heating system with no separate metering of individual consumption; the aim of the charges is to recover the actual energy costs incurred at each scheme.

3.15 At the Council meeting in February of last year charges were increases by between 3% and 10% on an individual scheme basis for 2020/21. The charges are based on expected contract prices and estimated levels of consumption. On this basis it is expected that the current level of charges is sufficient to cover the expected heating costs at the schemes and therefore it is proposed that the charges remain unchanged for 2021/22.

3.16 The current and proposed charges per unit per week, (exclusive of VAT), are:

	Present Charge £	Proposed Charge £	Proposed Increase %
Taylor House	11.88	11.88	0
Clarks Hill	8.34	8.34	0
Harwood House	9.72	9.72	0

3.17 It is likely that new boilers will be installed at Clarks Hill in the near future. When this happens a new metering system will also be installed that will allow tenants to receive individual bills; at this point there will no longer be a weekly heating charge at this scheme.

3.18 Heating Charges are not eligible for Housing Benefit however many Sheltered Tenants will be eligible for Winter Fuel Payments; for winter 2020/21 the rates for these are £200 per household for those born on or before 5 October 1954, rising to £300 per household for those born on or before 27 September 1940 (payments may be different depending on the household circumstances).

Furnished Tenancies Charges

3.19 A Furnished Tenancy Scheme was introduced during 2005/06. The scheme provides furniture packages for which an additional weekly charge is payable.

3.20 There are currently a maximum of 235 furnished tenancies available under the scheme; 211 properties are currently let as Furnished Tenancies.

3.21 Six Town Housing, who manage the furnished tenancies, intend to review the packages offered and tenancies available under the scheme to determine whether a wider range of options may have a positive impact on tenancy sustainment; any proposed changes to the current scheme will be subject to appropriate consultation and approval; this review can now be carried out as the new Management Agreement with Six Town Housing has been finalised.

3.22 Furnished Tenancy charges are eligible for Housing Benefit purposes and therefore benefits should be payable to accepted claimants. The introduction of Universal Credit and direct payments means that there is an increased risk of non-payment of these charges.

3.23 Increases in charges to cover inflation in the costs of the scheme e.g. costs of replacement furniture and fittings are normally implemented from the first rent week in April of each year.

3.24 Pending the outcome of the review of the scheme and given that the current charges are expected to be sufficient to cover costs it is proposed that the charges remain unchanged for 2021/22.

3.25 The current and proposed charges per unit per week are:-

1 bed property	£14.55
2 bed property	£17.13
3 bed property	£19.72

Fernhill Caravan Site Pitch Fees

3.26 Management of the Fernhill Caravan Site passed over to Six Town Housing in 2014/15 for which they receive a separately determined Management Fee. Whilst income from residents and payment of the Management Fee are accounted for in the General Fund not the Housing Revenue Account it is felt appropriate to consider increases in the charges under these agreements alongside those of HRA rents and charges.

3.27 Residents at the site are charged a weekly pitch fee and a weekly charge for water; these charges are payable on a 52 week basis i.e. there aren't any non- collection weeks.

3.28 At the Council meeting in February of last year charges were increased by 2.7% (September 2019 CPI plus 1%). It is proposed that the weekly charges for 2021/22 are increased by 1.5% in line with our established policy of September CPI plus 1%, therefore the current and proposed charges per plot per week are:

	Current Charge	Proposed Charge 2021/22
	£	£
Single Plot – pitch fee	61.39	62.31
Double Plot – pitch fee	83.66	84.91
Single Plot – water charge	6.92	7.02
Double Plot – water charge	9.61	9.75

4 HOUSING REVENUE ACCOUNT PERFORMANCE

4.1 In considering the following areas of performance it should be noted that they have all to some degree been affected by the operating restrictions and financial impacts resulting from the pandemic; this makes forecasting with any certainty very difficult.

Voids

- 4.2 The rent lost on empty properties is projected to be 1.16% over the course of 2020/21; this will mean a reduction in rent income of approximately £48,800 as the original budget allowed for a void level of 1%.
- 4.3 The level of void loss for 2021/22 has been assumed at 1%, which will be a challenging target. Recent performance will need to be maintained however this could be impacted upon by any further restrictions resulting from the pandemic. If the target is not achieved then there would be a reduction in rental income to the HRA. The assessed level of minimum HRA balances for 2021/22 allows for this possibility as discussed in section 5.
- 4.4 If the target was to be bettered then this would result in an increase in rental income to the HRA which could either be carried forward into 2022/23 or targeted during the coming financial year for service developments.
- 4.5 Appendix 3 details the loss or increase in rental income at different void levels if the 1% is not achieved in 2021/22.

Rent Arrears

- 4.6 The opening arrears and current levels for 2020/21 are shown in the following table. The figures reflect the fact that £175,700 of Former Tenant Arrears have been written off during 2020/21. All write offs are done in accordance with the Corporate Debt Write Off Policy as approved by the then Executive.

Arears Position – As at December 2020			
	Opening Balance 2020/21	Current Balance December 2020	Increase/ (Reduction)
	£m	£m	£m
Current Arrears	1.225	1.442	0.217
Former Tenant Arrears	0.850	0.780	(0.070)
Total	2.075	2.222	0.147

Authorities are required to make suitable provision, in accordance with proper accounting practices, to cover the write-off of rent and service charge arrears.

- 4.8 The Bad Debt Provision for rent arrears, which is held on the Authority's Balance Sheet, stood at £1,821,800 at the beginning of this financial year. The requirement for the year is calculated with reference to the type of arrear and the amount outstanding on each individual case.
- 4.9 The original budget for 2020/21 allowed for additional contributions to the provision totalling £484,300; £181,600 for uncollectable debts and £302,700 for the impact of

benefit reforms. Looking at the arrears position, it is now estimated that the additional provision required in 2020/21 may be £453,600. However rent arrears are volatile and with increasing numbers of Universal Credit cases it can be difficult to determine what the position at the end of the financial year will be. All things being equal though this suggests that the Provision will stand at £2,099,700 at the end of 2020/21 against arrears of £2,222,400.

- 4.10 The 2021/22 estimates allow for additional contributions to the provision, totalling £491,500:
- **For uncollectable debts £184,300.** This figure represents 0.6% of the rent roll.
 - **For the impact of benefit reforms £307,200.** This figure represents 1.0% of the rent roll and has been included as an additional contribution to the Bad Debt Provision to reflect the potential impact that welfare benefit changes have on the level of rent arrears.
- 4.11 If the arrears position is not as severely impacted upon as has been estimated then a lower contribution may be required which would release additional resources in the HRA; conversely if the arrears position should deteriorate more significantly then additional contributions to the Bad Debt Provision could be required and these would need to be found from the HRA balances. The position is kept under regular review and reported to members in the quarterly Finance and Performance Monitoring Report.

Rechargeable Repairs

- 4.12 The amount due from tenants for rechargeable repairs currently stands at around £290,000 of which £276,000 is debt over 1 year old. Of the debt over 1 year old around £206,000 appears to be static debt i.e. there have been no payments received at all. No accounts have been written off so far in the current year however £45,000 of accounts have been identified as potential write offs.
- 4.13 The Bad Debt Provision for rechargeable repairs, which is held on the Authority's Balance Sheet, currently stands at £177,000. Taking into account the expected write offs, at the end of 2020/21 the provision will stand at £132,000 and cover 54% of the expected outstanding debt. The pandemic and resulting operating restrictions has impacted on the level of rechargeable repairs being carried out as well as the billing and recovery of these works; it is very difficult at present to estimate what the position will be at the year end or for the coming financial year however the HRA has sufficient resources to provide additional contributions to the Bad Debt Provision should this prove necessary.
- 4.14 Accounts raised are subject to established recovery procedures with reminders/final notices being routinely issued and accounts passed to collection agencies (for debts under £750) where payment is not received or instalment arrangements agreed. Billing and recovery arrangements will be continually reviewed to ensure effective recovery.

5 2021/22 HOUSING REVENUE ACCOUNT (HRA), HRA CAPITAL RESOURCES AND THE HRA WORKING BALANCE

2021/22 Housing Revenue Account

- 5.1 The Housing Revenue Account Estimates are set out in Appendix 1.
- 5.1 One of the most significant impacts on the HRA for the coming year and in future years continues to be from the implementation of welfare reforms. This along with other key factors, such as void levels and the level of rent arrears, are factored into the determination of the HRA working balance.
- 5.3 Other areas worthy of note that have not been covered in other sections of this report are:
- The Housing Revenue Account pays a Management Fee to Six Town Housing to provide the services delegated under the ALMO Management Agreement. The level of this Management Fee for 2021/22 is subject to negotiation under the Management Agreement. The HRA Estimates for 2021/22 assume the Management Fee remains at the same level as for the current year i.e. £13,058,600; any changes to this figure will impact on the level of HRA balances.
 - Springs Tenant Management Cooperative (TMO) are working with the Council around becoming a self-financing, tenant management organisation. The details of how this will work have yet to be finalised, however, there could be potential costs associated with setting up a new management agreement and related service level agreements. No provision has currently been made within the HRA for any additional costs that may arise.
- 5.4 The detailed Housing Revenue Account shown in Appendix 1 assumes that the proposals within this report for increases/decreases to rents and other charges are approved.

HRA Capital Resources

- 5.5 The introduction of a self-financing HRA system means that major works to the housing stock are now funded from rental income. The identification and timing of future major works are key factors in the development of the 30 Year HRA Business Plan.
- 5.6 Investment needs to be undertaken on a sustainable basis and in line with the Council's overarching Housing Strategy.
- 5.7 For the years 2018/19 to 2020/21 an annual investment of £9.830m was approved, in line with the Asset Management Strategy for the Public Housing stock 2018-21.
- 5.8 Whilst longer term investment strategies are being assessed it has been assumed that this level of resources should be made available from the HRA for capital expenditure for 2021/22.

- 5.9 These resources will provide for specific capital schemes (those for 2021/22 are listed in Appendix 4), Disabled Facilities Adaptations and general capital expenditure such as essential renewals arising when properties become vacant and structural works.
- 5.10 A stock condition survey will be undertaken during 2021/22 to assess the cost implication of achieving zero carbon by 2038.
- 5.11 The investment programme for 2021/22 is therefore assumed to be £9.830m; the HRA estimates also allow for slippage of schemes (and resources) from 2020/21 to 2021/22.
- 5.12 Approval of the Capital Programme forms part of the consideration of the overall Council budget so should there be any change to the assumed level of resources this will impact on the amount contributed to or from the HRA Business Plan Headroom Reserve and the proposed programme.

The HRA Working Balance

- 5.13 The HRA needs to have a certain level of balances in order to finance occurrences that cannot be predicted and to mitigate against material inaccuracies in the assumptions underlying the budget.
- 5.14 The ending of the Housing Subsidy system removed the unpredictability associated with awaiting an annual determination but the introduction of a self-financing HRA has brought new risks particularly in relation to interest rate changes and any factors that impact on the level of rental income assumed.
- 5.15 There is no statutory definition of the minimum level however as part of a longer term approach to HRA finances the Council established a Golden Rule regarding the minimum level of HRA balances and it was agreed that the HRA balances should not be allowed to fall below £100 per property. However the actual minimum level of balances to be retained still needs to be reviewed each year based on a risk assessment of the major issues that could affect the financial position of the HRA.
- 5.16 Applying the above rule would require the minimum HRA working balance to be:

Financial Year	Average no. of Properties (including additions)	Balance at year end £
2020/21	7,821	0.782
2021/22	7,751	0.775
2022/23	7,691	0.769

- 5.17 Appendix 5 details a risk assessment of the major issues that could affect the financial position of the HRA, including the sensitivity of the voids and arrears targets. This shows that on a risk assessed basis, the minimum level of HRA balances shown above may not be adequate given the need to provide for the increased risks associated with the self-financing system and the implementation of welfare reforms. Therefore the Council's s151 Officer is now recommending that for 2021/22 the HRA balances should not be allowed to fall below **£1,083,000**.

Community impact / Contribution to the Bury 2030 Strategy

Delivery of the Bury 2030 strategy is dependent on resources being available. The delivery of the strategy may be impacted by changes in funding and spending.

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*
-

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Council has a statutory requirement to set its annual budget before 1 March 2021.	

Consultation:

Legal Implications:

Housing Revenue Account and Rents

The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function and is undertaken with regard to the provisions of Part VI of the 1989 Act which governs housing finance and housing subsidy. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring- fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

Financial Implications:

The financial implications are set out in the report and all proposals can be delivered within the funding available.

Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

Background papers:

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

	Housing Revenue Account	
	2020/21 £m	2021/22 £m
INCOME		
Dwelling rents	29.963	30.421
Non-dwelling rents	0.194	0.193
Heating charges	0.038	0.037
Other charges for services and facilities	0.935	0.949
Contributions towards expenditure	0.062	0.052
Total Income	31.193	31.653
EXPENDITURE	0.000	0.000
Repairs and Maintenance	7.039	6.902
General Management	7.452	7.324
Special Services	1.366	1.391
Rents, rates, taxes and other charges	0.060	0.045
Increase in provision for bad debts - uncollectable debts	0.182	0.184
Increase in provision for bad debts - impact of Benefit Reforms	0.303	0.307
Cost of Capital Charge	4.632	4.861
Depreciation of fixed assets - council dwellings	8.544	7.437
Depreciation of fixed assets - other assets	0.043	0.035
Debt Management Expenses	0.041	0.045
Contribution to/(from) Business Plan Headroom Reserve	-1.925	-3.711
Total Expenditure	27.736	24.821
Net cost of services	-3.457	-6.832
	0.000	0.000
Amortised premia / discounts	0.000	0.000
Interest receivable - on balances	-0.067	-0.048
Interest receivable - on loans (mortgages)	0.000	0.000
Net operating expenditure	-3.525	-6.879
	0.000	0.000
Appropriations	0.000	0.000
	0.000	0.000
Appropriation relevant to depreciation and MRA	0.000	0.000
Housing set aside (Principal repayments on new developments)	0.193	0.000
Revenue contributions to capital	3.322	6.846
	0.000	0.000
(Surplus) / Deficit	-0.010	-0.033
	0.000	0.000
Working balance brought forward	-1.040	-1.050
Working balance carried forward	-1.050	-1.083

Sheltered Support and Amenity Charges

APPENDIX 2

Current charges 2020/21 and proposed charges 2021/22

Scheme	Management Charge 2020/21	Support Charge 2020/21	Amenity Charge 2020/21	Total Charges 2020/21	Proposed Management Charge 2021/22	Proposed Support Charge 2021/22	Proposed Amenity Charge 2021/22	Total Proposed Charges 2021/22	Increase over current charges
	£	£	£	£	£	£	£	£	£
Beech Close	11.82	8.33		20.15	1.5% 12.00	0% 8.33	1.5% 	20.33	0.18
Chelsea Avenue	11.82	8.33		20.15	12.00	8.33		20.33	0.18
Clarkshill	11.82	8.33	18.34	38.49	12.00	8.33	18.62	38.95	0.46
Elms Close	11.82	8.33	2.15	22.30	12.00	8.33	2.18	22.51	0.21
Falcon House	22.70	0.00	10.71	33.41	23.04	0.00	10.87	33.91	0.50
Griffin Close	11.82	8.33		20.15	12.00	8.33		20.33	0.18
Griffin House	22.70	0.00	10.39	33.09	23.04	0.00	10.55	33.59	0.50
Hampson Fold	11.82	8.33		20.15	12.00	8.33		20.33	0.18
Harwood House	11.82	8.33	20.81	40.96	12.00	8.33	21.12	41.45	0.49
Limegrove	11.82	8.33		20.15	12.00	8.33		20.33	0.18
Maple Grove	11.82	8.33		20.15	12.00	8.33		20.33	0.18
Moorfield	11.82	8.33	23.81	43.96	12.00	8.33	24.17	44.50	0.54
Mosses House	11.82	8.33	18.89	39.04	12.00	8.33	19.17	39.50	0.46
Stanhope Court	11.82	8.33	9.59	29.74	12.00	8.33	9.73	30.06	0.32
Taylor House	11.82	8.33	21.25	41.40	12.00	8.33	21.57	41.90	0.50
Top O'th Fields 1	11.82	8.33	20.49	40.64	12.00	8.33	20.80	41.13	0.49
T O'th F 2 (Welcomb Walk)	11.82	8.33		20.15	12.00	8.33		20.33	0.18
Waverley Place	11.82	8.33	22.52	42.67	12.00	8.33	22.86	43.19	0.52
Wellington House	11.82	8.33	30.46	50.61	12.00	8.33	30.92	51.25	0.64

HRA VOID LEVEL OPTIONS - 2021/22

NB Springs TMO has a fixed voids
allowance - currently 2%

VOIDS	RENT LOSS	DIFFERENCE FROM ASSUMED VOIDS LEVEL (1%)
%	£m	£m
0.40	0.123	-0.184
0.50	0.154	-0.154
0.60	0.184	-0.123
0.70	0.215	-0.092
0.80	0.246	-0.061
0.90	0.276	-0.031
1.00	0.307	0.000
1.10	0.338	0.031
1.20	0.369	0.061
1.30	0.399	0.092
1.40	0.430	0.123
1.50	0.461	0.154
1.60	0.492	0.184
1.70	0.522	0.215
1.80	0.553	0.246

Proposed Specific Capital Projects 2021/22

Internal Schemes - Kitchens, bathrooms, heating

–

Taggwood/Dundee/Peel Brow

Ainsworth

Bolton Road Radcliffe Ph2

Parrenthorn (Wilton Court)

Victoria Estate Ph2

Bent Hill

External Schemes

Windows, doors etc:

Victoria Estate Ph3

Bent Hill

Roofing:

Nipper Lane

Wilton Court

The Close

–

COMMUNAL AREAS (Door Entry, Floor Coverings, Decoration, Emergency lighting)

–

Fountain Place

Wilton Court

Harwood Crescent

Charles Walk

Kestrel Drive

–

HOUSING REVENUE ACCOUNT - RISK ASSESSMENT

Risk Event	Impact	Risk Level	Likelihood	Max. Impact	Min. Provision
				£m	£m
Increased stock loss - level exceeds the provision made in the estimates	The loss of a property costs the HRA approx. £3,900 in lost rental income in a full year. A loss of 45 properties throughout the year would cost around £88k.	H 100%	Budget 2021/22 assumes 80 sales. Sales have been affected by the operating restrictions and economic effects of the pandemic making forecasting with any certainty very difficult.	0.088	0.088
Higher level of void (empty) properties - increase loss of rental income	A 0.75% increase in void loss costs the HRA £230k in a full year.	H 100%	Budget 2021/22 assumes 1% void rental loss. This would be challenging in 'normal' times but with the uncertainties of current times this target may well not be met.	0.23	0.23
Numbers of properties moving to target rents not as high as anticipated	A property moving to target rent will increase the weekly rental income by an average of £6.15.	H 100%	The numbers of properties moving to target rent will depend on how many properties become void during the year and whether their rents are already at target level (which is increasingly be the case).	0.029	0.029
-	-	-	-	-	-
Increase in arrears levels	Rental income is accounted for in the HRA on a rents receivable basis rather than actual rent received. However an increase in arrears could impact on the level of contribution required to the Bad Debt Provision.	H 100%	Budget 2021/2022 allows for contributions of £492k to the Bad Debt Provision. This is based on 1.6%; the level of arrears has been affected by the operating restrictions and economic effects of the pandemic making forecasting with any certainty very difficult.	0.307	0.307

Document Pack Page 67

Interest rates - Cost of Capital	Under self financing the risks associated with changes in interest rates impact directly on the HRA. A 0.5% increase across the assumed HRA borrowing (excluding the loans taken for self financing) would cost £206k.	L 60%	The loans taken on for self financing are long term fixed rate so the interest charges are known. However there could be an impact on the HRA if it picks up a larger share of existing higher interest rate debt or when pre self financing loans are replaced. Borrowing for new developments could be at a higher rate than when the schemes were appraised.	0.206	0.124
Capital Investment requirements - newly arising need.	Under self financing the resources for capital investment in the housing stock come directly from the HRA.	L 60%	The 2021/22 capital investment programme is determined on the basis of the resources required to maintain the stock at a Decent Homes Plus level however it is felt prudent to allow for the possibility of any unforeseen or urgent investment requirements or changes.	0.246	0.148
Increase in Management Fee paid to Six Town Housing	Six Town Housing can request additional pay and non pay costs as an addition to the Management Fee however this is subject to negotiation with the Council (it is not an automatic payment).	L 60%	The STH Management Fee has not yet been agreed for 21/22 therefore it is felt prudent to allow for a 1% increase over and above that provided for in the 21/22 budget.	0.131	0.079

Document Pack Page 68

Other HRA expenditure	There are costs and charges within the HRA that are outside of the Management Fee paid to Six Town Housing; these include payments to the Department of Communities and Wellbeing and other departments of the Council for services provided to HRA customers. If these costs were to be 2% higher than assumed then this would amount to around £47k.	M 80%	The majority of these charges are agreed in advance and as such should not vary throughout the year. However it is felt prudent to allow for the possibility that unforeseen circumstances within services outside of the HRA could have an impact on the charges made.	0.047	0.038
Springs Tenant Management Co-operative - potential progress towards self financing TMO.	As these proposals progress there may be costs that fall on the HRA associated with this.	H 100%	The 2021/22 budget does not contain any provision for these costs as the timing and extent of such costs has not yet been fully established.	0.040	0.040
-	-	-	-	1.324	1.083



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	23 February 2021
Title of report:	The Dedicated Schools Grant and setting the Schools Budget 2021-22
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

- 1.1 The Dedicated Schools Grant (DSG) is the ring-fenced grant from Government that provides each local authority with an allocation of funding for schools and services for pupils.
- 1.2 The DSG contains 4 blocks determined by a separate national funding formula which calculates the total funding due to Local Authorities. In considering how the DSG is allocated it is necessary to consider each block separately. This report sets out recommendations in relation to the Schools Budget for approval by Cabinet. The details set out in the report has been discussed, and agreed, by the Schools Forum.
- 1.3 Under the Council's Constitution, the Overview and Scrutiny Committee is required to advise and consider the Cabinet's budget and council tax proposals and report to Cabinet on the outcome of its deliberations before the matter is referred to Council.

Recommendation(s)

That Cabinet:

- Approve the Dedicated Schools Grant Budget for 2021/22 at £190.923m and approve the allocations between the 4 funding blocks;
- Approve the Schools and Academies 2021/22 funding unit values as recommended by Schools' Forum and detailed at Appendix 1;
- Approve the 2021/22 hourly rates for all early years providers as follows:
 - £4.44 per hour for 3 and 4 year olds, and:
 - £5.36 per hour for 2 year olds.

Key considerations

Background

2 Dedicated Schools Grant

- 2.1 In September 2019, the Chancellor of the Exchequer presented the 2019 Spending Round (SR19) to Parliament and this included notification that, nationally, schools funding would increase by £2.6bn in 2020/21, £4.8bn in 2021/22 and £7.1bn in 2022/23. The Government also advised that the high needs funding for schools would increase by £700m nationally. This 3-year funding allocation has helped with financial planning for our schools and has remained largely unchanged and forms the basis for the 2021/22 budget to schools.
- 2.2 For schools this means that the minimum per primary school pupil amount has increased from £3,500 in 2019/20, £3,750 in 2020/21, and will increase to £4,180 for 2021/22. The Secondary minimum per pupil amount has increased from £4,800 in 2019/20, £5,000 in 2020/21, to £5,415 for 2021/22. For Bury, an additional £13.281m has been allocated over and above the 2020/21 allocation.
- 2.3 The allocations for Bury are set out in the following table.

Dedicated Schools Grant	2020/21 £m	2021/22 £m	(Increase)/ Decrease £m's
Schools Block	129.940	139.599	(9.659)
Central Schools Services Block	0.774	0.952	(0.178)
Early Years Block	13.869	14.064	(0.195)
High Needs Block	33.059	36.308	(3.249)
Total DSG	177.642	190.923	(13.281)

- 2.4 The 4 blocks that make up the DSG are:

- ***The Schools Block***

This provides funding for individual mainstream schools and academies as well as growth funding for any planned growth in schools. It is the responsibility of the Council to propose and decide any changes to the formula which is used to allocate Schools Block DSG to all primary and secondary schools. The Schools Forum is consulted on any proposed changes and informs the governing bodies of all consultations.

- ***The High Needs Block***

This provides funding for the education of pupils subject to Education, Health and Care plans from age 0-25 in a range of provision including special schools, mainstream schools, alternative provision, independent specialist provision and council centrally retained expenditure for high needs support and inclusion. It is the responsibility of the local authority to propose and decide the allocation of High Needs Funding. The Schools Forum is consulted on any proposed changes and informs the governing bodies of all consultations.

- ***The Early Years Block***

This provides funding for two-year olds, early years funding in schools and in the Private, Voluntary and Independent (PVI) sector as well as centrally retained expenditure for under 5s. Local Authorities must pass through a minimum of 95% of funding for the universal 15-hour entitlement for 3- and 4-year olds and the additional 15 hours entitlement for 3 and 4 year old children of eligible working parents directly to settings. This means that up to 5% can be retained by the Council to contribute to early years functions delivered by education services, for contingency to allow in-year funding to be provided to providers for increased early years pupil participation and for Early Years SEND inclusion funds.

It is the responsibility of the local authority to propose and decide on the allocation of early years funding. The Schools Forum and all early year's providers are consulted annually and given an opportunity to give their view on the proposals.

- ***The Central Schools Service Block***

This provides funding for the local authority to carry out central functions on behalf of pupils in both maintained schools and academies. The local authority proposes the spending allocations funded from the Central Services block but the final decision is made by the Schools Forum. Central Schools Services includes the admissions service, schools forum administration, school improvement and other statutory and regulatory duties.

2.5 There is limited flexibility for councils to transfer funding between the 4 blocks. For 2021/22 the Education and Skills Funding Agency (ESFA) has limited the movement between blocks to 0.5% of the total Schools Block allocation but only with the agreement of the Schools' Forum. Any proposed increase on this is subject to approval by the Secretary of State.

2.6 For 2021/22, Bury's Schools' Forum has unanimously approved a transfer of 0.2% from the Schools' Block to help support the pressures being faced on the High Needs Block. This equates to £0.254m contribution to help sustain the recovery of the High Needs deficit.

3 DSG Allocation

Schools Block National Funding Formula Allocation

3.1 The Schools Block allocation for 2021/22 is £139.599m. This is an increase of £9.659m from the 2020/21 allocation.

- 3.2 In September 2017, the National Funding Formula (NFF) for Schools and Central Schools Services was introduced. Following consultation with all schools and academies, Bury applied the NFF with effect from 1 April 2018 with the Secondary Schools opting to move to this immediately and Primary Schools taking a 3 year phased approach. From 2020/21, the national funding formula has been applied to all schools in Bury as previously agreed. The 2021/22 funding factors continue to comply with the national funding formula values
- 3.3 The Schools Forum has considered the allocation of the Schools Block and have made their recommendations. These have been applied to the formula used to determine individual school allocations and ensure full compliance with statutory requirements.
- 3.4 It should be noted that the funding increase to the Schools Block includes the transfer of the Teachers Pay and Pension Grants into the DSG from 2021/22. To ensure schools can continue to meet the cost of increased pay and pensions for teachers, the schools' delegated budgets are enhanced through an increase to the per-pupil Basic Entitlement funding.
- 3.5 A full summary of the funding formula factors is set out at Appendix 1 and these are recommended for approval by Cabinet.
- 3.6 In addition to the Schools Block funding, additional external funding is available directly for schools and academies. It should be noted that these are estimated figures, based on 2020/21 actuals and are subject to pupil census and other data updates. A summary is set out in the following table.

Estimated external Funding available to schools and academies in 2021/22	
	£m
Pupil Premium Grant	8.786
Universal Infant Free School Meals Grant	2.211
Primary PE and Sport	1.123
Covid Catch Up Grant – Summer Term 2021	0.986
Devolved Formula Capital	0.532
TOTAL	13.638

- 3.7 During 2020/21 schools were also provided with additional funding to support them through the coronavirus pandemic and any additional costs incurred as a result of schools' compliance to Government lockdown guidance. This included the Covid Exceptional Costs Reimbursement Scheme, Covid Catch-Up Grant (Autumn 2020 and Spring 2021), and the Workforce Fund. There is no guarantee these grants will be provided to contribute to any ongoing costs faced by schools in 2021/22.

Early Years Block National Funding Formula Allocation

- 3.8 The Early Years Block allocation for 2021/22 is £14.064m. This is an increase of £0.195m from the 2020/21 allocation.
- 3.9 Early Years funding to providers is based on hourly rates for eligible 2-, 3- and 4-year olds accessing their entitlement to free early education. The hourly funding rate applied to 3- and 4-year olds must also meet a minimum level of an average across all providers of at least £4.22 per hour.
- 3.10 The hourly rate determined must include a universal base rate and a mandatory supplement for deprivation applied to all providers. Any supplements must not be more than 10% of the total hourly rate funding to providers.

- 3.11 Up to 5% of the 3- and 4-year old funding may be retained by the Council to contribute to central early years functions, contingency for in-year increases to early years pupil participation in settings and for Early Years SEND Inclusion Fund.
- 3.12 The 2-year-old funding rate allocated is higher in order to contribute to funding the greater staffing ratios required and associated costs of supporting 2-year-old children. The 2 year old aspect does not include any mandatory supplements and is not subject to the 95% pass-through requirement.
- 3.13 The Early Years block for 2021/22 continues to include the Maintained Nursery School (MNS) funding protection which is allocated as an additional lump sum outside of the universal hourly rates used.
- 3.14 The 2021/22 hourly rates proposed ensure the full increased funding provided through the Early Years Block of 8 pence per hour for 2-year olds and 6 pence per hour for 3- and 4-year olds is allocated directly to all Early Years providers through their funding allocations based on actual numbers on roll and hours of pupil participation in their settings.
- 3.15 Bury's 3- and 4-year-old hourly rate for early years provision is higher than the minimum set out by the Government. It is however proposed that the additional allocation in the settlement, equivalent to £0.06 be added to the 2021/22 rate. In accordance with the statutory requirements Council is required to approve the hourly rates applicable with effect from 1 April 2021, as recommended by Schools' Forum. These are set out in the tables below.

Table 1

Early Years Allocation for 3- and 4-year olds - Funding Per Hour	
Factor	2021/22 Allocation Per Hour (£)
Universal rate allocated to all providers	4.14
Deprivation Supplement (average)	0.16
Central Provided Services (3%)	0.14
Total for 3 and 4 year olds	4.44

Note: The deprivation allocation above is an average and may vary to individual settings as their actual amount is determined according to the latest deprivation indices for all children on roll according to their home postcode.

Table 2

Early Years Allocation for 2-year olds - Funding Per Hour	
Factor	2021/22 Allocation Per Hour (£)
Universal rate allocated to all providers	5.36
Deprivation Supplement	n/a
Total for 2 year olds	5.36

- 3.16 Early Years settings may also receive additional funding for eligible pupils through the Early Years Pupil Premium Grant (EYPPG) at £0.53 per hour, and/or Disability Access Fund (DAF) at £615 per eligible child.

High Needs DSG Budget Allocation

- 3.17 The 2021/22 allocation for High Needs DSG is £36.308m. This represents a £3.249m increase from the 2020/21 allocation.
- 3.18 High Needs funding is based on SEND pupil numbers as of October 2020 in mainstream, special and resources provision maintained schools and academies, and SEND pupil numbers at January 2021 in independent provision.
- 3.19 Of the total allocation of £36.308m, the ESFA will allocate around £1.002m direct to Further Education (FE) establishments for high needs places. The funding remaining for the Council to manage is therefore £35.306m to fund all in-borough and out-borough provision and specialist support delivering SEND and inclusion priorities. From the £35.306m the ESFA will also allocate £2.784m direct to Bury's Academies with specialist places.
- 3.20 It should be noted that the funding increase to the High Needs Block also includes the transfer of the Teachers Pay and Pension Grants into the DSG from 2021/22. To ensure Bury's Special Schools and Pupil Referral Unit (PRU) can continue to meet the cost of increased pay and pensions for teachers, the statutory place funding has been inflated by £660 to £10,660 per place.

Central Schools Services Block (CSSB) DSG Budget Allocation

- 3.21 The allocation of the Central School Services DSG (CSSB) block is £0.952 in 2020/21, this represents an increase of £0.178m from the 2020/21 allocation. The use of the CSSB is one for the Schools Forum to decide based on proposals from the council in respect to funding ongoing responsibilities and central functions undertaken on behalf of schools and academies.
- 3.22 It should be noted that the funding increase to the CSSB also includes the transfer of the Teachers Pay and Pension Grants into the DSG from 2021/22. This is to meet the cost of increased pay and pensions for centrally employed teachers.

4 DSG HIGH NEEDS RECOVERY PLAN

- 4.1 Costs of high needs have exceeded the available budget for a number of years and the position on the DSG reserve is a cumulative deficit of £20.067m at the end of 2019/20. The deficit has accrued for a number of reasons including increasing volumes of pupils receiving Education, Health and Care Plans (EHCPs), increasing complex needs, increasing costs of provision, increased numbers of pupils in out of borough placements, as well as investment made into in-borough inclusion.
- 4.2 The DfE has announced the removal of the link between the council's general reserves and DSG deficit balances although the statutory override that is required to do so is still awaited. Until then, the DSG deficit is offset by the Council's own reserves.
- 4.3 The DfE want to ensure that DSG deficits are recovered and have set up a DSG Safety Valve Project team to work with the councils with the greatest deficits to develop an agreed recovery plan.
- 4.4 Bury has one of the largest deficits on the Dedicated Schools Grant (DSG) in the country and has been selected along with 5 other Local Authorities to work with the

Department for Education (DfE) in respect to developing and agreeing a recovery plan.

- 4.5 Bury met with the DfE Safety Valve Project team in December 2020 for an initial introduction and outline of the DfE expectations and detail about the recovery plan process and requirements.
- 4.6 A transformation plan aimed at recovering the position has been developed and, if approved by the DfE, will be presented to the Secretary of State in March 2021 at which point the outcome, including potential funding, will be known.
- 4.7 The transformation plan has involved intensive input from SEND and Finance colleagues and will be completed in accordance with the DfE timeframe by the end of January 2021 so they can scrutinise it in February prior to reaching the expected agreement and approval of the Secretary of State prior to 31 March 2021.
- 4.5 The DfE have acknowledged the considerable progress made since their initial visit in December 2020 in producing an action plan that will see the recovery of the deficit through a robust, comprehensive, and manageable delivery plan incorporating key milestones and performance indicators.
- 4.6 The DfE recognise the Council may need additional support to recover the deficit in full and they will consider how they can support Bury with increased revenue and capital funding and with any other professional expertise, advice and guidance they can provide.
- 4.7 The determination of any additional financial support is subject to acceptance of Bury's recovery plan and will be provided in this, and next financial year if confirmed.

Community impact / Contribution to the Bury 2030 Strategy

Delivery of the Bury 2030 strategy is dependent on resources being available. The delivery of the strategy may be impacted by changes in funding and spending.

Equality Impact and considerations:

- 24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -
 - (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
 - (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
 - (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
- 25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and*

demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The Council has a statutory requirement to set its annual budget before 1 March 021. Failure to approve the budget would mean that schools and early years providers do not have their funding allocations for 2021/22.	All proposals have been discussed with the Schools Forum and are based on the latest financial information.

Consultation:

The Schools Forum has been consulted on the proposals set out in the report and the recommendations are supported by them.

Legal Implications:

The Council has a continuing responsibility for financial regularity in schools and the Section 151 Officer has set out the necessary arrangements for local financial and management controls in accordance with legislative provisions and guidance.

Financial Implications:

The financial implications are set out in the report and all proposals can be delivered within the funding available.

Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

Background papers:

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
DSG	Dedicated Schools Grant

Appendix 1

Funding Unit Values recommended to Cabinet by the Schools Forum			
Factor	Sub-level	2020/21 Per Pupil	2021/22 Per Pupil
		£	£
Basic Entitlement Age Weighted Pupil Unit (AWPU)	Primary	2,873	3,123
	Key Stage 3	4,040	4,404
	Key Stage 4	4,586	4,963

Deprivation – Amount Per Pupil			
Factor	Sub Level	2020/21 Per Pupil	2021/22 Per Pupil
		£	£
Free School Meals - Ever 6	Primary	563	575
	Secondary	819	840
Free School Meals	Primary	452	460
	Secondary	452	460
Income Deprivation Affecting Children Indices (IDACI) - Primary (Amount Per Pupil)	IDACI F	211	215
	IDACI E	251	260
	IDACI D	377	410
	IDACI C	407	445
	IDACI B	437	475
	IDACI A	603	620
Income Deprivation Affecting Children Indices (IDACI) - Secondary (Amount Per Pupil)	IDACI F	302	310
	IDACI E	407	415
	IDACI D	538	580
	IDACI C	583	630
	IDACI B	628	680
	IDACI A	845	865

Funding Unit Values recommended to Cabinet by the Schools Forum				
Factor		Sub-level	2020/21 Per Pupil	2021/22 Per Pupil
Additional Education Needs Factors – Amount Per Pupil			£	£
Low cost, high incidence SEND	Low Prior Attainment		1,071	1,095
			1,619	1,660
English as an Additional Language (EAL)	Primary		541	550
	Secondary		1,448	1,485
Mobility	Primary		880	900
	Secondary		1,257	1,290

School-Led Factors		Amount per School	
		2020/21	2021/22
		£	£
Lump Sum	Primary	120,000	117,800
	Secondary	115,023	117,800

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**Classification****Item No.****Open**

Meeting:	Cabinet
Meeting date:	23 February 2021
Title of report:	Capital Strategy 2021/22 – 2023/24 and Capital Programme 2021/22
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

- 1.1 In line with good practice, the Capital Strategy forms part of the council's strategic and financial planning framework and provides a framework within which the Council's capital investment plans will be delivered. The capital strategy 2021/22 – 2023/24 has been prepared to cover a 3-year period initially though it is expected that this will be extended to a 5-year time frame in line with the council's medium term financial strategy. The current approach recognises the uncertainty, especially in relation to funding in future years.
- 1.2 The format of the Capital Strategy reflects the Prudential and Treasury Management Codes issued by CIPFA in 2017 which require councils to prepare a capital strategy and include specific information within it. The strategy therefore includes:
 - A high-level, long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
 - An overview of how the associated risk is managed;
 - The implications for future sustainability
 - The proposed capital programme 2021/22 – 2023/24
 - Financing the capital programme
- 1.3 The Capital Strategy is prepared to ensure members are fully aware of the overall long term capital investment objectives, capital strategy requirements, governance arrangements and risk appetite. The strategy cannot be viewed in isolation and links directly to the medium-term financial strategy, the treasury management strategy, the school's capital strategy, the ICT and digital strategies and the asset management plan.

Recommendation(s)

That Cabinet:

- **Approve the capital strategy 2021/22 – 2023/24;**
- **Approve the capital programme of £73.957m for 2021/22 and the associated funding arrangements;**
- **Note the indicative capital programme for 2022/23 and 2023/24 and that this will be subject to decision making in future years.**

Key considerations

2 BACKGROUND

- 2.1 The Council is committed to an integrated approach that develops a capital programme to reflect the priorities with an organisation-wide approach rather than being determined by individual services. This approach aims to ensure our scarce resources are used in the most effective way and support our corporate priorities as set out in the proposed Bury 2030 strategy:
- A local, place-based approach to working with communities to improve social, environmental, health and economic outcomes
 - Harnessing the enterprise of local people and businesses to drive economic growth, and ensuring every resident has the opportunity to connect to the opportunity of this growth through their skills, networks and scope for meaningful work
 - A new collaborative approach to delivering together with communities, to share ownership of issues and opportunity and combine all resources
 - A strengths-based approach to public service delivery, to build on the resources people have to solve issues and target resources on the gaps rather than taking a deficit-based view

Capital Resources

- 2.2 When assessing the level of planned capital investment to undertake we make a judgement about the level of capital resources that are likely to be available over the period of the programme. Our main capital resources are service specific grants, third party contributions, capital receipts, lease finance and borrowing.
- 2.3 Historically the Capital Programme has not required any additional borrowing by the Council. This is no longer considered a sustainable position and borrowing is likely to be a key source of funding for new schemes in the future. There are revenue consequences of this as the Council must incorporate the associated borrowing and minimum revenue provision in its revenue budget. At the same time, the grant funding opportunities that are emerging from central government as part of the 'Levelling Up' programme as well as other opportunities including the UK Shared Prosperity Fund and the National Home Building Fund will provide some funding opportunities and these will be maximised as part of the overall approach. In developing the capital programme, any revenue costs needed to support potential borrowing have been identified and reflected in the Council's Medium Term Financial Strategy.
- 2.4 The new funds being made available by the Government are subject to competitive bidding rounds and to maximise the opportunity that these present, the Council

needs to ensure it has the required resources to develop these bids.

Central Government Allocations and External Grants and Contributions

- 2.5 Some capital projects are financed through the allocations received directly from the Government Departments or external grants and contributions which are mostly specific to projects and cannot be used for other purposes. Examples of these would include the allocations for schools, highway maintenance or Disabled Facilities grants from Central Government.
- 2.6 Grants from external organisations are a valuable source of capital finance for the Council and have enabled the Council to realise a substantial number of Capital developments in the past that would otherwise have been unable to progress.
- 2.7 The Council will continue to explore cost effective opportunities for grants from external bodies. However support through grants cannot be accurately predicted and therefore they Council recognises that it cannot depend on this source entirely. The Council will also ensure that exit strategies are prepared in the case of on-going projects funded through external support, in the event of the support being withdrawn.

Capital Receipts

- 2.8 The Council generates capital resources through the sale of surplus land and buildings. The short to medium term asset sales are forecast to be minimal and as result, the ability of the Council to fund investment from within its own funding remains limited. Cabinet has approved an accelerated land disposal programme aimed at generated significant capital receipts for the Borough. The completion of the programme will generate c£8m of receipts over a 3-year period which can be used to support the Council's capital ambitions.
- 2.9 The Council will continue to pool both Housing and General Capital Receipts to reflect its commitment to a priority-led approach to the allocation of resources and continue to maintain a policy of not ring-fencing the use of capital receipts to fund new investment in specific schemes or service areas. However, it does recognise that exceptionally there will be instances in which it will be necessary to earmark receipts to particular schemes and if earmarking is necessary then a report will be taken to the Cabinet for consideration of the specific circumstances.
- 2.10 From April 2016 the government introduced the flexibility for capital receipts to be used to fund revenue expenditure which meets certain criteria. The ability for councils to do this was extended in February 2021 when the final Local Government Finance Settlement was approved. To meet the qualifying criteria the revenue expenditure needs to relate to activity which is designed to generate ongoing revenue savings or to transform a service which results in revenue savings on improvements in the quality of service provision. Local authorities are only able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use the existing stock of capital receipts to finance the revenue costs of service reform. There are no proposals to use capital receipts to fund transformation at this stage though it is important that the option to do so is acknowledged.

Borrowing

- 2.11 From 1 April 2004 authorities have had the discretion to borrow in line with the CIPFA Prudential Code which is known as 'Unsupported Borrowing' and outside the Government's control who will no longer support Authorities with a provision in the Revenue Budget to meet the capital financing costs that arise from this level of borrowing.

- 2.12 The Council can make use of the opportunity for the Prudential Borrowing where it is most cost effective and as long as its capital investment plans are affordable, sustainable and prudent. It hence makes a choice on whether revenue resources are used to fund direct service delivery or reserved to finance costs of borrowing for capital investment.
- 2.13 The Council will consider the use of unsupported borrowing in two particular circumstances:
- Discretionary unsupported Schemes – where individual services can meet the full borrowing, and other revenue, costs from within existing resources and where the related expenditure meets with Council ambitions/priorities and would not be able to proceed through and other funding source. Any such schemes must be specifically approved by the Cabinet or Council and be supported by a detailed Business Case.
 - Invest to Save schemes – where pump priming assistance is required but overall, costs are met from additional revenue/capital income or savings generated by the scheme. Pump priming can be funded from unsupported borrowing or from slippage/internal resources. Again, the specific approval of the executive will be needed before any such schemes proceed.
 - Strategic Investment – Where strategic investment to support the Borough's economy is required, subject to a detailed business case.

Revenue Contributions and Reserves

- 2.14 The Council can also use revenue resources to fund capital projects, although revenue budgets have come under increased pressure over recent years and the ability to use revenue is restricted. The proposed capital programme requires borrowing and the cost of borrowing to support the 2021/22 has been factored into the 2020/21 and 2022/23 budget. Any requirements beyond this will need to be factored into the MTFs. The Council may also finance some capital schemes from reserves such as S106 set asides.

Lease financing

- 2.15 The Council has traditionally used funding by way of leases to mainly acquire or use vehicles and grounds maintenance equipment where the revenue budget did not allow for a full capital repayment and there was a robust business case for the option of leasing to be considered.
- 2.16 By 2022 the Council will need to replace all of its vehicles and equipment held currently on operational leases and a strategy to cover replacement was agreed as part of the 2020/21 capital programme the phasing of which is over several financial years. The replacement strategy has been approved by Cabinet and is currently being implemented.

3 CAPITAL SPEND PROPOSALS

- 3.1 The Council's capital programme 2021/22 – 2023/24 is set out at Appendix 1. The proposed programme takes account of the latest monitoring position on the 2020/21 capital programme including any identified rephasing that has been agreed for carry forward into the 2021/22 financial year. It should be noted that there could be more re-phasing and this will be reported as part of the out-turn position that will be reported to future Cabinet. Any further re-phasing will be added to the programme at that time. A number of new schemes reflecting the Council's priorities are proposed and are included in the draft programme.
- 3.2 The proposed capital programme is focused on some main themes that align to the

Councils objectives and outcomes including:

- Regeneration of key areas within the borough
- Strategic Investment to support economic growth
- Sport and Leisure
- Operational Fleet
- Housing
- Highways
- Children and Young People, including schools
- ICT and Digital
- Carbon Neutrality
- Estate Management

3.3 The key areas of investment proposed for 2021/22 are:

Existing Commitments

- **Replacement of the vehicle fleet.** This is the continuation of the programme that was agreed as part of the 2020/21 capital programme. A vehicle replacement strategy was approved by Cabinet in July 2020 and the procurement of the vehicles is anticipated to take place over a 3-year period. A total of £10m was approved in 202/21 and have been phased over 3 financial years.
- **Highways** Continued investment in highways services and is a phasing of the works that have previously been approved. A Highways Strategy was approved by Cabinet in September and showed that the funds available would be spent over 3 financial years. The draft capital programme reflects the agreed Highways Strategy.
- **Cycle Ways** The council has been provided with grant from the Greater Manchester Combined Authority to support greater use of cycle ways and to promote greater use. The funds have been phased to take account of the anticipated expenditure profile.
- **Education and Schools** Anticipated grant income for schools related expenditure has been assumed for the funding that is known. Capital allocations are still awaited and will be reflected in the strategy as and when the information becomes available.
- **Sports and Leisure** Investment in external sites, including parks, as well as leisure centre is assumed within the capital programme to promote healthier lifestyles and wellbeing. Some of the schemes are grant funded. A parks strategy (Phase 1) was approved by Cabinet in December 2020.
- **Housing** Use of the housing revenue account to promote housing growth has been assumed, all of which will be funded from within the HRA. The Council has also approved use of its own funding to develop the potential of 5 strategic sites and has also been awarded some Brownfield Land Fund grant which has been built into the 2020/21 capital programme.

New Schemes

- **Regeneration** A significant amount of regeneration works has been assumed covering all major sites and areas across the council. This work includes funding brought forward from the 2019/20 financial year. In addition to this, the Council has committed to the Radcliffe Generation Strategic Framework which requires significant funding over a 3-year period. This is likely to total £30m phased over 3 years. Separate governance arrangements

including a Committee has been set up to oversee the Radcliffe SRF. Other key areas of generation across the borough include Prestwich Town Centre and the Bury Town Centre Masterplan..

- **Regeneration Investment Fund** there is a need to introduce an investment fund which essentially will be utilised to pump prime some investments in the regeneration areas but will be replenished as and when sites are disposed of in the future. A proposed framework for the investment fund is attached at Appendix 2 and any requests for use of the fund will be subject to appropriate financial and non-financial due diligence. A total of £6m for the investment fund has been requested. The fund will be used to support regeneration across the whole of the borough.
- **Housing Revenue Account** The continuation of the 3-year investment in properties £9.8m is assumed to maintain the housing stock and meet statutory compliance requirements. This will be met from the HRA.
- **Fernhill Gypsy and Traveller Site** The Council has previously approved investment in the site, some of which will be funded from a Homes England grant. Until final confirmation is received for the grant, an allocation of £2m has been assumed in the programme.
- **Muslim Burial Site Extension** Funding of £50,000 will be used to extend the existing site and carry out some other works including new pathways and fencing.
- **Clarence Park Skate Park** One-off funding of £150,000 to fund a new skate park at Clarence Park.
- **Barnfield Park Community Based Project** One-off funding to provide a central base office for City of Trees to support tree planting and tree management and to improve the depot, greenhouse and office facilities. The project is aimed at delivering a wider community support project regarding environmental awareness and training.
- **Parks and Green Space Strategy** This is a continuation of the Parks and Green Space Strategy that was approved by Cabinet in November 2020.
- **Essential Health and safety Works** This includes works in the leisure centres, Town Hall and across the wider property estate.
- **Sustainable Tennis Strategy** Redevelopment of the Borough's tennis courts.
- **Bury Athletics Track** Improvements to the track for delivery in 2022/23 subject to external funding.
- **Radcliffe 3G** Match funding for a Football Federation grant bid. Anticipated deliver 2022/23.
- **Springwater Park and Flood Protection measures** Remedial work to address landslip and other damage within the parks as a result of recent storms.
- **Public Rights of Way** Improvement in public rights of way.
- **Road Safety Schemes**

evolve as:

- There may be further government funding allocations announce prior to the start of the 2021/22 financial year particularly in relation to schools and the carbon neutral agenda;
- It is likely that new initiatives will be announced later in the financial year;
- There may be the opportunity to bid for additional funding, i.e. through the recently announced 'Levelling Up' fund;
- The council may identify other funding sources, including capital receipts, to finance additional capital expenditure;
- Phasing of the expenditure as more detailed implementation plane evolve.

3.5 Therefore the capital programme position will be kept under review and any new information about funding allocations will be presented to members in future reports.

3.6 In recent years the programme was based on fully funded schemes and a reduced call on Council's own resources through prioritisation methods that are under continuous development. This is no longer considered sustainable in light of the pressures on the council's finances and reduced reserves. Within the proposals is a requirement to fund £20m of investment through borrowing. In recognition of this, a total of £2m capital financing costs has been built into the revenue budget from 2020/21 onwards.

4 Funding the Capital Programme

4.1 The Council must ensure that appropriate funding arrangement are in place and this is monitored as part of the Treasury Management arrangements and reported to Cabinet on a quarterly basis. It is proposed that the new schemes be funded through borrowing and the borrowing costs have been reflected in the Council's medium term financial strategy. No funding assumptions for schemes beyond 2021/22 have been made.

4.2 The proposed funding arrangements for the draft capital programme are set out in Table 1.

Table 1

Financing the Capital Programme 2021/22 – 2023/24				
	2021/22	2022/23	2023/24	TOTAL
	£m	£m	£m	£m
Gross Cost	74.157	43.472	43.472	161.101
Financed By:				
Grants/External Funding	12.347	0.000	0.000	12.347
HRA Headroom Reserve	13.031	12.972	12.972	38.975
Capital Receipts Reserve	0.290	0.000	0.000	0.290
Prudential Borrowing	48.289	28.885	28.500	105.674
TOTAL	73.957	41.857	41.472	157.286

4.3 It is clear that there is reliance on a significant amount of borrowing in future years. The affordability of such borrowing will be subject to consideration at the point at which the budget for that financial year is set. The Council will however work to ensure that the level of borrowing required is reduced as much as possible and that we maximise the use of capital receipts, grant and other external income.

5 PRIORITISING, MANAGING, MONITORING, REPORTING AND EVALUATING THE CAPITAL PROGRAMME

Prioritising Capital Resources

- 5.1 It has been long demonstrated that the demands for capital investment tend to exceed available resources. To alleviate this, a robust mechanism is in place to assess schemes against key criteria and assist in decision prioritisation for use of capital resources.
- 5.2 New capital gateway processes were introduced in 2020/21 and are clustered on a thematic basis – Housing, Regeneration and Infrastructure; Children and Young People, Schools and Health and Wellbeing; ICT. It is anticipated that the thematic approach will support a cross Council approach and will remove the current silo working. The significant amount of work undertaken in 2020/21 has provided much greater transparency and understanding of the existing programme and is already proving beneficial in support more strategic discussions and developing much stronger links with the revenue strategy.
- 5.3 The scrutiny of capital schemes proposed will take place through the Gateway Groups and through the newly established Capital Board. Gateway processes to monitor, review and approve at each stage of the process have also been agreed and introduced.
- 5.4 The Council has in place a comprehensive capital bidding mechanism through which information on the strategic fit, partnership working, revenue consequences, funding profile, statutory drivers and critical success factors are collected for all schemes. The capital bidding mechanism ensures that new capital projects are appraised on a consistent basis and are aligned with the priorities set out in the Bury 2030 Strategy.
- 5.5 Preparation of the Capital Programme is undertaken in two stages. Firstly, scheme bids are placed into the following categories:
- 100% funded schemes
 - Discretionary schemes (Invest to Save and Strategic Investment)
 - Discretionary schemes to support priorities and outcomes
- 5.6 In line with the priority-led approach previously approved by Executive it is assumed that Members will wish to support the inclusion of schemes that fall into the first category, although this assumption is tested regularly and Members are free to exercise discretion over the inclusion of any scheme (or scheme funding).
- 5.7 The second stage involves assessing the extent of any resources that are available to fund new, discretionary schemes and then using a simple quantifiable scoring model that assesses the extent to which schemes reflect our priorities, generate revenue savings/costs and lever in additional external resources.
- 5.8 The Council's priorities form the framework for the prioritisation of capital investment for the Capital Programme. By using this prioritisation process on an annual basis to decide the Capital programme for the following year, it allows the review of the whole 3 year rolling capital programme. This review of schemes allows the addition, withdrawal or deferral of capital investment resulting ensuring available capital resources are focused on corporate priorities.
- 5.9 Reviewing the Capital Programme is an on-going process and in the past several years available resources have been reducing constantly due to new identified funding requirements and a slowdown in available suitable for disposal surplus assets. A full review of the capital programme has been carried out which has provided greater insight and transparency of the programme. This means that the Council can be more effective in its monitoring and scrutiny.
- 5.10 Delivery of the capital programme and ensuring that sufficient resources are available is key to the success of the programme. As part of the gateway process, resource requirements including specialist support will be assessed.

6 Monitoring and Reporting on the Capital Programme

- 6.1 The Capital Programme is monitored regularly throughout the year by the Gateway groups, the Capital Board and is reported to Cabinet on a quarterly basis. This report presents detail of spend, potential re-profiling of the programme and any significant changes in funding assumptions, especially the level of asset disposals which are always critical for the delivery of the Capital Programme. An enhanced focus on funding of the capital programme is to be introduced in particular capital receipts and to ensure that all funding is received.

7 RISK MANAGEMENT

- 8.1 There are some inherent risks in the Capital Strategy recommended above:
- Capital receipts are not realised to the level anticipated above. This is a major risk and is one that has impacted on past programmes. To maintain this low risk it is strongly recommended that schemes reliant on capital receipts do not begin until there is a high degree of certainty that the relevant receipt will materialise.
 - Future rise in Interest Rates. Planning for Prudential Borrowing can be affected by rises in interest rates making the borrowing option less attractive as a funding option and putting at risk longer term large capital schemes.
 - Schemes need re-phasing from one year to the next. This is considered a normal feature of capital schemes and can occur for a large number of reasons. The risk can be mitigated by re-profiling corresponding resources between years and is not felt to be high. It is expected that the new Capital Gateway processes will improve the profiling of expenditure and also the delivery of schemes in line with expectations.
 - Scheme costs increase. Whilst not unusual, increased costs that can occur due to a number of factors cannot be mitigated without an impact on other schemes within the Programme or an impact on future years' resources. The risk can be reduced by the use of sound costing techniques, effective project management and monitoring schemes using a risk assessment approach.
 - Delivery of the programme and ensuring sufficient capacity is available is a risk. As part of the new gateway processes, resource requirements for delivery will be fully assessed and incorporated in the detailed plans. This will include ensuring appropriate specialist skills and requirements are identified and that arrangements are in place for these to be sourced.
 - Government grant funding is needed to deliver the whole of the Council's aspirations and if funding is not secured the longer term ambitions and delivery of the capital programme will be affected. The funding of the programme is continually assessed.

Community impact / Contribution to the Bury 2030 Strategy

Delivery of the Bury 2030 strategy is dependent on resources being available. The delivery of the strategy may be impacted by changes in funding and spending.

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The Council's capital resources aren't managed effectively. The Council's capital resources aren't targeted to priorities and outcomes and the benefit of the investment across the Borough is not maximised.	The capital programme and the gateway process ensures that all available resources are identified and that, where borrowing is required, the costs are reflected in the Council's revenue strategy. The approach ensures that schemes can be developed and prioritised throughout the year and that appropriate monitoring arrangements are in place.

Consultation:

Overview and Scrutiny Committee has been consulted as part of the process for setting the capital programme.

Legal Implications:

The Council has a legal obligation to set a balanced budget and the capital considerations form part of that process.

Financial Implications:

The cost of the new schemes to the Council is £20m and will be met from borrowing. A total

of £2m has been reflected in the Council's revenue budget for this. The Housing option will be met from the Housing Revenue Account and there is sufficient funding for this. Consideration of the longer term requests relating to the Radcliffe SRF will need to be considered in the context of the MTFS. There is an opportunity to reduce the level of borrowing through the generation of capital receipts. These have not yet been factored into the plans but would be a 'first call to reduce borrowing requirements. The position for future years is only indicative and are subject to future decision making at which point the financial implications will be considered alongside the revenue budget.

Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

Background papers:

The Council's Financial Position as at 30 September 2020

Revenue Budget 2020/21 and Medium-Term Financial Strategy

2020/21 – 2024/25 Capital Strategy and Capital Programme

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

Capital Programme 2021/22 and Indicative Programme 2022/23 – 2023/24							
	Slippage brought forward	Prior Year Commitments	New schemes 2021/22	Total Cost	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m	£m
Regeneration and Economic Growth							
Radcliffe	1.484	0.000	16.000	17.484	17.484	10.000	10.000
Prestwich	0.075	0.000	0.000	0.075	0.075	5.000	6.000
Ramsbottom	0.300	0.000	0.000	0.300	0.300	0.000	0.000
Bury	0.080	0.000	0.000	0.080	0.080	11.000	11.000
Commercial Sites Regeneration	0.400	0.000	0.000	0.400	0.400	0.000	0.000
Sub Total	2.339	0.000	16.000	18.339	18.339	26.000	26.000
Place Shaping/Growth	0.898	0.000	0.000	0.898	0.898	0.000	0.000
Sports and Leisure							
Existing Schemes	0.896	0.000	0.000	0.896	0.896	0.000	0.000
Barnfield Park Community Based Project	0.000	0.000	0.050	0.050	0.050	0.050	0.000
Clarence Park Skate Park	0.000	0.000	0.150	0.150	0.150	0.000	0.000
Parks and Green Space Strategy	0.000	0.000	0.300	0.300	0.300	0.000	0.000
Leisure Centres Heath and Safety	0.000	0.000	0.100	0.100	0.100	0.000	0.000
Sustainable Tennis Strategy	0.000	0.000	0.200	0.200	0.200	0.000	0.000
Bury Athletics Track	0.000	0.000	0.000	0.000	0.000	0.100	0.000
Radcliffe 3 G Pitch	0.000	0.000	0.000	0.000	0.000	0.100	0.000
Play Area Strategy	0.000	0.000	0.205	0.205	0.205	0.045	0.000
Sub Total	0.896	0.000	1.005	1.901	1.901	0.295	0.000

Capital Programme 2021/22 and Indicative Programme 2022/23 – 2023/24							
	Slippage brought forward	Prior Year Commitments	New schemes 2021/22	Total Cost	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m	£m
Operational Fleet	4.430	3.000	0.000	7.430	7.430	0.000	0.000
ICT and Digital	3.841	1.200	0.000	5.041	5.041	2.500	2.500
Highways							
Cycle and Walking Routes	0.025	0.000	0.000	0.025	0.025	0.000	0.000
Highways	6.269	3.500	0.000	9.769	9.769	0.000	0.000
Street Lighting	0.028	3.000	0.000	3.028	3.028	0.000	0.000
Traffic Calming and Improvement	0.120	0.000	0.000	0.120	0.120	0.000	0.000
Pothole Fund	0.688	0.000	0.000	0.688	0.688	0.000	0.000
Other	0.262	0.000	0.000	0.262	0.262	0.000	0.000
Public Rights of Way	0.000	0.000	0.050	0.050	0.050	0.000	0.000
Road Safety Schemes	0.000	0.000	0.050	0.050	0.050	0.000	0.000
Sub Total	7.392	6.500	0.100	13.992	13.992	0.000	0.000
Children and Young People	8.588	0.000	0.000	8.588	8.588	0.000	0.000
Estate Management – Investment Estate	0.200	0.000	0.000	0.200	0.200	0.000	0.000
Estate Management – Corporate Landlord							
Fernhill Gypsy and Traveller Site	0.360	0.000	2.400	2.760	2.760	0.000	0.000
Existing Schemes	0.515	0.000	0.000	0.515	0.515	0.000	0.000

Capital Programme 2021/22 and Indicative Programme 2022/23 – 2023/24							
	Slippage brought forward	Prior Year Commitments	New schemes 2021/22	Total Cost	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m	£m
Muslim Burial Site Extension	0.000	0.000	0.050	0.050	0.050	0.000	0.000
Health and Safety Works	0.000	0.000	0.410	0.410	0.410	0.040	0.000
Springwater Park Landslip	0.000	0.000	0.185	0.185	0.185	0.050	0.000
Parks – Flood Protection	0.000	0.000	0.050	0.050	0.050	0.000	0.000
Sub Total	0.875	0.000	3.095	3.970	3.970	0.090	0.000
Communities and Wellbeing							
Older People	0.305	0.000	0.000	0.305	0.305	0.000	0.000
Disabled Facilities Grant	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other	0.030	0.000	0.000	0.030	0.030	0.000	0.000
Sub Total	0.335	0.000	0.000	0.335	0.335	0.000	0.000
Housing Public Sector							
Housing Revenue Account	3.094	0.000	9.830	12.924	12.924	9.830	9.830
Hosing Revenue Account - Decarbonisation	0.000	0.000	0.000	0.000	0.000	3.142	3.142
HRA – Disabled Facilities Grant	0.107	0.000	0.000	0.107	0.107	0.000	0.000
Sub Total	3.201	0.000	9.830	13.031	13.031	12.972	12.972
Climate Change	0.232	0.000	0.000	0.232	0.232	0.000	0.000
TOTAL	33.227	10.700	30.030	73.957	73.957	41.857	41.472

Borough Wide Investment Fund

Introduction

Over the past months, the Council has taken great strides in developing a new and comprehensive approach to re-positioning Radcliffe Town Centre by strengthening its functionality and destination role; widening and deepening its business, amenity and employment base; creating new housing markets particularly for young people to live and work; and improving the access of public services to residents. This analysis takes the form of a single place framework for change - the Radcliffe SRF - which will guide interventions and investment activity over the long term and following extensive consultation with residents and stakeholders has been endorsed by the Council.

The SRF will become a fundamental part of a Borough-wide economic recovery plan positioning the Radcliffe area in the best possible way to capture its full share of available sub-regional and national public resources in the future as well as maximising private investment opportunities.

The Council has introduced new governance arrangements to promote democratic oversight over the Town Centre and a new delivery board to prepare a comprehensive project plan and to bring forward proposals for implementation. At the heart of these arrangements is a Programme Management Office which is responsible for the day to day management of the process.

One of the identified outcomes which these arrangements have been mandated to deliver is the production of an Outline Business Case which evaluates key shorter-term interventions which are considered essential to create the momentum for physical and economic change.

Whilst the principle of the fund has been developed as part of the Radcliffe SRF proposals, it is recognised that a fund that supports the wider borough is needed and therefore the proposed approach reflects a Borough wide fund.

Why an Investment Fund?

The Investment Fund will:

- Provide a structured and disciplined approach to investment decisions which link decisions to outcomes and projects to a place-based framework and will form part of the management and monitoring arrangements.
- Promote a culture of success by addressing measurable outcomes including returns and the importance of re-cycling thus maximising the value of every £ which is spent - this can be compared with grant where every £ is spent only once.
- Facilitate third party funding (whether public or private) and advancement of the regeneration programme in the quickest possible time - equally by having the capability to act quickly at the start of the regeneration process a Fund can protect long term value which may only be attributable to longer term public investment.
- Support a Council commitment to the long-term future of the Town Centres with the potential to deliver match funding to leverage other public sector programmes.

The Fund is not a platform for investment outside the Town Centres. The Fund will be geared to “additionality” making the interventions which are considered essential to long term transformation and change within the Town Centres.

How is Additionality Measured?

The Fund will be linked to measurable outcomes wherever appropriate as follows:

- Employment retention and creation including local employment.
- Expansion and diversification of the business base.
- Place Creation - functionality and resilience (e.g. digital), new amenities and destination facilities, public realm and safety, additional visitors and spend in the local economy.
- Housing - widening the offer with young people at the heart of the change.
- Improved access to public services supporting resident engagement and wellbeing.
- Enhanced or accelerated business rates.
- Committed or planned leveraged investment from third parties.

All investment proposals will need to demonstrate their relationship to some or all of these outcomes with clear quantified analyses produced to underpin them.

This would underpin value for money and crucially the connection of investment proposals to the place-based framework provided by the SRF.

How should Rate of Return be calculated?

The capacity to create a re-cycling capability is of course linked to return - it is considered that only in exceptional circumstances should planned investments be undertaken for a return less than 5% the minimum necessary to support re-cycling. This is the minimum return associated with the Evergreen Fund which has operated successfully in GM since 2011.

This strategy needs to be tested against the Outline Business Case for the Town Centre and how return should be measured for the different interventions – e.g. facilitating development through land acquisition, supporting the funding of development through equity or debt finance, where, if at all, enhanced business rates should be accounted for and how delivery can be promoted through joint ventures with public and private partners, including the potentially valuable partnerships which may be possible with the GM Investment Fund Team, which oversees an increasingly diverse mix of investment instruments, which are of relevance to the long term future of the Town Centre.

How should the Fund be administered?

The Investment Fund will be administered by the Council's S 151 Officer. Investment decisions should only be made by Cabinet on the basis of a Business Case which has been produced for each proposal which explains:

- a) The strategic fit with the SRF.
- b) Measurable and quantifiable outcomes linked to the additionality requirements shown above.
- c) Measurable returns directly from the investment itself or indirectly through enhanced or accelerated business rates.

Robust decision-making is often characterised by an independent scrutiny of Business Plans by retained specialist consultants and this approach will form part of the process where necessary.



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	23 February 2021
Title of report:	The Council's Budget 2021/22 and the Medium Term Financial Strategy 2021/22 - 2024/25
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

- 1.1 This report sets out the key elements of the 2021/22 budget proposals and the framework for the longer term Medium Term Financial Strategy (MTFS) 2021 – 2025. It makes available the latest financial information that will underpin the 2021/22 budget and the MTFS. The report also sets out the process that will lead to the agreement of the budget and the setting of the 2021/22 Council tax on 24 February 2021.
- 1.2 The information presented in this report is structured over the following areas:
 - The financial context within which the budget and the MTFS will be agreed
 - The summary revenue budget position 2020/21
 - Developing the Medium Term Financial Strategy
 - The options proposed to deliver a balanced budget in 2021/22
 - The robustness of the budget and the adequacy of reserves
 - The residual financial risks and uncertainties
 - The financial framework

- 1.3 In setting the budget, consideration of the Housing Revenue Account and the Schools budget have been taken. Separate reports for these are set out elsewhere on the agenda.

Recommendation(s)

That Cabinet:

- **Approve the medium-term financial strategy and the assumptions regarding resources and spending requirements;**
- **Note the Council Tax base at 53,828 on which the Council Tax funding has been calculated as approved by Cabinet in December 2020;**
- **Approve the net revenue budget of £169.247m for 2021/22 and note that this includes an assumed increase in the council tax of 1.99%;**
- **Note the further option of a 3% social care levy and that this is not reflected the strategy;**
- **Approve the permanent spending allocations of £25.211m in 2021/22;**
- **Note the budget gap of £20.388m in 2021/22;**
- **Approve the budget reductions of £21.898m over the 4 years of which £8.056m applies to the 2021/22 financial year;**
- **Approve the use of reserves of £12.332m in 2021/22 and note the planned use of reserves of £14.355m in 2022/23;**
- **Note the forecast position on reserves;**
- **Note the Directorate cash limits;**
- **Note the significant financial risks for funding, income and demand pressures in future years and for the impact of Covid to impact on the strategy.**

Key considerations

Background

2 FINANCIAL CONTEXT AND BACKGROUND

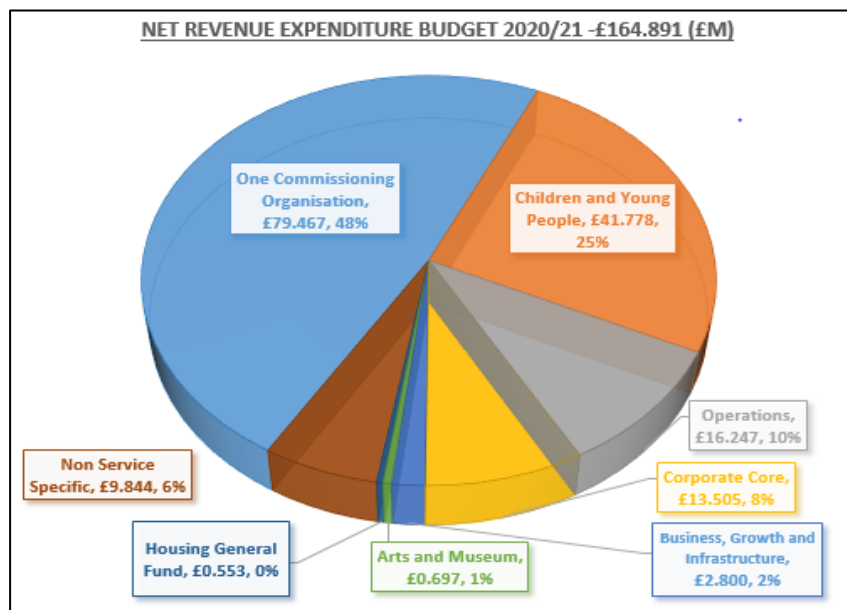
- 2.1 This year the context in which financial planning is being undertaken is perhaps the most complex and difficult of recent times. When the Council's 2020/21 budget was set uncertainties around Government policy and funding through the Comprehensive Spending Review, Local Government Finance Settlement, the Fairer Funding Review, the Business Rates Retention Review and potentially other major reforms including Social Care funding existed. Whilst a challenging situation, the emergence and impact of the Covid-19 pandemic brings even greater uncertainty and financial risk for some time to come.
- 2.2 The economic reality is fast changing and challenging and the extent of how long the effects of the pandemic will continue cannot be predicted with any great certainty. It is however inevitable that it will bring additional pressures in demand for the services provided by the Council and our partners. The significant financial impact of Covid-19 cannot be understated and as the economic impact of Waves 1 and 2 are still unfolding the potential for an even greater impact beyond is one which the Council needs to consider and plan for. In response to this, the Council has developed a plan for living with Covid-19 as part of a two year corporate plan. This corporate plans aligns to the first two years of the proposed budget strategy.
- 2.3 Over recent months the Council has been reviewing and reporting on its financial position and in November 2020 Cabinet received a financial planning document and

financial framework within which its 2021/22 budget was to be developed and which would form the basis of the budget for future years. In providing a framework, it was recognised that there were still some significant uncertainties, particularly with the funding assumptions for future years which remain unknown largely due to the fact that Local Authorities continue to work with one year only settlements. Since then the Local Government Finance Settlement has been announced. Some of the granularity on the settlement is still emerging and the strategy is being updated as new information emerges. The detail set out in the report is based on the most up to date position but may change before the final budget is presented to Full Council on 24 February.

- 2.4 In October 2020, the Council launched a public consultation on the Bury 2030 strategy and it is essential that budget planning aligns to the vision and priorities set out in the strategy. The final Bury 2030 strategy proposes an ambitious reform agenda to improve outcomes for people in Bury through the following principles:
- A local, place-based approach to working with communities to improve social, environmental, health and economic outcomes
 - Harnessing the enterprise of local people and businesses to drive economic growth, and ensuring every resident has the opportunity to connect to the opportunity of this growth through their skills, networks and scope for meaningful work
 - A new collaborative approach to delivering together with communities, to share ownership of issues and opportunity and combine all resources
 - A strengths-based approach to public service delivery, to build on the resources people have to solve issues and target resources on the gaps rather than taking a deficit-based view
- 2.5 Underpinning the strategy is a commitment to internal transformation, the objectives for which include:
- the need to drive internal improvements across core key functions within the partnership such as organisation strategy; programme delivery and IT/Digital infrastructure;
 - a requirement to develop the internal capabilities to deliver vision of Bury 2030 outcomes;
 - public service reform to support more integrated working practice and enhanced partnership working in order to reduce demand.
- 2.6 It is within this context and underpinned by the Council's capital strategy that the Council's approach to setting the 2020/21 budget has been developed. Over recent months Cabinet and the Executive Team have been involved in detailed discussions on how the Council's budget may be reshaped and transformed to deliver the services and outcomes that are needed but within a reduced funding envelope. The outcome of this work forms the basis for the rest of the report. The One Commission Organisation and Pooled Budget with Bury CCG has been central to the work on budget options and to our single response to Covid-19. The largest proportion of savings proposed so far in the budget process are with the Health and Social Care partnership as set out in section 5 of this report.
- 2.7 The Council's 2020/21 budget was set to remove ongoing reliance on short term and one-off reserves funding, 'rebalance' budgets to where the funding was needed, remove historic savings targets that were unachievable and these were replaced with savings options that had been robustly challenged and were considered achievable

at that time. At the same time the Council's reserves were starting to be replenished and funding to support the wider transformation of the Council was available. The 2020/21 financial year, whilst challenging, was considered to be deliverable and has been significantly affected by Covid and this is likely to impact for some time to come.

- 2.8 In understanding the budget proposals it is useful to understand the financial envelope within which the Council operates. The net controllable budget for the Council (excluding schools) is £164.891m and the allocation of the budget across the services is set out below:



- 2.9 Since 2010 the Government has reduced the funding for Local Government as part of its efforts to reduce the fiscal deficit and as part of austerity measures. This has resulted in the need for significant savings over recent years.
- 2.10 Alongside reductions in funding, Local Authorities have had to deal with growth in demand for key services, most notably adults and children's social care and this demand is expected to continue. Other pressures have also been faced including higher national insurance contributions, inflationary pressures on goods and services, the apprentice levy and the National Living Wage. The Council also has priorities that require capital investment and the revenue requirements to fund these are included in the strategy.
- 2.11 The cost to the Council of the Covid-19 pandemic and the expected ongoing financial pressures have also added to the savings requirement for 2021/22 and beyond. The Government has provided one-off funding throughout 2020/21 to help Local Authorities manage in in-year position and impact of Covid. This funding has largely covered the cost in year but is however one-off and the longer-term impacts of Covid currently need to be managed within the financial strategy.

Local Government Finance Settlement

- 2.12 The Council continues to work with a one year only Local Government Finance Settlement. The anticipated 3-year funding settlement for Local Authorities and the outcome of the Fair Funding Review and Business Rates Retention Scheme have been delayed further as a result of the Covid pandemic. The pandemic itself has

also placed significant pressure on the Council's financial position both now and in future financial years and the uncertainty that all of this presents and continues to present is a key risk in the strategy overall.

- 2.13 Such significant uncertainty must be considered in deciding the Council Tax increase position as part of the budget setting process. Within this context, the council needs to achieve a balance of ambition, prudence and resilience in setting its medium term financial strategy.
- 2.14 The 2020/21 Local Government Finance Settlement was announced on 17 December 2020. The settlement confirmed the following national amounts:
- proposals for Council Tax referendum limits for 2020/21 and the option to extend the Adults Social Care levy;
 - The continuation of the existing £2.5bn of existing Social Care grants into 2020/21 including the Improved Better Care Funding, Winter Pressures Grant and Social Care Support Grant;
 - Additional funding of £300m for social care;
 - £670m for a Local Council Tax Support grant to fund authorities for the expected increase in local council tax support in 2021/22;
 - £1.55bn Covid funding to fund expenditure and income losses to the middle of 2021/22;
 - £750m for rough sleepers of which £165m relates to the Troubled Families programme;
 - £4bn levelling up fund focusing on town centre regeneration and culture. This is capital monies for which Local Authorities can bid for in the future.
 - £622m allocations of the New Homes Bonus;
 - £11m Lower Tier Services Grant Allocation;
 - Confirmation of the Dedicated Schools Grant in line with the previously announced 3 year settlement;
- 2.15 The Government has also stated that it will seek to find a new consensus for broader reforms for local government including the Fair Funding Review and the Business Rates Retention Scheme when the post-COVID future is clearer. The Government has also announced a commitment in the Health and Care Bill announced in February 2021 for adult social care reform later this year. For planning purposes, no changes in have been assumed.
- 2.16 The settlement is largely a 'roll over' settlement with some inflationary increases and specific increases for social care and one-off monies to reflect additional costs of the Covid-19 pandemic. The settlement has been highlighted by the government as providing a 4.5% increase to local authorities. The largest proportion of the Spending Power increase is however from locally raised council tax which is the subject to local decision making.
- 2.17 The Council must ensure it has a robust financial base and also holds sufficient reserves to mitigate against planned or unplanned expenditure and other risks. Reserves can only be spent once and therefore a strategy that does not rely on the one-off use of reserves to support was a key feature on which the 2020/21 budget was based. The impact of the pandemic has however meant that reserves are needed to support some of the anticipated short term financial impacts on the council. This is in line with the Council's strategy.

2.18 Table 1 sets out the base revenue forecasts through to 2024/25. By 2024/25 the council is estimated to have £176.360m revenue resource. These figures assume a 2% council tax increase in each year. An increase for the social care levy is not assumed in the figures however would generate a further £2.2m in 2021/22 if the full 3% increase was applied. The setting of the council tax precept is one for full council after taking advice from officers and information available at that time.

2.19 The assumptions underpinning the figures in Table 1 below are:

- 2% annual increase in council tax for each financial year
- No impact of the anticipated Fair Funding and Business Rates Retention Schemes;
- The Better Care Fund, the main element of the Improved Better Care Fund and other longstanding government grants continue to be received at their current levels over the medium term.
- The new Social Care Grant is assumed as one-year only grant for 2021/22.

Table 1

Revenue Resource Forecasts 2021/22 – 2024/25				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Council Tax	87.992	91.975	96.094	99.501
Business Rates	59.204	60.551	62.073	63.649
Better Care Grant and core i-BCF	7.405	7.405	7.405	7.405
Lower Tier Grant	0.252	0.000	0.000	0.000
Social Care Grants	4.770	4.770	4.770	4.770
New Homes Bonus	0.253	0.035	0.000	0.000
Covid-19 Grant	5.330	0.000	0.000	0.000
Local Council tax Support Grant	2.080	0.000	0.000	0.000
New Social Care Grant	0.926	0.000	0.000	0.000
Other Government Grants	1.035	1.035	1.035	1.035
TOTAL	169.247	165.771	171.377	176.360

Council Tax and Business Rates

2.20 Incorporated in the resource forecasts is an assumption that the council tax increases available to the council as part of the Local Government Finance Settlement are taken. Not only does this approach ensure the council's financial sustainability over the medium term, it is also assumed in the Governments estimates of the funding available to local authorities. At this stage the Adults Social Care levy is not included although there is an assumption from government that it will be taken by Local Authorities.

2.21 Collection rates for both Council Tax and Business Rates have been significantly impacted during 2020/21 and assumptions have been made for future years. The collection fund is forecasting a deficit position as a result of Covid and new accounting arrangements have been approved that enables Council's to spread the impact on the 2020/21 deficit over 3 financial years. The spread of the deficit is

included in the funding assumptions. The calculation of the Council Tax base 2020/21 is set out in Appendix 1.

- 2.22 Assumptions for future years have been made on the latest available information and reflect lower collection rates than have been assumed in previous years. There is a risk that the actual collection rates may be lower still than that assumed – the ending of the government's furlough arrangements and the ability of our businesses to recover economically are likely to be significant factors in collection rates. The full impact is only likely to emerge during the year and the position will be closely monitored.
- 2.23 With many local authorities forecasting substantial reduction in rates revenue for 2021/22 and higher thresholds in calculating when Government would support any losses, the 12 members of the Greater Manchester and Cheshire Pool have agreed to dissolve the current business rates pool from 2021/22. Whilst this means that Bury will now be considered as an individual authority for the purposes of the business rates retention scheme, Bury will still remain part of the Greater Manchester 100% retention scheme.
- 2.24 The provisional Local Government Finance Settlement set out the maximum level of council tax that can be raised in 2020/21. SR2020 committed the Government to allowing a 2% increase in the core council tax and an extension to the ability to raise a further 3% adult social care levy.

Adult Social Care Levy

- 2.25 In addition to taking the maximum increase in council tax income, the council has a further option of extending the adult social care levy for a further year. No assumptions on the adults social care levy have been assumed in the financial information set out in the report. The 3% adults social care levy would generate an additional £2.2m of funding in 2021/22 and this would also be available in future years as recurring income.

3 FORECAST OUTTURN POSITION 2020/21

- 3.1 It is important that the current year's position is taken into consideration and that any trends and information available are reflected on. Monitoring at the end of the third quarter, December 2020, shows that the council is forecasting a small underspend of £0.053m which is broadly a break-even position. Whilst overall this is a positive position there are a number of significant risks within the budget that are currently being offset by short term government grant funding which is not guaranteed beyond the current financial year. This remains a significant risk for future years. Table 2 below provides a summary of the forecast position based on information available at the end of December 2020.

Table 2

2020/21 Forecast Revenue Out Turn Position – as at 31 December 2020			
Directorate	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
One Commissioning Organisation	79.498	79.385	(0.113)
Children and Young People	41.778	43.255	1.477
Operations	16.247	24.059	7.812
Corporate Core	13.473	13.680	0.207
Business, Growth and Infrastructure	3.397	3.777	0.380
Arts and Museum	0.697	0.719	0.022
Housing General Fund	0.553	1.116	0.563
Non Service Specific	9.247	(1.153)	(10.400)
TOTAL	164.891	164.838	(0.053)

- 3.2 The budget remains under regular review by the Chief Executive and the Executive Team and is reported on a quarterly basis to Cabinet. The potential for the position to change as a result of the Covid pandemic remains a risk and will continue to be managed and monitored carefully for the remainder of the year. A separate report on the Council's financial position at the end of December 2020 is set out as a separate report to the Committee. The main variances in Table 2 reflect loss of income in the Operations Directorate and additional grant income received from the government which is shown in the Non-Service specific line.

4 DEVELOPING THE MEDIUM TERM FINANCIAL STRATEGY AND THE 2020/21 BUDGET

- 4.1 The spending needs of the council have been developed alongside the resource forecasting. In developing spending need, consideration has been given to ensuring the budget:

- delivers investment in projects and programmes that will support the ambitions and objectives set out in the Bury 2030 plan;
- reflects the response and recovery to the Covid pandemic;
- delivers the long-term financial sustainability of services and the council as a whole;
- ensures financial resilience in the medium term;
- continues to drive forward the implementation of the council's change agenda to ensure core services, infrastructure and resources can be used flexibly and effectively to meet future challenges and deliver for residents, businesses and communities.

Permanent Spending Need

- 4.2 The additional permanent allocations proposed total £45.119m over the 4 year period and are set out in Appendix 2 to the report and are summarised in Table 3. It is

important to note that the allocations for 2022/23 onwards are only indicative and will be updated and refreshed at regular intervals. The key areas are:

Decisions made in-year and full year effect (£2.115m in 2021/22)

- 4.3 During the year, some decisions have been made that have a permanent impact on the Council's budget. This includes a decision made earlier in the year to provide a loan to Manchester Airport Group which is a key strategic investment for the Council. Additionally, some decisions were made in the 2020/21 budget that have a full year effect in 2021/22 including the funding of the approved capital programme and increase in corporate capacity.

Pay Inflation (£0.250m in 2020/21)

- 4.4 A pay freeze has been assumed in 2021/22 and this is based on government announcements and its intention to freeze public sector pay. A 'catch up' element to reflect the higher than budgeted for pay award from April 2020 has however been factored in. The pay bill is driven by the national pay agreement and is therefore outside of the control of the council. Should a pay award be announced, the cost of this will have to be managed within service budgets in 2021/2. Pay awards of 2% per annum have been assumed for all later years of the strategy.

Contractual Inflation (£4.125m in 2020/21)

- 4.5 The council has a range of contracts to which there is a contractual commitment to increase by an inflationary amount each year. This has been built into the budget and includes the increases in the national living wage that needs to be reflected in payments to care providers.

Demand (£4.361m in 2020/21)

- 4.6 The council is experiencing increases in demand for some services as a result of demographic change. The main areas are:
- Adult social care including the number of people accessing services as well as an increase in the complexity of need;
 - Placements for the support for children who are looked after, at risk and children with disabilities;
 - Costs of children transitioning to adults services;
 - realignment of costs previously funded from the Dedicated Schools Grant.

Fall Out of Time Limited Funding (£0.723m)

- 4.7 Some adult social care services have been funded from time limited resources over the past few years included health transformation funding. As there remains a strong alignment with the council's key objectives and outcomes it is proposed that the funding for these services is put on a sustainable basis going forward.

Unachieved Savings (£1.110m)

- 4.8 The recent monitoring is showing that a significant number of savings agreed in previous financial years are not considered to be deliverable. It is not considered prudent or sustainable for services to carry forward savings targets that realistically cannot be achieved and it is proposed that these be added back into the budget. Some of the unachieved savings in 2020/21 directly relate to Covid however those relating to the Corporate Landlord model and the Architects Service are considered

to be undeliverable in the long term. There may be an opportunity for some costs to be reduced over time as part of the transformation programme.

Budget Realignment (£2.295m)

- 4.9 The Council has a number of funding streams available from which services are funded. A review of costs and where they are charged to has been carried out and has established that some realignment is required.

Borrowing to Support the Capital Programme (£2m over 2021/22 and 2022/23)

- 4.10 The council's capital strategy and draft capital programme has been developed. Delivering the capital programme will require investment that can only be supported through borrowing. A total of £2m has been built into the financial strategy to support the borrowing costs needed to deliver the priority projects identified including the Radcliffe Regeneration Framework and the Council's regeneration ambitions. This approach is considered prudent and ensures that the council has a sustainable basis on which its capital programme is built.

Income Losses (£9.233m in 2021/22)

- 4.11 The Covid pandemic has impacted significantly on the Council's income assumptions. This includes the dividend and loan repayment interest that the Council receives from its investment in Manchester Airport Group and also income from car parking and leisure services. For planning purposes, it is assumed that all income losses will be short term and will be recovered by the 2023/24 financial year. This is a planning assumption and will be kept under review.

Summary Spending Position

- 4.12 Bringing all of these elements together indicates that the council has a spending need of £190.102m in 2020/21 increasing to £210.010m in 2024/25. A breakdown of this is shown in the Table 3.

Table 3

Summary Forecast Spending Requirement 2021/22 – 2024/25				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
<i>Budget/Spending Requirement Brought Forward</i>	164.891	190.102	199.865	200.484
Decisions Made in Year and full year effect	2.115	0.000	0.000	0.000
Pay Inflation	0.250	1.865	1.870	1.904
Contractual Inflation	4.125	5.771	5.988	6.254
Demand	4.361	1.534	1.448	1.362
Fall-Out of Time Limited Funding	0.723	0.132	0.007	0.007
Unachieved Savings	1.110	0.000	0.000	0.000
Budget Re-alignment	2.295	0.000	0.000	0.000
Borrowing to Support Capital Programme	1.000	1.000	0.000	0.000
Income Losses	9.233	(0.539)	(8.694)	0.000
Sub Total	25.211	9.763	0.619	9.526
TOTAL FORECAST ONGOING SPENDING REQUIREMENT	190.102	199.865	200.484	210.010

5 PROPOSALS FOR BALANCING THE BUDGET

- 5.1 Comparing the forecast resources to the forecast spending needs shows that there is a funding gap that needs to be addressed. The gap in 2021/22 is £20.388m and is significantly higher than previously anticipated due to Covid. Some of the gap is resulting from increased demand that will have a long-term impact and some of it relates to a short-term income loss. To avoid unnecessary long term budget reductions, a balanced approach using a combination of budget reductions and the use of one-off reserves is proposed.
- 5.2 Savings options totalling £8.056m for 2021/22 increasing to £21.298m by 2024/25 have been developed and full details are set out in the Appendix 3 and 4 to the report. All of the options have been subject to a corporate assurance process to ensure they are deliverable. Cabinet are recommended to approve these options. In addition to the budget option, planned use of reserves of £12.332m is proposed in 2021/22.
- 5.3 In the longer term a further planned use of reserves totalling £14.355m is proposed with an ongoing savings requirement of £10.950m remaining in the last 2 financial years. The position will change over time as the MTFS is updated to reflect changes in demand, legislation and funding frameworks and will be reported to Cabinet at regular intervals. A summary of the financial gap is set out in Table 4 below.

Table 4

Forecast Financial Gap 2021/22 - 2024-25				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Forecast Spending Requirement	190.102	199.865	200.484	210.010
Savings from prior years	(0.467)	(0.802)	(0.802)	(0.802)
Savings from 20/21 process in future years	0.000	(8.056)	(18.937)	(21.398)
Forecast Resources	(169.247)	(165.771)	(171.377)	(176.359)
FUNDING SHORTFALL/(SURPLUS)	20.388	25.236	9.368	11.450
Efficiency Proposals	(4.053)	(3.711)	(0.500)	(0.500)
Service Reduction Proposals	(4.003)	(7.170)	(1.961)	0.000
Planned Use of Reserves	(12.332)	(14.355)	0.000	0.000
Sub Total	(20.388)	(25.236)	(2.461)	(0.500)
CUMULATIVE SHORTFALL/(SURPLUS)	0.000	0.000	6.907	10.950
IN YEAR SHORTFALL/(SURPLUS)			6.907	4.043

Efficiency Proposals

- 5.4 Appendix 3 sets out the detail on efficiency options totalling £4.053m in 2021/22 which increase to £8.764m in 2024/25. These options are deemed to have no impact on service delivery and the majority of which reflect budget reductions to reflect actual expenditure. Others include a review of contracts with external providers and additional income growth as a result of the Council's investment in the economic regeneration and housing agenda. A removal of staffing budgets to reflect staffing in the Children and Young People's Directorate is also included. Efficiency savings will be challenged and reviewed throughout the lifetime of the strategy.

Transformation

- 5.5 When the Council's budget for 2020/21 was set in February 2020, the need for transformation was central to the strategy going forward and, in recognition of this, a one-off fund of £5.8m was created to support transformation with the expectation that long term, recurring savings would be delivered. In managing the gap, it is proposed that a total of £5m ongoing savings be delivered through transformation in the first two financial years and the fund will be used to provide capacity to drive the agenda forward and make long term change.
- 5.6 Transformation projects will be pursued that improve service outcomes and can deliver efficiency savings as well. Initial areas of focus are set out in Table 5 below:

Table 5

Transformation Workstream	Proposed savings option
Leadership	Agile Working model – improvement in staff productivity and reduction in Council owned and occupied buildings and operating costs. This will also create carbon reductions.
Process	A council Customer service strategy - channel shift opportunity to extend the Council's reach to communities and secure economies of scale by streamlining all customer contact into a coherent corporate function
	A joint business support review to establish a modern and cost-effective service which reduces cost through: <ul style="list-style-type: none"> • Simplified and standardised support process, enabled by MS Teams collaborative tools • An expectation of user self-service through digital capabilities via i-Trent and MS Teams and corporate behaviours such as open diaries • An agile working model which removes the need to arrange and manage meeting rooms • Paperless meetings without the need for printing, postage and filing
Workforce	Management efficiencies within the Council through consistent and efficient spans of management control and organisational hierarchy

- 5.7 The options above are expected to make a significant contribution to the £5m target but more options are likely to be required to balance the budget over the next two years. Work is underway to engage a partner to lead a piece of "Design and Discovery" analysis, as follows:
- Assess the Council's costs, resources and delivery arrangements against sector best practice generally and public service reform in particular. Deliverables from the initial discovery phase during this financial year will be required as follows:
 - A future operating model proposed based on strength based, community first principles.
 - Cost and use of resources analysis using benchmarks from across local government and other appropriate comparators.

- Financial modelling using a range of techniques to reassess current allocation.
 - Proposal of a series of further potential budget options to reduce costs and maintain / improve outcomes.
- 5.8 As part of the Council's relationship with Microsoft a piece of digital design and discovery analysis is also underway, without additional cost, to assess systems requirements and opportunity across the strands of:
- The Bury 2030 Strategy and Corporate Plan.
 - Customer services related to the specific budget option proposed.
 - Data expectations and potential.
- 5.9 The output of this analysis will be advice on the digital journey including an indication of timescale and business-case based investment requirements.
- 5.10 In developing the transformation plan, it is essential that the rigour and the governance is in place to ensure that the plan remains on track and that overall cost of the business is reduced. To enable this to happen, a Delivery Unit was established in the September 2020 Cabinet report, comprised of a small team of programme and project managers which operate within the Corporate Core but work organisation-wide to establish and deliver all budget options and corporate transformation activity as a single programme of work. This Unit will create:
- an overarching programme plan for all transformation activity including all corporate budget savings options;
 - a consistent delivery methodology;
 - regular update reports to Members;
 - corporate “check and challenge” of proposed options to ensure a consistent approach to such issues as stakeholder consultation;
 - risk management and the use of resources to ensure, for example, that savings in one part of the organisation do not create costs in another.
- 5.11 The Delivery Unit will be directed by the Corporate Core Leadership team, specifically the Deputy Chief Executive (Corporate Core); the Executive Director Financial Transformation and the Chief Information Officer, supported by wider members of the Corporate Core Management Team. The Transformation Strategy will be included within the Leader's portfolio and regular updates provided to Cabinet.

Budget Reductions

- 5.12 A set of budget reductions are set out in Appendix 4 and are summarised as follows:

Transformation and Innovative Commissioning

- 5.13 The Council seeks to commission services for adults and children in a way that secures the transformation and innovation in the way those services are delivered. The Council will work with providers to engage differently with people – recognising and building on people's strengths, connecting people to communities and ensuring all care is outcome focused. The Council's vision for Learning Disabilities (LD) services in Bury is an all-age service, which would remove the need for transitions providing one smooth pathway for customers. It is recognised that current practice to support people through the transitions process could be better therefore we are focussing on transitions planning, in particular those young people transitioning to

adult's services in the coming 24 months. We will work jointly with Persona to reshape the existing provision, transforming services and developing new ways of working to realise efficiencies, and in some cases, this may mean the reduction or closure of services.

- 5.14 The Council will focus on those transitioning from Children and Young Peoples services at an earlier age, ideally 13/14 years, this will enable more appropriate support of the individual and their family to be put in place. This will better manage expectations of the transitions process and potential reduction in support packages preventing less upset and chaos for those involved.
- 5.15 The Council will need to prevent out of borough placements where possible, therefore we will work collaboratively with partners to improve our local offer i.e. education, housing, respite thus allowing individuals to remain part of their community and improve equity for all Bury customers. Achieving this will realise savings in reduction in care package values relevant to aspired outcomes that are more suitable, encourage independence, choice and control for our young adults.

Adult Social Care Personalisation and Transformation

- 5.16 The Council will be moving from our traditional approach of social care assessment and support planning to a more personalised approach, recognising the strength of our residents and ensuring community, family and carer support options are fully explored before providing additional support. The support provided will focus on how we enable the person to achieve their outcomes rather than providing or doing it for or to them. There is extensive research to show working this way delivers outcomes for people and reduces demand and a transformation programme is being developed.

Development of Assistive Technology

- 5.17 Assistive Technologies is a range of equipment designed to prompt and assist people with everyday activities which have become difficult. They support people to stay safe and independent in their own home for as long as possible. Often called personalised technology because it is not about the technology, but the people and how providers can enhance lives. Solutions include anything from telecare equipment and environmental controls, to mobile technology and communication aids. The gadgets and equipment selected will meet someone's daily needs, whether at home, out and about in the community or at work.
- 5.18 A review of other local authorities has highlighted opportunities that not only deliver better outcomes for people and services but also significant savings. The initial findings suggest the amount of savings is dependent on a number of factors, willingness to invest to save, dedicated leadership/ team, innovation to continually develop, buy in from health and social care staff and an appetite to mainstream Assistive Tech across Social Care.

Improved Housing Options for people with disabilities

- 5.19 The links between housing and social have never been more important and these are set out in the draft Housing Strategy approved by Cabinet for consultation on 14 October 2020. It is our intention to better utilise properties available, ensure they are of good quality, value for money, fit for purpose for the intended client groups and

used in the best way possible. To achieve this involves improving existing stock and exploring new ways to develop local specialist housing options.

To enable us to achieve this the Council needs to;

- Increase our shared lives scheme to deal with increased demand for the service that will come from a range of customers including reducing those in supported living.
- Develop the aspirational 'own front door' concept of a number of individual self-contained units as currently many people live in accommodation with shared facilities i.e. kitchens, bathrooms. With onsite support available 24/7, the costs of sharing support arrangement will realise savings and provide better quality of life for customers.
- Reconfigure and/or realign current specialist housing stock to reduce increasing voids costs to the council and providers. Develop connections between housing and social care system to provide improved accommodation options in borough.
- Reduce number of high cost out of borough placements through increasing adequate local accommodation opportunities.
- Decommission empty properties/spaces that have financial implications and work with providers to better use their available stock to prevent (where possible) market destabilisation.

Effective and Efficient Commissioning of Adult Care Services

5.20 A number of areas have been prioritised to strengthening our approach to the effective commissioning of adult care services: -

- Working with Bury CCG to review and refine the operation of the Continuing Health care arrangements,
- More effective and efficient payment of Care at Home,
- Continuation of the work in respect of effective market management of care services in borough ensuring the right mix of services available to reflect future demand and transformed services
- More effective management of personal budgets

5.21 The proposals in adult social care are in line with the transformation programmes articulated in the Locality plan for Health and Care 2019-2024 which highlighted the potential of a health and care system wide gap in funding and the scale of the transformation required by the health and care system as a whole. The implementation of the proposals will be managed as part of the health and care recovery and transformation programme and specifically the community programme of work.

Packages of Care Reviews

5.22 Extensive research shows there are better outcomes for people when done 'with' the person rather than 'to' or 'for' the person. Alongside the transformation Bury is leading a programme of workforce development that will bring about:

- Strength and asset based approach
- Personalised conversations
- New quality assurance framework

- Providing social care with the tools and information to work differently
- 5.23 This workforce development will ultimately lead to behavioural change of the social care workforce that overtime will reduce the reliance on traditional care.
- 5.24 Service delivery will continue with a different vision and new ways of working, considering alternative options for people, in most cases better options. This may result in some packages of care being reduced following a review process. In these instances best interest outcomes will be considered whilst ensuring statutory requirements are met. This work is not about irrationally removing support packages but rather developing alternative options that may not have been available at the point of assessment due to new ways of transformational working.

Operations

Civic Venues

- 5.25 The Council operates a number of civic venues some of which operate at a loss and are also in need of significant investment in future years. It is proposed that the civic venues do not reopen and in doing so, this will generate an ongoing saving as well as avoid the cost of future capital investment. Future opportunities for the venues will be considered as part of regeneration plans.

Waste Review and Vehicle Rationalisation

- 5.26 This will involve continuation of the vehicle rationalisation programme, optimising waste collection rounds and street cleansing litter rounds as well as looking at opportunities to increase household waste recycling rates beyond 60% through:
- A comprehensive, sustained communications campaign which would require recruitment of additional staff and ongoing engagement with residents.
 - Potential to enforce recycling, involving residents who do not put 'the right stuff in the right bin'.
 - Collection of a wider range of recyclables e.g. plastic pots, tubs and trays; textiles; batteries; small Waste Electrical and Electronic Equipment.
 - Promotion of home composting, with an offer of subsidised compost bins to residents.

Dimming of Street Lights

- 5.27 A street lighting column replacement programme is already underway in Bury. As a result of this programme, approximately 3,500 street lighting columns across Bury will be equipped with energy efficient LED lanterns which are able to be dimmed.
- 5.28 It is proposed to dim these lanterns between 00:00hrs and 06:00hrs, which will realise a reduction in carbon output and energy consumption in the region of 80 tonnes and £40,000 per annum respectively, therefore supporting a lower carbon economy, greater resilience to climate change and cleaner growth.
- 5.29 The proposed dimmed lighting levels will remain in line with the current British Standard Specification whilst providing adequate levels of lighting on the highway. It is important to note that the public will notice very little change in lighting quality from streetlights being dimmed. A number of pilots have already taken place across Bury, with no negative feedback being received.

- 5.30 If implemented, the changes will enable the Council to reduce light pollution, and its negative effects on residents' sleep patterns, certain nocturnal animals, plant species and people's enjoyment of the night sky.

Children and Young People

- 5.31 Wider transformation of the children and young people's service is envisaged and to support this a further diagnostic piece of work which will commence towards the end of the year to consider what opportunities may be available in the future. This piece of work will focus on a whole system analysis to ensure that practice in family support and prevention is robust in all areas of service delivery and is front loaded to ensure that the best evidence-based interventions are available at the earliest opportunity without unnecessary reference to referral and thresholds. Avoiding escalation to costly care options, particularly out of borough placements, is the most effective way to reduce spending. The analysis will provide modelling and close monitoring of the relationship between early help in the form of locality, and settings-based family work in close alignment with all locality-based delivery partners and reduction in the need for statutory intervention. This is in line with the neighbourhood model of the public service integration proposed in the Bury 2030 strategy. The analysis will provide for a challenging comprehensive narrative to be developed and shared, which will raise expectations for families from their Council, their schools and their health services, particularly in respect of inclusivity, co-production and family self-efficacy. This requires a whole system focus on some agreed principles and ways of working, including focusing money where it has most impact, ensuring most work with families is undertaken in community settings, empowering communities to act to prevent escalation to statutory services and reducing dependency on costly and sometimes ineffective provision. It requires helping people to receive and exit statutory services when needed as rapidly as possible.
- 5.32 The Council has made a good start on this journey with its commitment to Early Help and locality-based working and has made some progress in reducing the number of school placements in out of borough Independent Non Maintained Sector. Additionally, the Council is engaging with the Department of Education who are working with local authorities with significant deficit balances on their Dedicated Schools Grant. The opportunity to consider the relationship between funding and expenditure will be explored at the time. In the meantime, the Council continues to manage its relationship with increasingly autonomous schools, maintaining a focus on its statutory and strategic role in promoting high quality education, skills and training and ensuring that the needs of the most vulnerable children and those with additional needs are met.
- 5.33 The Children & Young People Directorate will work on joint strategies such as the All-Age Learning Disabilities Strategy referenced below, making sure that opportunities to work as a whole system are maximised.

Fees and Charges

- 5.34 The budget assumes an inflationary increases in the Council's fees and charges.

Cash Limits

- 5.35 Proposed cash limits for each Directorate are set out at Appendix 5

6 RESERVES

6.1 The proposals for the 2021/22 budget creates a reliance on one-off reserves. When the 2020/21 budget was set the reliance on one-off reserves was removed and an ongoing planned contribution to reserves of £0.567m was built in. At the same time the surplus on the collection fund was released and £10m applied to the general reserves in order to boost financial resilience. A review of provisions and reserves was also carried out as part of the 2019/20 closure process and reserves aligned to strategic risks. As a final measure, a reserves strategy that has introduced greater governance, transparency and controls over the use of reserves was approved by Cabinet in July 2020.

6.2 This approach has served the Council well and has ensured that as much financial resilience as possible has been factored into the strategy. The Covid pandemic and the short-term impact on income means that the Council is proposing to use some of the earmarked and general reserves to manage the position both in 2021/22 and 2022/23. In total this amounts to £26.687m. Whilst the position for 2022/23 is likely to change the proposed approach creates a significant dependency on reserves and regular monitoring and mitigating actions will be needed should there be any other emerging issues or risks that need to be managed.

7 ROBUSTNESS OF THE BUDGET AND THE ADEQUACY OF RESERVES

7.1 Section 25 of the Local Government Act 2003 requires that, in giving consideration to budget proposals, members must have regard to the advice of the Council's Chief Finance Officer on the robustness of the estimates and the adequacy of the Council's reserves.

7.2 The basis on which the budget has been prepared, as in previous years, relies on the forecast of activity and the impact of changes in policy previously agreed by the Council. These forecasts are kept under review as part of the budget monitoring process and actions identified to address financial risks arising from the changes in the forecast as they occur.

7.3 The Council holds reserves for a number of reasons:

- To enable the Council to manage variations in the demand for services which cause in year budget pressures.
- To fund specific projects or identified demands in the budget.
- To enable the Council to deal with unexpected events such as flooding or destruction of a major asset.

7.4 Setting an appropriate level of reserves is a matter of judgement taking into account:

- The level of risk evident within the budget as set out above.
- A judgement on the effectiveness of budgetary control within the organisation; and;
- The degree to which funds have already been set aside for specific purposes which will reduced the need for general reserves.

7.5 Based on the budget proposals set out in the report and taking account of the current forecast out turn position, the Council will see a reduction in its general reserves from a projected £26.814m at the end of 2020/21 to £23.149m at the end of 2021/22. The projected reserves position takes this into account:

- One-off release from the collection fund 2019/20 (£10m)
- Higher than budgeted contribution to the pooled fund in 2020/21 by the Clinical Commissioning Group to offset the lower than budgeted contribution in 2019/20 that was met from the Council's general reserves (£10.5m);
- Planned annual contribution to reserves from 2020/21 onwards (£0.567m).

- 7.6 The Covid pandemic and the impact on income means that reserves will be needed to balance the budget in at least the first 2 years of the financial strategy. The robustness and resilience of reserves is key and will be monitored on an ongoing basis.
- 7.7 As part of the budget setting process, the Council's S151 statutory officer is required to assess the adequacy of the Council's reserves in light of risks both known and unknown at that time. If it is the S151's opinion that that reserves are not adequate and are below an adequate level to reflect the risks and therefore the setting of a balanced budget was at risk then further statutory responsibilities under S114 of the Local Government Finance Act exist and a formal report to Council would have to be issued.
- 7.8 The Ministry of Housing, Communities and Local Government (MHCLG) are liaising with all local authorities to identify those at risk of a S114 and to establish what exceptional support could be given. Based on what is known, Bury's reserves remain adequate for the 2021/22 financial year although it is recognised that the situation will need to be carefully monitored during the year and as part of the development of the 2022/23 budget and beyond. To improve the governance and management of reserves, a reserves policy was approved by Cabinet in July 2020.
- 7.9 A forecast of reserves has been carried out and is set out in Table 6 below.

Table 6

Forecast Position on Reserves - Assumes all ongoing savings delivered				
	2019/20	2020/21	2021/22	2022/23
General Reserves	6.989	26.814	23.149	16.955
Corporate Reserves	7.794	6.794	5.794	4.794
Transformation Reserve	0.000	4.800	2.300	0.000
Directorate Reserves	0.992	0.742	0.492	0.242
Fiscal and Risk Management Reserves	34.174	30.174	22.074	14.480
External/Grant Funded Reserves	17.522	2.716	1.216	0.000
Capital Reserves	3.272	3.272	0.000	0.000
Sub Total	70.743	75.312	55.025	36.471
DSG Reserve	(20.067)	(25.544)	(25.607)	(24.991)
TOTAL FORECAST RESERVES	50.676	49.768	29.4187	11.480

- 7.10 The overall forecast position shows that the Council should have sufficient financial resilience in the short term. There are however a number of key risks that should they crystallise in an of the financial year are likely to created further pressure on the reserves position and therefore it is ever more important that reserves now become a permanent feature of the monitoring reports to Cabinet on a quarterly basis. Table 7

below sets out the scale of a small variance in the assumptions made, showing the potential of both a positive and negative movement of 1% across the main areas within the MTFS.

Table 7

Financial Risk in the MTFS	
	Potential Full Year Impact
	£m
Pay (1%)	0.986
Price inflation (1%)	1.500
Council Tax Collection Rate	0.879
Business Rates Collection Rate	0.592

7.11 Other key risks that will need to be factored and reflected in the ongoing monitoring throughout the year include:

- the economic uncertainty resulting from Covid and the potential impact of Brexit. The impact of the pandemic is already emerging through increased demand and loss of income but the wider economic impact on the ability of businesses to survive and/or pay business rates will be a key factor. Demand for welfare services when the furlough and other support schemes available come to an end is also likely;
- the financial regime within which the Clinical Commissioning Groups operate is uncertain and unknown. The relationship of health and social care funding through the pooled fund and transformation funding is a central part of the Council's budget;
- the future of grants, particularly those in relation to social care, is unknown. Social Care grants, including the Better Care Fund, equate to £9.2m in 2021/22. A 1% change in these is £0.920m;
- pay awards have not yet been finalised. The pay bill is driven by the national pay agreement and changes above and that assumed in the MTFS will need to be managed as a risk in year;
- the lack of a long-term national strategy to fund the increasing costs of social care is a significant risk. The ability for councils to continue to try and manage demand within their existing budgets is not sustainable and is placing increasing risk on councils.
- The deficit on the Dedicated schools Grant that is currently forecast to be £25m by the end of the 2020/21 financial year and which is currently offset by the Council's reserves. The Council is currently working with the Department for education on a recovery plan as part of the Safety Valve project and it is anticipated that some of the financial pressure will be reduced as an outcome of this work.

7.12 Budgetary control processes are in place to manage in year expenditure. Effectiveness of budgetary control is a combination of systems and processes as well as the risk environment within which the Council is operating. It therefore remains an essential requirement that the Council continues to ensure that processes are

effective in maintaining a grip on in year expenditure and also that there is a clear focus on delivering a balanced and sustainable budget.

7.13 In response to the Covid pandemic, the Council introduced some accounting principles intended to provide greater financial grip in responding to the financial impact of the pandemic. The principles agreed are still in place and are as follows:

- 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.

8 FINANCIAL FRAMEWORK

8.1 The Council has previously adopted four 'Golden Rules' as part of its long-term approach to financial management and overall financial framework and these have been met in the current financial year. These 'Golden Rules' are as follows:

- The level of General Fund balances retained by the Council to meet unexpected changes in the budget or to fund events that cannot be foreseen will be based on an assessment of the risks faced by the Council.
- Use of one-off options to support the on-going revenue budget must be in the short term only and supported by a robust strategy to address underlying pressures in the Council's cost base.
- Prudential borrowing can be undertaken to support capital spending relating to regeneration/growth initiatives and commercialisation/transformation of council services. All proposals to be subject to robust business cases assessing prudence, sustainability and affordability.
- Pressures and savings will be assessed on a 3 year, rather than a one year basis through a revised medium term financial strategy.

Capital Strategy

8.2 The Capital Strategy is prepared in accordance with the latest Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential and Treasury Management Codes of Practice. The strategy provides a framework within which the Council's capital investment plans will be delivered. These plans are driven by the Council's objectives and are linked to the development of the Bury 2030 strategy.

8.3 The proposed capital strategy and programme 2021/22 – 2023/24 also takes the essential elements of previous year's strategies and programmes and moves them forward to the forthcoming year. Capital spending is a key determinant of future

revenue commitments and the capital programme and revenue budget are interlinked and have been developed as integrated strategies.

- 8.4 The ability for the Council to deliver its ambitions relating to capital will to some extent be affected by the Council's ability to afford the borrowing costs associated with this. A closer alignment of the revenue and capital budget is currently being developed and it is anticipated that the financial strategy in future years will be a fully integrated one that includes revenue, capital and growth and investment strategies. The co-dependency and inter dependencies of the strategies is becoming more evident as the Council set out its longer-term plan and ambitions in both the Bury 2030 Strategy and the Corporate Plan.

Treasury Management Strategy

- 8.5 The treasury management strategy is prepared in accordance with the CIPFA Prudential and Treasury Management Codes of Practice. The strategy sets out the Council's approach to managing investments, cash flows, money market and capital market transactions. The strategy provides a framework for the effective control of risks associated with these activities.
- 8.6 The Treasury Management strategy for 2020/21 reflects the Council's capital expenditure plans as set out in the capital strategy. The strategy also sets out the position in relation to the prudential indicators arising from the Council's capital expenditure plans. As well as borrowing and investment strategies, the Treasury Management strategy also covers the current treasury position, economic outlook and interest rates forecasts, risk and creditworthiness. Finally the strategy also includes the council's policy on borrowing in advance of need and the Minimum Revenue Provision (MRP) policy statement. No changes to the MRP policy or the treasury management strategy are proposed although some updates will be made and the strategy for 2021/22 will be presented to Full Council in March 2021.

Housing Revenue Account

- 8.7 A separate Housing Revenue Account report has been prepared for presentation to Cabinet and is set out as a separate report on the agenda. This report sets out the recommended dwelling and non-dwelling rents and service charge increase to be applied from April 2021. The report is a key element of the Council's overall medium term financial strategy.

Dedicated Schools Grant

- 8.8 A separate report on the Dedicated Schools Grant (DSG) is set out elsewhere on the agenda. This report sets the schools budget for 2021/22 and also the hourly rates for the early years education. The report also sets out the position the DSG deficit relating to high needs and information on the recovery plan and the DfE's Safety Valve Project which the Council is currently part of.

Local Taxation and Benefits Discretionary Policies

- 8.9 Annually the Council reviews and updates policies covering discretionary Council Tax discounts, discretionary business rates relief, local welfare provision and discretionary housing payments. These policies provide support to local businesses and some of the poorest and most vulnerable residents within the borough. These policies operate within a legislative framework determined by various Local Government Acts of Parliament. During 2020/21, the welfare policies have been

updated and criteria expanded to reflect new and emerging groups of residents within the borough in need of welfare support. Some one-off grant funding has been provided to support our most vulnerable residents and it is likely that demand for support will continue to grow, particularly as the economic impact of the pandemic unfolds and some of the temporary support mechanisms come to an end include mortgage and debt holidays, furlough etc. The financial impact of these policies is currently being managed within the financial strategy, but more costs may need to be built in should demand continue to grow.

Counter Fraud and Corruption

- 8.10 The Council has a series of refreshed policies and procedures to support the provision of an appropriate counter fraud service to minimise fraud and to investigate potential fraud and corruption. The Accounts and Audit Regulations 2015 state that the Council must have measures in place 'to enable the prevention and detection of inaccuracies and fraud'. In this context fraud also refers to cases of bribery and corruption. The budget proposals contained in this report rely on effective processes for mitigating the risk of financial loss from fraud, bribery and corruption. Fraud measures required to meet the requirements of MHCLG for the business grants that have been provided to support businesses affected by the pandemic have been complied with and the Council is continuing to be part of the national groups and data sharing arrangements.

CIPFA Financial Management Code

- 8.11 CIPFA's Financial Management Code was published in October 2019. The objectives of the code are 'to support good practice in financial management and to assist Local Authorities in demonstrating their financial sustainability'. The code is based upon a series of principles which will be supported by specific standards of practice which CIPFA consider necessary for a strong foundation. The foundation being the ability to:
- Financially manage the short, medium and long-term finances of a Local Authority
 - Manage financial resilience to meet foreseen demands on services
 - Financially manage unexpected shocks in their financial circumstances
- 8.12 Local Authorities are expected to comply with the requirements of the code by 1 April 2020 as a shadow year and full compliance from 1 April 2021. The Code will therefore provide Local Authorities with a platform for good financial management throughout 2020/21. Work is underway within the finance service to ensure compliance with the Code and an update will be provided to the Audit Committee. It is fully expected that the Council will be fully compliant with the code by 2021/22.

9 OTHER RISKS/OPPORTUNITIES

CCG Funding

- 9.1 Funding of the Clinical Commissioning Groups remains uncertain and the financial regime and framework has yet to be agreed. There is the potential for this to impact on the Council's budget particularly reflecting the relationship with the pooled fund and integrated care and commissioning. In recognition of the co-dependency of outcomes from NHS spend in the borough with Council spend, and the alignment of strategic vision, a proportion of council budget operates as an 'integrated' budget

with Bury CCG, including a proportion that is formally pooled. Work is ongoing to understand the 2021/22 financial allocation to the CCG and the financial regime in the NHS, and the opportunity to jointly invest and benefit from system wide health and care transformation will continue to be pursued.

Traded Services

- 9.2 There are a number of traded services across the Council that are failing to meet their income targets largely due to reduced demand, some of which relate to the academisation of schools. A review of traded services and options for financial sustainability will be brought forward during the year. No increase to income budgets has been assumed and any proposed increases in fees and charges will help to reduce the income shortfall. Any under recovery of income in the current financial year will be managed as a risk.

10 CONSULTATION

- 10.1 The Council commenced a budget conversation in November 2020 and this is continuing until mid-February 2021. Engagement with key stakeholders on the Bury 2030 strategy and priorities for the Council, has also provided an opportunity for future resourcing and the allocation of spending to be considered. The findings of this engagement has been factored into the budget setting process. Where required individual consultation on proposals will be carried out prior to implementation and this is set out in the individual budget proposals set out at Appendix 4.
- 10.2 As proposals are developed for implementation, detailed consultation with relevant stakeholders including trade unions will be undertaken. For efficiency options this includes consultations with staff and trade unions.
- 10.3 The Council's Overview and Scrutiny Committee and the Strategic Commissioning Board have been consulted on the proposals.

Community impact / Contribution to the Bury 2030 Strategy

Delivery of the Bury 2030 strategy is dependent upon resources being available. The delivery of the strategy may be impacted by changes in funding and spending.

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*

(c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

Equalities Duty

In considering the budget for 2021/22, Members must consider the Public Sector Equality Duty under s149 Equality Act 2010. The Council must, when exercising its functions, have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited by the Equality Act and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' under the Act and those who do not share a protected characteristic. A 'protected characteristic' is defined in the Act as age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership are also protected characteristics for the purposes of the duty to eliminate discrimination. Members must consider how the decision will contribute to meeting these duties in light of other relevant circumstances such as economic and practical considerations.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The Council has a statutory duty to set a legal budget for the following financial year. This report sets out an approach that enables this to be achieved within the required timescales.	The report sets out an approach for setting the 2021/22 budget taking into account all known factors and includes an assessment of risk.
Financial considerations are not reflected in decision making.	The financial outlook for the Council provides a financial framework which will support effective decision making.

Consultation:

Role of Overview and Scrutiny committee in budget process

Under the Council's Constitution, the Overview and Scrutiny Committee is required to advise and consider the cabinet's budget and Council Tax proposals and report to cabinet on the outcome of its deliberations before the matter is referred to council.

In considering the budget proposals, the committee can challenge how the budget has been constructed. It may wish to probe the assumptions that lie behind the budget strategy, ie is the approach incremental or is it starting from a base budget, what are the main savings

proposals, how will any growth be funded, are the financial implications of proposals from departments or committees built into the overall budget and has an appropriate level of reserves been set. This scrutiny needs to build on the work of the committee over the previous year in its budget monitoring activity and the work it will have done in evaluating performance and value for money. The Committee will also need to maintain a 'big picture' view of the financial pressures affecting the Council and understand how these might impact on existing budgets and budget setting in subsequent years.

Consultation

Some of the proposed savings will be subject to separate decision making processes (either by Officers, Cabinet or Council). Some of the proposed savings require a consultation process to be undertaken and the product of consultation (together with the equality analysis) must be conscientiously taken into account in finalising any decisions. In addition, the Local Government Finance Act 1992 requires the Council to consult business representatives on the Council's budget proposals.

Members will note that the Council has engaged in a public consultation as part of the 2021/22 budget process as set out earlier at paragraph 10 of the report under the heading "Consultation". In considering this matter, Members must genuinely and conscientiously consider the feedback from this and have proper regard to it when making any decision in relation to the subject matter of that consultation. Members should carefully consider the results of the consultation.

Employee and Trade Union Consultation

The report recognises that notwithstanding efforts to reduce impacts on staff resulting from the level of funding cuts imposed, there may be staff reductions during the financial year 2021/22. Since the Budget Strategy Report was approved last year engagement has been ongoing with the Trade Unions to discuss budget saving implications. The Council will consult with Trade Unions about the 2021/22 budget proposals and the likely impact on staff, if posts become at risk of redundancy.

Legal Implications:

The Local Government Finance Act 1992 (LGFA 1992) requires the Council to set a balanced budget, including the level of the Council tax. This means that income from all sources must meet all proposed expenditure. Best estimates must be employed to identify all anticipated expenditure and resources.

The approval of the Council's Budget and Council Tax, and the adoption of a final strategy for the control of the Council's borrowing or capital expenditure are matters reserved, by law, to full Council. However, the Cabinet has responsibility for preparing, revising and submitting to Council estimates of the various amounts which must be aggregated in making the calculations required in order to set the budget and the Council tax; and may make recommendations on the borrowing and capital expenditure strategy.

The Council must decide every year how much income they are going to raise from Council Tax. This decision must be based on a budget that sets out estimates of what the Council plans to spend on services. As the Council Tax must be set at the start of the financial year and cannot be increased during the year, consideration must be given to risks and uncertainties, and allowances made in funds for contingencies and reserves.

The budget and the Council Tax must be set by 11th March in the preceding financial year. A failure to comply with the time limit will leave the Council open to challenge by way of judicial review.

When the Council is considering its budget, it must have regard to the Section 151 Officer's report on the robustness of the estimates and the adequacy of the reserves in the budget proposals (section 25 of the Local Government Act 2003). This ensures that Members make their decision on the basis of authoritative advice. Members should provide clear reasons if they disagree with the professional advice of the Section 151 Officer.

Capital Expenditure

The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of the Council. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Financing and Accounting) Regulations 2003 (as amended) specify the prudential code for capital finance to which the Council must have regard in setting and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act).

Cap on Council tax Rises

The Localism Act 2011 provides for a council tax referendum to be held if an authority increases its relevant basic amount of council tax in excess of principles determined by the Secretary of State. The Local Government Finance Settlement for 2021/22 published in December 2020, announced that a referendum must be held if council tax for general spend is to be increased by 2% or more. Council tax for general spending requires a referendum if it rises by 2% or more alongside a maximum 3% adult social care precept.

Housing Revenue Account and Rents

The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function and is undertaken with regard to the provisions of Part VI of the 1989 Act which governs housing finance and housing subsidy. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

Charging

Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which charges are being levied, including any limitations on levels of charges.

Where reliance is placed on the power to charge for discretionary services (Section 93 of the Local Government Act 2003), any charges must be set so that when the charges are taken as a whole no surpluses are made (i.e. the power is limited to cost recovery).

In relation to certain activities which are subject to authorisation by the Council (e.g. licences), the Provision of Services Regulations 2009 prevent the recovery of charges in excess of the cost of the procedures and formalities under the scheme of authorisation, (i.e. the Council is permitted to recover costs only), and such costs must also be reasonable and proportionate.

Where activities are being undertaken for which charges are being made with the intention of producing surplus income, it is necessary to consider whether that activity is material and would amount to “commercial trading”. For commercial trading, the Council must develop a business case and establish an arms’ length company to undertake that activity (in accordance with the general trading power under Section 95 Local Government Act 2003), or identify another statutory power for a particular trading activity.

General

Section 106 of the Local Government Finance Act 1992 bars a councillor from voting on the Council’s budget if he or she has an outstanding council tax debt of over two months. If a councillor is present at any meeting at which relevant matters are discussed, he or she must disclose that section 106 applies and may not vote. Failure to comply is a criminal offence

All decisions taken by or on behalf of the Council must:

- Be within the legal powers of the Council and of the body or person exercising powers on behalf of the Council.
- Comply with any procedural requirement imposed by law.
- Be undertaken in accordance with procedural requirements imposed by the Council e.g. procedure rules.
- Be fully and properly informed.
- Be properly motivated (i.e. for an appropriate, good and relevant reason).
- Be taken having regard to the Council’s fiduciary duty to its taxpayers as elected members are trustees of the public interest and of its statutory purposes for which public powers are conferred on them. This general duty requires the Council to act prudently and in good faith in the interests of those to whom the duty is owed.
- Otherwise, be reasonable and proper in all the circumstances

Financial Implications:

The financial implications are set out in the report.

Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

Background papers:

The Council's financial position as at 30 December 2020

The Council's financial position as at 30 September 2020

The Councils 2021/22 Budget and the Medium-Term Financial Strategy

Setting the Council Tax Base 2021/22

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

Appendix 1

Calculation of Council Tax Base 2021/22 (Based on all properties)										
Bands	A Reduced	A	B	C	D	E	F	G	H	TOTAL
Total Number of Dwellings on the valuation list	0.00	30,366.00	18,565.00	17,304.00	9,185.00	5,496.00	1,853.00	1,275.00	178.00	84,222.00
Total Number of Exempt and Disabled Relief dwellings on the Valuation List	51.00	19.00	15.00	-25.00	-10.00	-31.00	10.00	-8.00	-21.00	0.00
Less: estimated discounts, exemptions and disabled relief	2.50	4,815.50	2,051.25	1,502.75	682.75	281.75	104.75	62.25	-3.00	9,500.50
Total Equivalent number of dwellings after discounts, exemptions and disabled relief	48.50	25,569.50	16,528.75	15,776.25	8,492.25	5,183.25	1,758.25	1,204.75	160.00	74,721.50
Factor stipulated in regulations	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	0.00
Band D equivalent	26.94	17,046.33	12,855.69	14,023.33	8,492.25	6,335.08	2,539.69	2,007.92	320.00	63,647.25
Net effect of Local Council Tax Support Scheme (LCTSS) and other adjustments	7.55	4,165.42	1,338.86	738.85	263.55	118.68	37.04	16.01	0.31	6,686.27
Additional Net Dwellings in 2020/21 based on known regeneration with the Borough and reductions in levels of discounts and exemptions										0.00
Total after LCTSS and Other Adjustments	19.40	12,880.91	11,516.84	13,284.48	8,228.70	6,216.41	2,502.65	1,991.90	319.69	56,960.98
Multiplied by estimated collection rate	0.945	0.945	0.945	0.945	0.945	0.945	0.945	0.945	0.945	
BAND D EQUIVALENTS	18.33	12,172.46	10,883.41	12,553.84	7,776.13	5,874.50	2,365.01	1,882.35	302.11	53,828.13

Band D Equivalent assuming 1.94% increase	£1,643.31
Total Tax Yield £'000	£88,456.39

Appendix 2

Proposed Permanent Spending Allocations to Budget 2021/22 (Indicative 2022/23 - 2024/25)					
Directorate	Description	2021/22	2022/23	2023/24	2024/25
		£m	£m	£m	£m
Decisions Already Made					
Corporate	Employee Assistance Programme	0.015	0.000	0.000	0.000
Non-Service Specific	Borrowing Costs – Strategic Investment	1.100	0.000	0.000	0.000
Non-Service Specific	Borrowing to Support 2020/21 Capital Programme	0.500	0.000	0.000	0.000
Non-Service Specific	Corporate Capacity	0.500	0.000	0.000	0.000
TOTAL		2.115	0.000	0.000	0.000
Pay Inflation					
All	Pay Inflation	0.250	1.865	1.870	1.904
TOTAL		0.250	1.865	1.870	1.904
Contractual Inflation					
Corporate	Utilities	0.077	0.080	0.083	0.086
Corporate	Rent/Rates	0.039	0.040	0.042	0.043
Corporate	ICT Contracts	0.024	0.025	0.026	0.027
Children and Young People	Residential Care (including living wage)	0.597	0.626	0.663	0.700
Children and Young People	External Fostering Placements	0.178	0.188	0.200	0.212
Children and Young People	Fostering, Adoption and Leaving Care Allowances	0.329	0.347	0.367	0.389
Children and Young People	Support Packages and Direct Payments	0.093	0.097	0.102	0.106
Children and Young People	Premature Retirement Costs	0.011	0.012	0.012	0.012
One Commissioning Organisation	Community Care and Other Contracts	1.395	1.424	1.452	1.481
One Commissioning Organisation	Persona Contract	0.277	0.287	0.300	0.310
One Commissioning Organisation	Residential care (Including living wage)	0.911	2.399	2.493	2.638
Housing	Housing Contracts	0.000	0.050	0.050	0.050
Non Service Specific	GM transport Authority	0.194	0.196	0.198	0.200
TOTAL		4.125	5.771	5.988	6.253

Proposed Permanent Spending Allocations to Budget 2021/22 (Indicative 2022/23 - 2024/25)					
Directorate	Description	2021/22	2022/23	2023/24	2024/25
		£m	£m	£m	£m
<i>Demand</i>					
Finance	Debt Collection Costs	0.050	0.050	0.050	0.050
Business, Growth and Infrastructure	Executive Post	0.175	0.000	0.000	0.000
Business, Growth and Infrastructure	New Homes Bonus Grant Adjustment	0.597	0.000	0.000	0.000
Corporate	Legal Costs	0.300	0.000	0.000	0.000
Corporate	Moderation	0.120	0.000	0.000	0.000
Children and Young People	Foster Placements	0.039	0.000	0.000	0.000
Children and Young People	Home to School Transport	0.441	0.000	0.000	0.000
Children and Young People	Increase in Looked After Children Placements	0.452	0.000	0.000	0.000
Children and Young People	Special Guardianship Orders	0.020	0.000	0.000	0.000
One Commissioning Organisation	Care in the Community	0.827	0.000	0.000	0.000
One Commissioning Organisation	Adults Demographics	1.000	0.960	1.000	1.000
One Commissioning Organisation	Transition from Children's Services	0.259	0.524	0.398	0.312
Operations	Winter Maintenance	0.082	0.000	0.000	0.000
TOTAL		4.361	1.534	1.448	1.362
<i>Fall Out of Time Limited Funding</i>					
One Commissioning Organisation	Transformation Funding	0.723	0.132	0.007	0.007
TOTAL		0.723	0.132	0.007	0.007

Proposed Permanent Spending Allocations to Budget 2021/22 (Indicative 2022/23 - 2024/25)					
Directorate	Description	2021/22	2022/23	2023/24	2024/25
		£m	£m	£m	£m
Unachieved Savings					
Operations	Corporate Landlord	0.585	0.000	0.000	0.000
Operations	Architects	0.525	0.000	0.000	0.000
TOTAL		1.110	0.000	0.000	0.000
Budget Re-Alignment					
Children and Young	Costs previously charged to the Dedicated Schools Grant	2.295	0.000	0.000	0.000
TOTAL		2.295	0.000	0.000	0.000
Capital Programme					
Non-Service Specific	Borrowing Requirement to fund the capital programme	1.000	1.000	0.000	0.000
TOTAL		1.000	1.000	0.000	0.000
Income Losses					
Non-Service Specific	Airport Dividend	5.900	0.000	(5.900)	0.000
Non-Service Specific	Airport Loan Interest	2.256	0.000	(2.256)	0.000
Operations	Income Loss	1.077	(0.539)	(0.539)	0.000
TOTAL		9.233	(0.539)	(8.695)	0.000
GRAND TOTAL		25.211	9.763	0.619	9.526

Appendix 3

Directorate	Proposal Description	Proposed Budget Reduction			EIA Required	Consultation Required
		2021/22	2021/22	2022/23		
		£m	£m	£m		
Full Year Effect of Previously Agreed Efficiencies						
Children and Young People	Early Help Model Co-ordinated and streamlined management of buildings and increase in usage of the facilities.	(0.034)	0.000	0.000	Yes	Yes
Operations	Procurement Review of Contracts Review of supplier contracts across the service.	(0.083)	0.000	0.000	No	No
All Services	Supplier Review of Contracts Review of supplier contracts across the Council	(0.300)	(0.265)	0.000	No	No
Operations	Review of Highway Fees	(0.050)	(0.070)	0.000	Yes	No
TOTAL		(0.467)	(0.335)	0.000		
New Efficiencies Proposed						
Children and Young People	Removal of budget for vacant posts and reduced travel and expense costs.	(0.696)	0.309	0.000	No	No
Children and Young People	Contract Reviews for services provided by external agencies	(0.220)	(0.100)	0.000	No	No
Children and Young People	Reduced transport costs as a result of fewer out of borough placements.	(0.300)	(0.120)	0.000	No	No
Public Health	Reduced cost of external contract relating to substance misuse services	(0.040)	0.000	0.000	No	No
Corporate	Reduce budget for contributions to the pension fund	(0.075)	0.000	0.000	No	No
Corporate	Reduce central Apprentice Levy to reflect previously agreed internal funding mechanism	(0.239)	0.000	0.000	No	No
Corporate	Reduce central Apprenticeship Corporate budget to reflect previously agreed internal funding mechanism	(0.530)	0.000	0.000	No	No

Directorate	Proposal Description	Proposed Budget Reduction			EIA Required	Consultation Required
		2021/22	2022/23	2023/24		
		£m	£m	£m		
Corporate	Reduce Corporate Management Initiatives budget in line with expenditure	(0.200)	0.000	0.000	No	No
Corporate	Reduce Bury MBC Townside Fields budge in line with expenditure	(0.058)	0.000	0.000	No	No
Corporate	Reduce Car Leases Salary Sacrifice scheme in line with expenditure	(0.025)	0.000	0.000	No	No
Operations	Remove vehicle and equipment leasing costs to reflect approved borrowing through the capital programme	(0.170)	(0.300)	0.000	No	No
Business, Growth and Infrastructure	Assumed growth in the Council Tax base as a result of the investment in regeneration and housing	0.000	0.000	(0.500)	No	No
All	Transformation Agenda	(1.500)	(3.500)	0.000	Yes*	Yes*
TOTAL		(4.053)	(3.711)	(0.500)		
Proposed Budget Reductions						
One Commissioning Organisation (MTFS001)	Innovative Commissioning	1.050	1.750	0.200	Yes	Yes
One Commissioning Organisation (MTFS002)	Personalisation and Transformation	0.000	1.000	1.000	No	Yes
One Commissioning Organisation (MTFS003)	Development of Assistive Technology	0.000	0.500	0.000	Yes	Yes
One Commissioning Organisation (MTFS004)	Improved Housing Options	0.000	0.050	0.050	No	Yes
One Commissioning Organisation (MTFS005)	Effective and Efficient Commissioning	1.487	1.780	0.100	No	Yes
One Commissioning Organisation (MTFS006)	Review of Care Packages	0.797	2.055	0.611	No	Yes
Operations (MTFS007)	Closure of Civic Centres	0.132	0.000	0.000	Yes	No

Directorate	Proposal Description	Proposed Budget Reduction			EIA Required	Consultation Required
		2021/22	2022/23	2023/24		
		£m	£m	£m		
Operations (MTFS008)	Review of Waste Services and Fleet Rationalisation	0.237	0.025	0.000	No	No
Operations (MTFS009)	Street Light Dimming	0.020	0.010	0.000	Yes	No
Finance (MTFS010)	Closure of Prestwich Cash Office	0.030	0.000	0.000	No	Yes
Corporate Core (MTFS011)	Housing	0.250	0.000	0.000	No	Yes
TOTAL		4.003	7.170	1.961		

*It is envisaged that consultation and EIA maybe required for some aspects of the transformation agenda. As yet the detail is not known but these will be a consideration as transformation savings options are put forward.

APPENDIX 4

Reference	MTFS001
Executive Director	Will Blandamer
Cabinet Member	Cllr Andrea Simpson

Section A

Service Area	OCO – Adult Social Care
Budget Option Description	Innovative Commissioning

Budget Reduction Proposal – Detail and Objectives

We currently commission a significant number of services for adults with social care needs across all customer groups. The current budget for care packages for clients with Learning Disabilities in Bury is £16,584,400.00. In 2019/20 we supported 605 people with LD in Bury, to date this year we are supporting 556 people. In addition, £12,393,409 is spent with Persona, the Council's own trading company, which also provides social care to customers across a range of customer groups.

Our vision for Learning Disabilities (LD) services in Bury is an all-age service, which would remove the need for transitions providing one smooth pathway for customers. To do this we will work differently recognising people's strengths, ensuring all care is outcome focused, so all customers are aware that it's individual first not their disability. It is recognised that current practice to support people through the transitions process could be better therefore we are focussing on transitions planning, in particular those young people transitioning to adult's services in the coming 24 months. We will focus on those transitioning from Children and Young Peoples services at an earlier age, ideally 13/14 years, this will enable more appropriate support of the individual and their family to be put in place. This will better manage expectations of the transitions process and potential reduction in support packages preventing less upset and chaos for those involved.

We need to prevent out of borough placements where possible, therefore we will work collaboratively with partners to improve our local offer i.e. education, housing, respite thus allowing individuals to remain part of their community and improve equity for all Bury customers. Achieving this will realise savings in reduction in care package values relevant to aspired outcomes that are more suitable, encourage independence, choice and control for our young adults.

We will jointly reshape the existing Persona provision, transforming services and developing new ways of working to realise efficiencies, and in some cases, it will mean the potential reduction or closure of services;

We will also undertake a review of contracts in shared accommodation to analyse shared hours in a given property and comparing this to the hours described in individual customer support plans, removing any duplication with no detriment to service delivery.

In all initiatives, this is not solely about savings however working differently around the person to ensure, independence, rich social connections, links to the community and innovative solutions centred on the person.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	1.050	1.750	0.200
Council Staffing Reduction (FTE)	0	0	0

Is the proposal One-Off or Ongoing?	Ongoing
Which Budget Principle does the option relate to?	Demand Reduction & Internal Transformation

Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property
No property impacts.
Service Delivery
There should not be any impact on service delivery within the Council, but there is potential impact on wider partners.
Organisation (Including Other Directorates/Services)
Local Authority Provider Relationship Team to undertake review of core hours Local Authority LD social care team – assisting core hours review Providers – where there will be a reduction in funding
Workforce – Number of posts likely to be affected.
Potential job reductions within the social care provider market, including Persona
Communities and Service Users
Service users should still have outcomes met in line with their individual support plan
Other Partner Organisations
External providers and Persona

Section C**Key Risks and Mitigations**

Risks	Mitigations
Staff capacity to undertake the reviews and negotiations needed	<ul style="list-style-type: none"> • Team managers to manage workload and priorities based on capacity • Flag up challenges/ issues to senior management
Savings are not achievable or are swallowed up by new demand	<ul style="list-style-type: none"> • The figures offered are realistic figures based on benchmarking and previous reviews; • Work Programme in place and monthly monitoring to be undertaken of savings and new demand
Service users negatively impacted by change in service offer	<ul style="list-style-type: none"> • Consideration and advice on alternative, suitable services; • A communications & engagement plan to be developed; • Appropriate consultation and engagement to be undertaken as required. • Clear, consistent messaging around all savings and transformation.

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

Milestone	Timeline
Individual plans worked up for each saving element and confirmed	December 2020
Matrix review and liaison with providers starts	October/ November 2020
Governance in place to review on a monthly basis progress and barriers	November 2020
Feedback on any concerns, challenges or barriers to savings along with any alternative budget options	January 2021

Section D

Consultation Required?	Yes
------------------------	-----

	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact

Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or Women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA Required?	Yes
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Section E: Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
None

Reference	MTFS002
Executive Director	Will Blandamer
Cabinet Member	Cllr Andrea Simpson

Section A

Service Area	OCO Adult Care Services
Budget Option Description	Personalisation and Transformation

Budget Reduction Proposal – Detail and Objectives

There are currently 2,017 people in Bury receiving some form of care package via the Integrated Neighbourhood Teams.

The spending forecast in year according to protocol is as follows (please note this excludes out of borough placements):

Integrated Neighbourhood Team	Spend	Percentage of overall INT spend	Number of clients	Average spend per person
Bury East	£6,063,361.13	26%	432	£14,036
Bury West	£5,956,544.57	26%	468	£12,728
Bury North	£4,306,492.06	19%	359	£11,996
Prestwich	£3,964,605.57	17%	321	£12,351
Whitefield	£2,640,485.21	12%	250	£10,561
Total:	£22,931,488.54			

In Bury, data shows we are good at giving people information and advice and deflecting people away from the front door in terms of social care services, in line with prevention strategies. However, at the point of social care assessment we have a higher conversion rate into long term care of 12%, compared to GM neighbours where the average is only 7%. This demonstrates that Bury is not as effective as other areas in using community, asset-based approaches to support social care needs. Therefore, our social care teams need to work towards reducing the level of conversion from assessment into long term care.

Given the current level of spend across the INTs it is suggested that a savings target of £1,000,000 in 2021/22 and a further £1,000,000 in 2022/23 is distributed across the five INTs, this should be done proportionately based on spend therefore the suggested split is:

- Bury East £260,000 (26%)
- Bury West £260,000 (26%)
- Bury North £190,000 (19%)
- Prestwich £170,000 (17%)
- Whitefield £120,000 (12%)

We will be moving from our traditional approach of social care assessment and support planning to a more personalised approach, recognising the strength of our residents and ensuring community, family and carer support options are fully explored before providing additional support. The support provided will focus on how we enable the person to achieve their outcomes rather than providing or doing it for or to them. There is extensive research to show working this way delivers outcomes for people and reduces demand. Alongside the transformation and savings work the Principal Social Worker in Bury will lead a programme of workforce development that will bring about:

- Strength and asset-based approach
- Ethnographic thinking
- Personalised conversations

- New quality assurance framework
- Providing social care with the tools and information to work differently

This workforce development will ultimately lead to behavioural change of the social care workforce that over time will reduce the reliance on traditional care. This programme of development will be rolled out across the coming 12 months, it should be recognised that this will take some time to bed in and will need constant reinforcing from management.

Given there is work underway to change social care in Bury, it would be reasonable to cement this with a savings target. Having a realistic savings target will focus the mind of social care staff to understand this way of working is not tokenistic but a transformational change to working practice.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	0.000	1.000	1.000
Staffing Reduction (FTE)	0	0	0

Is the proposal One-Off or Ongoing?	Ongoing
Which Budget Principle does the option relate to?	Demand Reduction & Internal Transformation

Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property
No impacts – this saving element is about new ways of working with customers in Bury and reviewing existing care packages of care.
Service Delivery
Service delivery will continue with a different vision and new ways of working, considering alternative options for people, in most cases better options. This may result in some packages of care being reduced following a review process.
Organisation (Including Other Directorates/Services)
INT teams – undertaking new assessments and reviews Providers – negotiating care and support innovatively Wider VCF sector in terms of reviewing the support they can offer to work with clients with low level support needs.
Workforce – Number of posts likely to be affected.
No impacts – this saving element is about new ways of working and reviewing packages of care.
Communities and Service Users
Positive impacts on communities and service users in that the work will be undertaken in a person-centred way, a move of social care practice towards more personalised conversation and strength and asset based working. Supporting clients to live independently with choice and control. Also where possible designing/ redesigning services in co-production and involving people with LD their family and carers at every opportunity.
Other Partner Organisations
None

Section C:Key Risks and Mitigations

Risks	Mitigations
Staff capacity to deliver savings	<ul style="list-style-type: none"> • INT staff to understand the new ways of working, workforce development plan in place • Savings and progress would need to be monitored monthly to ensure on track and undertake any remedial actions
Savings are not achievable	<ul style="list-style-type: none"> • Clear work programme in place describing how savings will be achieved. • Monthly reporting on progress to savings targets, flagging up any issues or concerns
New assessments do not meet the expectations of customers	<ul style="list-style-type: none"> • Clear communication throughout the process, move towards personalised and strength asset-based conversations. Ensuring all work remains Care Act compliant.
Increased demand for services	<ul style="list-style-type: none"> • Using data we have projected demand and needs, working with providers to help shape the market place to meet the current and future needs.

Key Delivery Milestones*Include timescales for procurement, commissioning changes etc.*

Milestone	Timeline
Individual plans worked up for each saving element (Team managers would need to devise a bespoke plan for their team)	December 2020
Governance in place to review on a monthly basis progress and barriers	November 2020
Feedback on any concerns, challenges or barriers to savings along with any alternative budget options	January 2021

Section D

Consultation Required?	No
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	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact*Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?*

Disabled people	Yes
Particular Ethnic Groups	No
Men or Women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA Required?	Yes
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Section E: *Financial Implications and Investment Requirements*

Investment requirements – Revenue and Capital
None, other than costs already factored into workforce development and the reviewing team capacity

Reference	MTFS003
Executive Director	Will Blandamer
Cabinet Member	Cllr Andrea Simpson

Section A

Service Area	OCO Adult Social Care
Budget Option Description	Assistive Technology: Pushing the boundaries in Bury

Budget Reduction Proposal – Detail and Objectives

Assistive Technologies (AT) is a range of equipment designed to prompt and assist people with everyday activities which have become difficult. They support people to stay safe and independent in their own home for as long as possible. Often called personalised technology because it is not about the technology, but the people and how technology can enhance lives. Solutions include anything from telecare equipment and environmental controls, to mobile technology and communication aids. The gadgets and equipment selected will meet someone's daily needs, whether at home, out and about in the community or at work.

Whilst Bury has a long-standing telecare support service in place known as 'Carelink', there is evidence in other areas of the country, including Nottingham, Liverpool Southend, Knowsley and Hampshire that further use of AT can support customers with social care needs, and generate savings from social care budgets.

Potential savings for Bury Council have been estimated as £500,000 based on the savings generated in other areas of the country.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	0.000	0.500	0.000
Staffing Reduction (FTE)	0	0	0

Is the proposal One-Off or Ongoing?	Ongoing
Which Budget Principle does the option relate to?	Internal Transformation and demand management

Section B: What impact does the proposal have. Set out any impacts (positive & negative) on performance and costs

Property
Potential positive impact in innovatively adapting properties in Bury using AT.
Service Delivery
Service delivery will continue with a different vision and alternative AT options for people, in most cases better options. This may result in some packages of care being reduced following a review process. This work is not focused on removing support, rather considering alternative options that may not have been available at the point of the original assessment due to new ways of transformational working.
Organisation (Including Other Directorates/Services)
Health and Social Care, potential care providers, housing providers and AT providers.
Workforce – Number of posts likely to be affected.
No impacts
Communities and Service Users

Positive impacts on communities and service users in that the work will be undertaken in a person-centred way, a move of social care practice towards more personalised alternative AT support. Supporting clients to live independently with wider choice and control. Also where possible designing/ redesigning services in co-production.

Other Partner Organisations

None

Section C: Key Risks and Mitigations

Risks	Mitigations
Savings are not achievable	<ul style="list-style-type: none"> Clear work programme in place describing how savings will be achieved. Monthly reporting on progress to savings targets, flagging up any issues or concerns
Reviews reduce or remove care that is not accepted by service user, family or carer	<ul style="list-style-type: none"> Clear communication throughout the process, move towards personalised and strength asset based conversations. Ensuring all work remains care act compliant.

Key Delivery Milestones

Milestone	Timeline
Put forward as idea	Oct 2020
Individual plans worked up for each saving element	December 2020
Governance in place to review on a monthly basis progress and barriers	November 2020
Feedback on any concerns, challenges or barriers to savings	January 2021

Section D

Consultation Required?	Yes – around future AT developments and ideas	
	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact: Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or Women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA Required?	yes
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Section E: Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
AT development will likely need investment of: <ul style="list-style-type: none"> Resource/ capacity of a team to lead and drive work Potential capital costs in buying equipment/ Technology to trial

Reference	MTFS004
Executive Director	Will Blandamer
Cabinet Member	Cllr Andrea Simpson

Section A

Service Area	OCO Adult Social Care
Budget Option Description	Improved Housing Options

Budget Reduction Proposal – Detail and Objectives

The links between housing and social care have never been more important. The contribution of housing to the ambitions of social care is well understood, although in practice, housing and social care have often existed in silos.

It is important when the authority has properties to utilise, that they are of good quality, value for money, fit for purpose of intended client groups and are used well.

Empty spaces in properties for social care customers have financial implications, especially when we have high cost out of borough placements that can be adequately accommodated and supported in the borough.

In order to ensure that housing options for social care customers are effectively managed, a number of steps have been implemented:

- Reinstating the Living Options Group (LOG), to manage housing needs of social care customers;
- Void management programme established;
- Reconfigure or realign current housing stock
- Review current Service Level Agreements with housing providers ensuring value for money
- Work with providers to ensure quality homes for the future
- Monitoring of provider housing provision in contractual arrangements

The savings attached to the void management programme may appear low however, the voids management programme is an enabler to wider system savings.

A monthly highlight report will capture (using the LOG tracker) the outcomes/ outputs of the LOG and wider work. This will include any direct savings, cost avoidance and or other efficiencies.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	0.000	0.050	0.050
Staffing Reduction (FTE)	0	0	0

Is the proposal One-Off or Ongoing?	Ongoing process to manage Voids better
Which Budget Principle does the option relate to?	Demand Reduction & Internal Transformation

Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property

As part of the LOG work there may be a requirement to de-commission or repurpose unsuitable property in Bury for our department's cohorts.

Service Delivery
Service delivery will continue with a different vision, new ways of working and trying to find alternative options for people, in most cases better options. This may result in some existing placements being changed following a review process. In these instances, best interest outcomes will be considered whilst ensuring statutory requirements are met.
Organisation (Including Other Directorates/Services)
Social Work Teams Childrens Services especially in respect of transitions Housing colleagues Persona
Workforce – Number of posts likely to be affected.
No impacts – this saving element is about managing voids better.
Communities and Service Users
Positive impacts on communities and service users in that the work will be undertaken in a person-centred way, a move of social care practice towards more personalised conversation and strength and asset based working. Supporting clients to live independently with choice and control in their community.
Other Partner Organisations
Wider housing providers

Section C

Key Risks and Mitigations

Risks	Mitigations
Staff capacity to deliver savings for placement reviews	<ul style="list-style-type: none"> • Social care teams would need to commit to this work, with managers managing workload appropriately • The LOG group will speed up discussions and decisions
Savings are not achievable	<ul style="list-style-type: none"> • Clear work programme in place describing how savings will be achieved. • Monthly reporting on progress to savings targets, flagging up any issues or concerns
Reviews reduce or remove placements that is not accepted by service user, family or carer	<ul style="list-style-type: none"> • Clear communication throughout the process, move towards personalised and strength asset-based conversations. Ensuring all work remains care act compliant.
Social Care Development of workforce take longer than planned, this element of savings is highly reliant on the social care workforce undertaking new assessments and reviews in a different way	<ul style="list-style-type: none"> • Quality assurance framework developed along with training and development support for workforce.
Increased demand	<ul style="list-style-type: none"> • Using data we have projected demand and needs, working with providers to help shape the market place to meet the current and future needs.

Key Delivery Milestones: Include timescales for procurement, commissioning changes etc.

Milestone	Timeline
List of voids – priority for review	October 2020
Individual plans worked up for each saving element	December 2020
Governance in place to review on a monthly basis progress and barriers	November 2020
Feedback on any concerns, challenges or barriers to savings along with any alternative budget options	January 2021

Section D

Consultation Required?	No
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	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact

Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or Women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA Required?	Yes
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Section E: Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
None currently known

Reference	MTFS005
Executive Director	Will Blandamer
Cabinet Member	Cllr Andrea Simpson

Section A

Service Area	OCO – Adult Social Care
Budget Option Description	Effective and Efficient Commissioning

Budget Reduction Proposal – Detail and Objectives

Commissioning services for adults with social care needs costs the council approximately £55m per year, working with a large number of providers, with whom we have positive relationships. A number of key approaches are adopted to ensure effective commissioning which generate financial efficiencies.

The focus of high quality, effective and innovative commissioning is on people, health and wellbeing, achieving good outcomes with using evidence, local knowledge, skills and resources to best effect. This means working in partnership across the health and social care system to promote health and wellbeing and prevent, as far as is possible, the need for health and social care.

Every person using health and social care services deserves the highest quality care and support, and the maximum opportunity to influence how that support is arranged and managed. Effective commissioning plays a central role in driving up quality, enabling people to meaningfully direct their own care, facilitating integrated service delivery and making effective use of available resources.

Commissioning is the Councils cyclical activity to assess the needs of the local population for care and support services, then designing, delivering, monitoring and evaluating those services to ensure person-centred and outcomes-focused delivery. In addition, good commissioning ensures a vibrant, diverse and sustainable market to deliver positive outcomes for people and communities, actively encouraging and promoting investment and innovation in the market in partnership care providers.

A number of areas have been prioritised to consider and test our approach to deliver effective and innovative commissioning:-

- More effective and efficient payment of Care at Home,
- Continuation of the work in respect of effective Market management in borough
- More effective management of personal budgets
- Working with Bury CCG to review and refine the operation of the Continuing Health Care arrangements.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	1.487	1.780	0.100
Council Staffing Reduction (FTE)	0	0	0

Is the proposal One-Off or Ongoing?	Ongoing
Which Budget Principle does the option relate to?	Demand Reduction & Internal Transformation

Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property
No property impacts.
Service Delivery
There should not be any impact on service delivery within the Council, but there is potential impact on wider partners.
Organisation (Including Other Directorates/Services)
No impact
Workforce – Number of posts likely to be affected.
If we spend less within the social care market, there may be potential job reductions within the social care provider market
Communities and Service Users
Service users should still have outcomes met in line with their individual support plan
Other Partner Organisations
External providers and Persona

Section C**Key Risks and Mitigations**

Risks	Mitigations
Savings are not achievable or are swallowed up by new demand	<ul style="list-style-type: none"> The figures offered are realistic figures based on benchmarking; Work Programme in place and monthly monitoring to be undertaken of savings and new demand

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

Milestone	Timeline
Individual plans worked up for each saving element and confirmed	December 2020
Fee setting process and liaison with providers starts	October/ November 2020
Governance in place to review on a monthly basis	November 2020

progress and barriers	
Feedback on any concerns, challenges or barriers to savings along with any alternative budget options	January 2021

Section D

Consultation Required?	No
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	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact

Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or Women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA Required?	Yes
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Section E***Financial Implications and Investment Requirements***

Investment requirements – Revenue and Capital
No investment requirement

Reference	MTFS006
Executive Director	Will Blandamer
Cabinet Member	Cllr Andrea Simpson

Section A

Service Area	OCO Adult Social Care
Budget Option Description	Review of Care Packages

Budget Reduction Proposal – Detail and Objectives

The council spends £55m on packages of support for people with social care needs.

Care packages should be regularly reviewed to understand if a person's needs and outcomes aspired have changed also to consider if possible new support mechanisms and alternative options for people may have evolved.

Therefore, we will be undertaking a large-scale review programme of those people in Bury who receive a care package or placement of care, across all care needs, (Learning Disabilities, Physical Disabilities, Mental Health and Older People). This will ensure the care offered is:

- Right for the person
- Takes advantage of all available mechanisms of support
- Is person centred
- Identifies and builds on people's strengths
- Promotes prevention and independence and as far as possible supports integration with health
- Provides parity across all customers and involves family and carers.

For some this may mean a change or a reduction in care packages, in these instances best interest outcomes will be considered whilst ensuring statutory requirements are met.

Reviewing placements will generate efficiencies and will focus on:

- Reducing high-cost placements/care packages, replacing with alternative and more cost-efficient services and support
- Where possible bringing clients that are out of borough back in borough
- Considering where the VCF sector and community groups should or could offer support (in particular for lower-level needs such as befriending, peer support, life skills etc.). These services and support are more person centred and often cheaper than traditional support packages.
- Consideration if social prescribing is an option for individuals, in particular new clients coming through
- Ensure packages of care only meet the outcomes required from assessment and therefore are care act compliant.
- Ensure the consideration of the family and carers roles and how they can play in actively supporting the individual (if willing and able to do so). Making sure to link the carer up to available carer services.
- Guarantee all care conversations are personalised with a strength and asset-based focus.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	0.797	2.055	0.611
Staffing Reduction (FTE)	0	0	0

Is the proposal One-Off or Ongoing?	Ongoing
Which Budget Principle does the option relate to?	Demand Reduction& Internal Transformation

Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property
No impact
Service Delivery
Service delivery will continue with a different vision around all age thinking and alternative options for people, in most cases better options. This may result in some packages of care being reduced following a review process. This work is not focused on removing support rather considering alternative options that may not have been available at the point of assessment due to new ways of transformational working.
Organisation (Including Other Directorates/Services)
Ensuring reviews are prioritised
Workforce – Number of posts likely to be affected.
No impacts – this saving element is about reviewing care placements.
Communities and Service Users
Positive impacts on communities and service users in that the work will be undertaken in a person-centred way, a move of social care practice towards more personalised conversation and strength and asset-based working. Supporting clients to live independently with choice and control. Also, where possible designing/ redesigning services in co-production and involving their family and carers at every opportunity.
Other Partner Organisations

Section C**Key Risks and Mitigations**

Risks	Mitigations
Savings are not achievable	<ul style="list-style-type: none"> • Clear work programme in place describing how savings will be achieved. • Monthly reporting on progress to savings targets, flagging up any issues or concerns
Clients out of borough cannot be brought in borough as there is no provision to meet their needs.	<ul style="list-style-type: none"> • Use this learning to develop future service to prevent those going out of borough in future • Working with providers in particular

	<p>persona to see is reshaping service provision could be undertaken to meet needs in various ways.</p> <ul style="list-style-type: none"> Consider developing more home front door provision for the future cohort of clients
Reviews change, reduce or remove care that is not accepted by service user, family or carer	<ul style="list-style-type: none"> Clear communication throughout the process, move towards personalised and strength asset-based conversations. Ensuring all work remains care act compliant.
Social Care Development of workforce take longer than planned, this element of savings is highly reliant on the social care workforce undertaking new assessments and reviews in a different way	<ul style="list-style-type: none"> Quality assurance framework developed along with training and development support for workforce.
Increased demand for some services	<ul style="list-style-type: none"> Using data we have projected demand and needs, working with providers to help shape the market place to meet the current and future needs.
Shared Lives scheme does not recruit enough carers for long term care	<ul style="list-style-type: none"> Persona have a recruitment drive and PR work planned Consider other providers if not suitable to sit with persona

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

Milestone	Timeline
Individual plans worked up for each saving element	December 2020
List of high cost placement (over £50k in Supported Living) – priority for review	November/ December 2020
Governance in place to review on a monthly basis progress and barriers	November 2020
Feedback on any concerns, challenges or barriers to savings along with any alternative budget options	January 2021
Review phase starts	March 2021

Section D

Consultation Required?	No
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	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact

Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or Women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA Required?	Yes
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Section E

Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
No investment requirement

Reference	MTFS007
Executive Director	Donna Ball
Cabinet Member	Cllr. David Jones

Section A

Service Area	Commercial Services
Budget Option Description	Closure of Civic Venues

Budget Reduction Proposal – Detail and Objectives

The Civic Venues within Bury consist of The Elizabethan Suite, based at Bury Town Hall, The Longfield Suite, Prestwich and Ramsbottom Civic Hall. Due to the COVID19 emergency, all Civic Venues have been closed until January 2021 with a proposed review in October / November 2020.

Prior to Covid the Civic Venues required a high level of subsidy (£515k per annum). Despite the best efforts from the Civics Team the level of subsidy has remained for many years and the worsening financial position of the Council means that a subsidised Civics Service can't be sustained. In addition, the Civic Venues struggle to remain competitive with private operators in the area.

Covid will have a further direct impact on Civics. The post-COVID income level is very unlikely to return to pre-COVID levels until late 2021 or beyond. This is due to issues of venue capacity caused by social distancing, and potential further local lockdown measures. Operating costs continue to increase causing the continued loss within the service. It is unlikely that many of the regular events within the Longfield Suite and Ramsbottom Civic Hall will return, creating a larger budget variance and traded loss.

The Longfield Suite is in a poor state of repair and requires large investment to return it to an operational state but is also involved in the wider regeneration plan for Prestwich. The Elizabethan Suite is also in need of major investment due to long term cuts in maintenance budgets.

Ramsbottom Civic Hall is currently being considered for a COVID testing centre with a view to continue this until March 2021.

At present all Civic Venue staff are continuing to be redeployed to the Community Hubs, assisting the Markets team with stewarding and supporting the Waterfold COVID testing site. This arrangement will need to be reviewed following a decision in respect of the potential closure of the Civic Halls.

Due to the continued increasing costs to operate the Venues and historic overspend of the service, it is proposed to close all three Venues permanently and hand the management of the sites to the Estates Team or the Administration Buildings Team to maintain the maintenance and health and safety requirements. Full savings will not be achieved until the existing Civics buildings are either disposed of, redeveloped or the asset transferred.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	0.132	0.000	0.000
Staffing Reduction (FTE)	11.5		
Is the proposal One-Off or Ongoing?	Ongoing		
Which Budget Principle does the option	Internal Transformation		

relate to?	
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Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property

Closed buildings to be handed to estates as part of the wider estate work. Sale of sites could create additional capital for investment into new development areas with a view to generate income to contribute to the overall budget.

Service Delivery

The Service would be closed resulting in no Civic Venue offering within Bury.

Organisation (Including Other Directorates/Services)

Options to be considered and determined.

Workforce – Number of posts likely to be affected.

11.5 FTE permanent staff and 50 casual members of staff. (Reduction in casual staff does not create any saving as the expenditure is covered by event income).

Communities and Service Users

It may be feasible for some events to be driven to the Private sector, and other similar offerings across Bury.

Closure of Ramsbottom Civic Hall would impact directly on the Friends of Ramsbottom Civic Hall (FORCH).

Other Partner Organisations

Section C

Key Risks and Mitigations

Risks	Mitigations
Ongoing Income loss / current impact of COVID	Full closure. Any deposits currently held by the Service would need to be returned.
Liability of current state of buildings (Corporate Landlord) / carbon agenda (Climate targets 2030)	Closed buildings to be handed to estates as part of the wider estate work. Sale of sites could create additional capital for investment into new development areas with a view to generate income to contribute to the overall budget.
Civic Functionality / community impact	It may be feasible for some events to be driven to the Private sector, and other similar offerings across Bury.

Friends of Ramsbottom Civic Hall (FORCH)	Closure of Ramsbottom Civic Hall would impact directly on the Friends of Ramsbottom Civic Hall (FORCH).
Timescale to dispose of buildings.	Ensure plans re: disposal are a priority.

Key Delivery Milestones*Include timescales for procurement, commissioning changes etc.*

Milestone	Timeline
Cabinet Decision	November 2020

Section D

Consultation Required?	Yes
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	Start Date	End Date
Staff	November / December 2020	March 2021
Trade Unions	November / December 2020	March 2021
Public	December 2020	March 2021
Service User	December 2020	March 2021
Other		

Equality Impact*Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?*

Disabled people	None
Particular Ethnic Groups	None
Men or Women (including impacts due to pregnancy/maternity)	None
People who are married or in a civil partnership	None
People of particular sexual orientation	None
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	None
People on low incomes	None
People in particular age groups	None
Groups with particular faiths and beliefs	None

EIA Required?	No
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Section E

Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
Ongoing costs associated with retaining the buildings until they are disposed of.

Finance Comments – Will the proposal deliver the savings and within the agreed timescales?
Assumption is that all activity will cease and therefore the budget can be removed. Allowance has been made for budget to be transferred to manage the buildings. Timing of savings is dependent on relevant HR processes being completed such that there is no call on the service to pay staff from 1 st April 2021.

Reference MTF5008

Executive Director

Cabinet Member

Section A

Service Area	Waste & Transport
Budget Option Description	Review of Waste Services – Fleet Rationalisation

Budget Reduction Proposal – Detail and Objectives**The following options will be given due consideration:-****Review of Waste Services**

A range of options to be considered including: -

- Balancing of waste collection rounds
- Street cleansing litter bin rounds and sweeping schedules
- Waste collection service redesign i.e. consideration to 4 over 5 day working, commercial waste review etc

(Please note these options do not include reducing the frequency of waste collections).

Increasing household waste recycling rate

Via the public re-using and recycling, there is a direct positive link with the carbon and climate agenda, where significant carbon savings can be achieved. Options to be considered to achieve a recycling rate well above 60% which could significantly reduce disposal costs/GMWDA levy contribution, include: -

- A comprehensive, sustained communications campaign which would require recruitment of additional staff and ongoing engagement with residents.
- A weekly food waste collection service. This would require a new fleet of bespoke collection vehicles and recruitment of additional operational staff.
- Collection of a wider range of recyclables e.g. plastic pots, tubs and trays; textiles; batteries; small WEEE.
- A separate weekly or fortnightly collection of absorbent hygiene products e.g. disposable nappies and incontinence pads.
- Promotion of home composting, with an offer of subsidised compost bins to residents.

Fleet rationalisation

Confidence in the ability of round optimisation to make the above savings on waste collection is undermined by the impact of COVID. From April to end of Aug this year, relative to last, grey bin tonnages are up 14%, blue bins 22%, green bins 5% and brown bins 13%. This is as a result of lockdown and more people working from home. If the move to more home working becomes permanent this will make efficiencies (in terms of less vehicles and staff required to deliver the service) more difficult to achieve.

Optimisation within the street cleansing service is an unknown, with no indication at this stage of what, if any, efficiencies can be achieved. It is hoped that vehicle requirements could be reduced in respect of mechanical sweepers.

Savings related to caddy liners can be achieved but any changes could lead to reduced

food waste recycling rates leading to more food being placed in the residual waste stream, increasing disposal costs.

The unfreezing of the increase in annual fees and charges will generate an increase in income from the sale of recycling bins and commercial waste services.

Fleet rationalisation – every service that identifies a requirement for new vehicle/s must produce a business case for Exec Director / Cabinet Member approval accordingly. Replacement programme is very much in its infancy, so it is not known at this stage if a saving is possible.

It is to be noted that the options cited above are just options at this stage, and engagement with the public will be undertaken.

	2021/22	2022/23
Budget Reduction (£)	0.237	0.025
Staffing Reduction (FTE)		

Is the proposal One-Off or Ongoing?	All ongoing
Which Budget Principle does the option relate to?	Carbon Neutral/Digital/Demand Reduction/Economic Growth/Internal Transformation

Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property
None.
Service Delivery
New ways of working. Increased efficiencies.
Organisation (Including Other Directorates/Services)
Services that require new vehicles as part of the replacement programme.
Workforce – Number of posts likely to be affected.
Workforce of circa 65 on Waste Collection and 30 on Street Cleansing. 5 Operations Managers/Supervisors. Commercial Waste Officer. All posts potentially affected. A small number of operational posts may be lost if efficiencies are realised.
Communities and Service Users
Every household in borough impacted by waste collection and street cleansing services.
Other Partner Organisations
GMCA – Waste & Resources Team

Section C

Key Risks and Mitigations

Risks	Mitigations
Public reaction to reduced collection frequency and restricted issue of caddy liners.	Robust business case
Workforce 'buy-in'	Effective communications strategy, TU consultation.
DEFRA Resources & Waste Strategy	Any cost implications should be funded by Government.

Section D

Consultation Required?	Yes
------------------------	-----

	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact

Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	
Particular Ethnic Groups	
Men or Women (including impacts due to pregnancy/maternity)	
People who are married or in a civil partnership	
People of particular sexual orientation	
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	

EIA Required?	
----------------------	--

Section E

Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
Ongoing costs associated with retaining the buildings until they are disposed of.

Finance Comments – Will the proposal deliver the savings and within the agreed timescales?
Assumption is that all activity will cease and therefore the budget can be removed. Allowance has been made for budget to be transferred to manage the buildings. Timing of savings is dependent on relevant HR processes being completed such that there is no call on the service to pay staff from 1 st April 2021.

Reference	MTFS009
Executive Director	Donna Ball
Cabinet Member	Cllr Lucy Smith

Section A

Service Area	Streetscene (Street Lighting)
Budget Option Description	Dimming Street Lighting

Budget Reduction Proposal – Detail and Objectives

Dimming of Street Lighting.

A street lighting column replacement programme is already underway in Bury. As a result of this programme, approximately 3,500 street lighting columns across Bury will be equipped with energy efficient LED lanterns which are able to be dimmed.

It is proposed to dim these lanterns between 00:00hrs and 06:00hrs, which will realise a reduction in carbon output and energy consumption in the region of 80 tonnes and £40,000 per annum respectively, therefore supporting a lower carbon economy, greater resilience to climate change and cleaner growth.

The proposed dimmed lighting levels will remain in line with the current British Standard Specification whilst providing adequate levels of lighting on the highway. It is important to note that the public will notice very little change in lighting quality from streetlights being dimmed. A number of pilots have already taken place across Bury, with no negative feedback being received.

If implemented, the changes will enable the Council to reduce light pollution, and its negative effects on residents' sleep patterns, certain nocturnal animals, plant species and people's enjoyment of the night sky.

Partner agencies (i.e., Police) are involved in the development of the proposals.

	2021/22	2022/23	2023/24
	£m	£m	£m
Budget Reduction (£)	0.020	0.010	0.000
Staffing Reduction (FTE)	0	0	0

Is the proposal One-Off or Ongoing?	Ongoing
Which Budget Principle does the option relate to?	Carbon Neutral/Digital/Demand Reduction/Economic Growth/Internal Transformation

Section B

What impact does the proposal have. Set out any impacts (positive and negative) on performance and costs

Property
No impact.

Service Delivery
Initial reduction in energy costs. However, it is to be noted that over time the savings that are forecast may diminish due to the potential of energy companies increasing their unit cost.
Organisation (Including Other Directorates/Services)
No impact.
Workforce – Number of posts likely to be affected.
No impact.
Communities and Service Users
The proposed dimmed lighting levels will remain in line with the current British Standard Specification whilst providing adequate levels of lighting on the highway.
The hours at which streetlights will be dimmed will be between 0:00hrs and 06:00hrs.
Other Partner Organisations
No impact

Section C

Key Risks and Mitigations

Risks	Mitigations
It is likely that cost savings will be eroded over time as the unit price of energy increases	Potential future investment to save to roll out dimming across entire street lighting stock, achieving further energy and carbon reductions.
Resistance is likely from elected members and the public	Community engagement and communications should highlight the carbon reduction and associated environmental benefits
Personal and transport safety	The proposed dimmed lighting levels will remain in line with the current British Standard Specification whilst providing adequate levels of lighting on the highway.

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

Milestone	Timeline
Street lighting energy is charged as an unmetered supply which is assessed annually. Milestones will therefore be annual as submissions to our energy supplier are made.	The programme was originally programmed to be delivered over 5 years (20/21 to 24/25), however efforts are being made to deliver by 23/24.

Section D

Consultation Required?	No
------------------------	----

	Start Date	End Date
Staff		
Trade Unions		
Public		
Service User		
Other		

Equality Impact

Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	Yes (limited)
Particular Ethnic Groups	No
Men or Women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	No
People on low incomes	No
People in particular age groups	Yes (limited)
Groups with particular faiths and beliefs	No

EIA Required?	Yes
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Section E***Financial Implications and Investment Requirements***

Investment requirements – Revenue and Capital
Proposal can be achieved with existing budgets.

Finance Comments – Will the proposal deliver the savings and within the agreed timescales?
Timing of savings will be dependent on the programme of fitting the necessary equipment

Appendix 5

Proposed Cash Limits By Directorate 2021/22								
	Children and Young People	One Commissioning Organisation	Corporate Core	Business, Growth and Infrastructure	Operations	Non-Service Specific	Housing General Fund	Total
	£m	£m	£m	£m	£m	£m	£m	£m
2020/21 Budget	41.778	79.498	14.170	3.397	16.247	9.247	0.553	164.891
Previously Agreed Budget Changes	0.000	0.000	0.015	0.000	0.000	2.100	0.000	2.115
Pay Award	0.051	0.052	0.057	0.013	0.073	0.003	0.000	0.250
Inflation	1.214	2.593	0.018	0.007	0.099	0.194	0.000	4.125
Demand	1.102	2.196	0.170	0.175	0.082	0.597	0.000	4.322
Income Losses	0.000	0.000	0.000	0.000	1.077	8.156	0.000	9.233
Realignment of DSG Costs	2.295	0.000	0.000	0.000	0.000	0.000	0.000	2.295
Fall Out of Time Limited Funding	0.123	0.600	0.000	0.000	0.000	0.000	0.000	0.723
Undeliverable Savings from previous years	0.000	(0.111)	0.150	0.000	1.110	0.000	0.000	1.149
Full Year Effect of Prior Year Savings	(0.034)	0.000	(0.300)	0.000	(0.133)	0.000	0.000	(0.467)
Borrowing to support the capital programme	0.000	0.000	0.000	0.000	0.000	1.000	0.000	1.000
Planned Use of Reserves	0.000	0.000	0.000	0.000	0.000	(12.332)	0.000	(12.332)
Total Additional Budget	4.752	5.329	0.110	0.196	2.308	(0.283)	0.000	12.412
Efficiencies	(1.216)	(0.040)	(0.605)	0.000	(0.170)	(2.022)	0.000	(4.053)
Budget reductions	0.000	(3.334)	(0.280)	0.000	(0.389)	0.000	0.000	(4.003)
Total Budget Reductions	(1.216)	(3.374)	(0.855)	0.000	(0.559)	(2.022)	0.000	(8.056)
2021/22 Budget	45.314	81.454	13.395	3.593	17.996	6.942	0.553	169.247

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Classification	Item No.
Open	

Meeting:	Cabinet and Full Council
Meeting date:	23 rd Feb 2021 and 24 th Feb 2021
Title of report:	<i>Let's do it!</i> Bury 2030 community strategy
Report by:	The Leader of the Council
Decision Type:	Council/Key Decision
Ward(s) to which report relates	All

Executive Summary:

Let's do it is a ten year vision and strategy for the Borough of Bury. The strategy has been produced following two rounds of consultation with local people and informed by all members of the Team Bury public and community sector partnership. The strategy proposes four principles around which is proposed:

- a delivery plan and specific priorities for the next two years
- a set of behaviours which all residents and service delivery teams work to

The core principles are:

- a Local Approach
- driving Enterprise
- Working Together and
- Taking a Strengths-Based approach

Recommendation(s)

That: The Council endorses the strategy for adoption and encourages other public service and community leaders to do the same

Community impact/links with Community Strategy

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
An equality analysis has been completed and updated and demonstrates that implementation of the strategy will further equality between different groups and reduce discrimination of people with protected characteristics	

**Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The impact of COVID-19 19 will potentially present significant health and economic risks to the borough	The strategy and associated delivery plan will be subject to regular review and an annual report to full council including the opportunity to re-focus activity based on emerging risks and requirements

Consultation: The strategy has been produced following two rounds of consultation with local people. Headline feedback is enclosed within the document

Legal Implications:

There are no legal implications arising from this report.

Financial Implications:

There are no direct financial implications arising from the report. Implementing the recommendations and any costs associated with this will be subject to appropriate decision making at that time and will be reflected in the Council's financial strategy.

Report Author and Contact Details:

Lynne Ridsdale, Deputy Chief Executive (Corporate Core)

Background papers:

Bury 2030 Strategy – proposals for consultation October 2020

The Bury Locality Plan

The Bury Life Chances Commission Report 2017

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

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We have an opportunity to develop every township in the borough to be better and stronger than before the pandemic. We can tackle the causes of inequality. We can ensure that our children have a better start in life, with access to improved education and broader horizons. We can help every adult to have the opportunity to be their very best through access to high quality, local work. We can make sure that older residents stay connected and independent. We can confront the great challenges ahead of us, from supporting local businesses to recover and thrive, to delivering net zero emissions and a cleaner environment for all. This Bury 2030 Community Strategy sets out the ambition and ideas of our communities, businesses and public service leaders to build back a better borough of Bury over the next ten years.

“Let’s do it ... !”

Contents

Introduction	1
Context	2
Our Vision	3
Our Strategy: Let's do it!	4
<i>Let's ...</i> All work together with a common approach.	6
<i>Do it! ...</i> Deliver on our plans for community and economic development where we all play our part	7
Local neighbourhoods.....	8
Enterprise	10
Delivering Together.....	13
A Strengths-Based Approach.....	16
Making it Happen	19
Measuring Our Impact.....	20

Introduction

Over the past year we have taken a long, hard look at ourselves as the organisations that serve the borough, and at the borough as a place to live, work and enjoy.

We have looked at our strengths, for example: our accolade as the first Greater Manchester Town of Culture in 2020; our new integrated ways of delivering health and social care; our award-winning town centres and green spaces and our resilient communities that are supporting each other and standing strong in the face of a global pandemic.

We have also acknowledged our challenges. There is significant work to be done to improve educational outcomes across our borough. Our average life expectancy has stopped improving and the pockets of deprivation that existed in 2010 and 2015 still persist.

In the midst of this work the Covid-19 pandemic presented the greatest challenge that our communities, businesses and public services have ever faced. As both a health and economic crisis, it has highlighted many of the underlying problems that existed in our borough, from ill health to poor life chances. We have lost too many of our residents to Covid-19 and it has also taken its toll on our businesses and town centres. It is clear we will be dealing with the consequences for some time.

But the response to the pandemic also acts as a guide to a new approach to working together to improve our borough. An approach in which everyone, from communities and businesses, to the Council and our partners, must pull together. It is one in which the power of the relationships within and amongst these groups is what matters most. Our emergency response instils us with the belief that, when we work together, we can make a real difference.

In recent months we have talked with people who are passionate about the future of our borough: local people, community groups, public service providers and businesses large and small. We have shared our hopes for the next ten years, listened to and learnt from theirs, and discussed how together we can realise them.

This Bury 2030 Strategy is the sum of these conversations. The reforms laid out in this plan are wide-ranging, from health to housing, from commerce to communities.

But this is not just a strategy for service improvement, it is a radical new proposition for community power; putting relationships first and creating a borough in which every single person plays their part.

The time has come for us to decide what our future will be. This strategy sets out a clear ambition and delivery plan for the next ten years.

So, as one of our borough's most famous daughters, Victoria Wood, Prestwich-born and Bury-raised, once said:

Let's Do It!

Leader of the Council
Chair of NHS Bury Clinical Commissioning Group

Context

Any programme of reform that looks forward to 2030 has to start with an honest reflection of its starting point. Writing this in 2020 our borough, and the nation at large, is facing enormous social, health and economic hardships as a result of the Covid-19 pandemic. Recovering from this is a challenge the like of which for many has not been seen in living memory.

Covid-19 has affected everyone in our borough. Every business and every community has been changed in some way. At best, the pandemic has been disruptive and challenging. At worst, it has been devastating. We have lost many residents and a number of others are now managing challenging long-term health conditions. Many businesses have been forced to let go of staff, and others to close entirely. Given the prolonged response further business closures and redundancies are, tragically, inevitable. In many cases the impact has fallen most often on those least able to bear the strain. This crisis has been unequal and unfair, revealing and exacerbating the inequalities in our society.

However, recent months have also revealed some positive aspects of life in our borough. The strength of our communities, the spirit of our residents, and the power of our partnerships and relationships has been clear to see. For example, the joint working between partners in the health and care system - primary care, hospital services, community based services, and private care providers - has been exceptional in responding to the crisis.

Given this context our Bury 2030 strategy must start with a period of activity focused on emergency recovery.

This decade of reform begins with a two-year plan that attempts to repair the damage caused by the pandemic. The initial priorities are to:

- Respond to issues such as poverty and the health impacts of Covid-19 on our communities and the health system;
- Taintain the relationships that have been forged between communities and their public services during the crisis; and
- Put carbon neutrality at the heart of new ways of living and working in a covid-secure society.

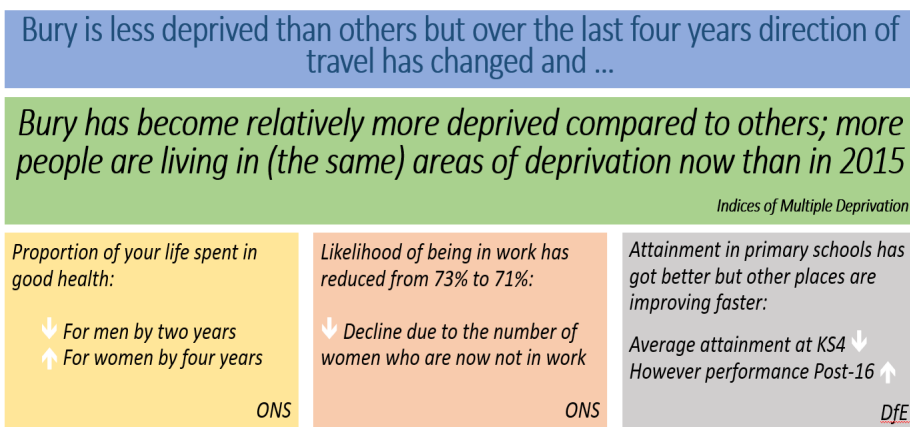
But we must look further ahead too. We have an unprecedented opportunity to address some of our deepest challenges, from building a fairer society that leaves no-one behind, to tackling the climate emergency, as well as addressing inequalities of opportunity within our borough. To do this we will embrace the national “Levelling Up” agenda with investment propositions that seek to raise productivity; empower people in places; improve education standards and maximise employment to aid economic recovery.

Throughout this plan, we have laid out the immediate priorities that fall within the initial two-year recovery plan, alongside our longer-term goals. Together, they are how our borough, as part of the wider Greater Manchester city region, will build back better.

Our Vision

Our vision for Bury 2030 is built upon conversations with communities and the goal is simple: to stand out as a place that is achieving **faster economic growth than the national average, with lower than national average levels of deprivation.**

This is, however, challenging given our starting point in 2020:



By 2030 we will collectively tackle these deep rooted issues by giving everyone the **encouragement and support** to play their part; joining together the delivery of all **public services as one** and delivering an ambitious plan for both **social and economic infrastructure**.

How will we measure our progress?

Our ambition is that by 2030:

The borough of Bury will have made the fastest improvement in reducing levels of deprivation than any other post-industrial northern locality.

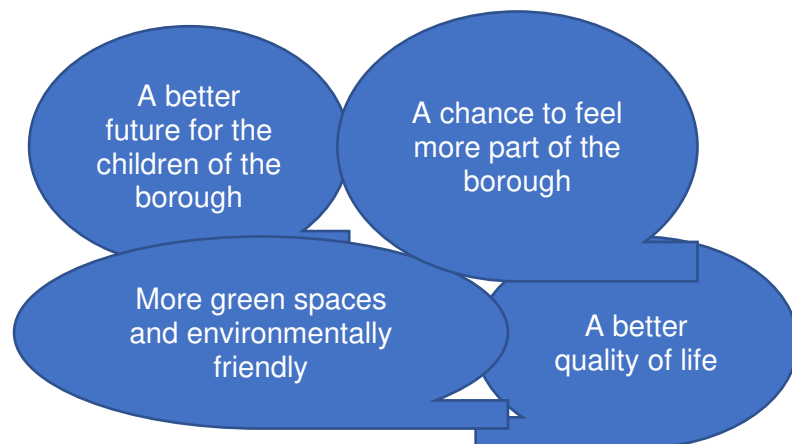
- We will be measured against comparable boroughs and the Greater Manchester authorities.
- To achieve this means reversing the decline seen in 2015.
- It is dependent on us making progress against all the aspects of this Strategy particularly economic growth
- It accepts the impact of the pandemic but sets out an ambition to recover faster than others.

We will measure our progress to achieving this ambition by tracking seven core outcome measures which are explained in more detail later in this document:

1. Improved quality of life
2. Improved early years development
3. Improved educational attainment
4. Increased adult skill levels and employability
5. Inclusive economic growth
6. Carbon neutrality by 2038
7. Improved digital connectivity

Our Strategy: Let's do it!

The vision for 2030 has been developed and tested with our communities. Local people have said this vision will achieve:



But people also said they identify locally within their townships and neighbourhoods, not borough-wide. Whilst many agree with the vision there is less confidence that it will be delivered. There have been big ideas before but change has not always happened. We believe things are different now.

Things have changed: During the pandemic we have started to work together in different ways.

The **Voluntary, Community and Faith Alliance (VCFA)** has mobilised over **800 volunteers** who have supported thousands of vulnerable people over the last year and are now working on community projects as well. **Age UK** is now providing a befriending service in partnership with the Community Hubs; our **food banks** are working together and setting up pantries to maintain user's independence; and community leaders have established the **Bury Community Support Network** to connect with Council hardship support and the Citizens Advice Bureau.

Feedback also tells us that statutory services are working better with parents and carers of children and young people with Special Educational Needs, co-design in action.

We have established **multi-disciplinary teams** to deliver our Covid response, for example, the clinicians delivering vaccinations and covid testing are being supported logistically by hundreds of volunteers from the Greater Manchester Fire and Rescue Service, communities and furloughed employees.

The way we deliver **health and care services** is increasingly integrated with staff from different organisations working more effectively together as if they were one organisation. Increasingly this joined up working is delivered through five integrated neighbourhood teams across the borough and focused on the prevention of poor health and early intervention to avoid unplanned care in hospital and other settings.

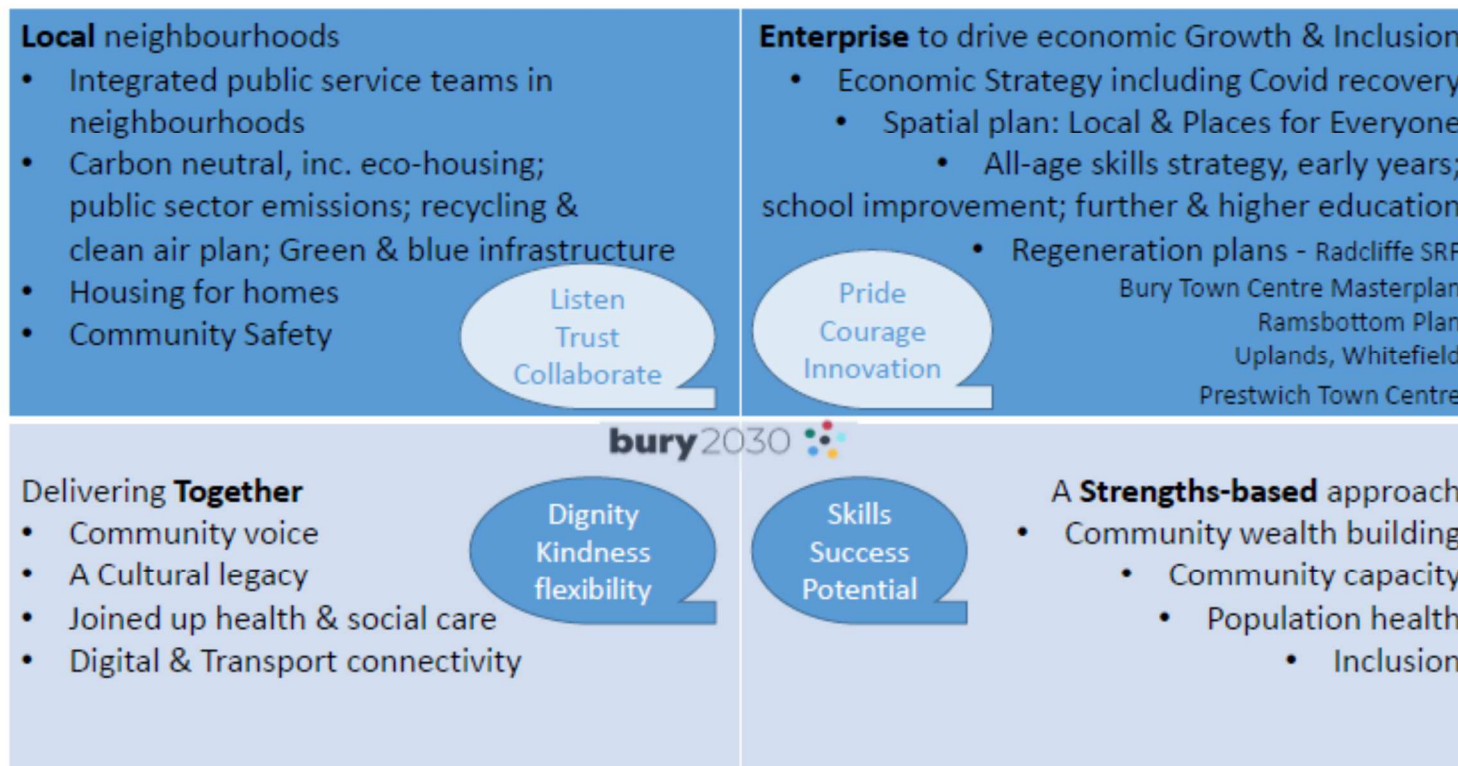
Health and Care Teams in Neighbourhoods are working alongside **community hubs** – connecting and supporting the assets of local communities and supporting vulnerable residents to be more independent and connected. Increasingly health and care teams are working closely and on the same neighbourhood footprint with staff from other public services – e.g. housing providers, GMP, schools.

This strategy is about **how to maintain the momentum of this movement:**

- **Let's ...** All play our part in **local** communities; with **enterprising** spirit; working **together** in a way that recognises and celebrates the assets and **strengths** of our communities and our residents
- **Do it ...** by connecting everyone to the plans for economic growth and public service improvement across every township.

The strategy sets out four clear principles that will drive everything we do and a clear set of priorities to create the conditions for change.

Turning Principles into Priorities - Let's do it



Let's ... All work together with a common approach.

These are the Bury 2030 principles that will guide our work:

Local neighbourhoods

We know that it is the **relationships**, not services, which truly make the difference to people's lives. We want to build on this through **empowered** local communities within each township where **individuals, families and communities** are in control and at the heart of decision making. We will bring our collective talents, energies and **community power** together for the greater good by:

- **Engaging** with people where and how they live
- **Hearing** all voices and learning from them
- **Trusting** and helping each other, always working together
- Listening when others talk, helping and **enabling**
- Supporting development and **growth** and removing barriers to **collaboration**

In support of this we will work to bring public services together as one team in each neighbourhood, in line with these principles.

An Enterprising spirit

We are known for our spirit of enterprise and innovation and we will harness that spirit to raise aspirations to grow and develop our people and businesses. We will remove the barriers that prevent people from getting on and **connect** local people to opportunities through their skills, confidence and relationships by:

- Demonstrating **pride** in our collective and individual achievements and in the place where we live
- Ensuring everyone has an equal voice and equal life chances by harnessing and **nurturing** all talents
- Championing **innovation**, always looking for ways to improve quality of life for all
- Being **courageous** and stepping out of our comfort zone to help ourselves and others
- Opening doors at every **opportunity**

Delivering Together

This strategy represents a completely new relationship between public services, communities and businesses which is based on **co-design** and **accountability** for shared decision making. It is about doing "*with*" not "*to*" by bringing a greater focus on **wellbeing**, **prevention** and **early intervention**. We will all take responsibility for making a difference by:

- Committing to making a **positive, practical difference** in addressing and tackling our challenges
- **Valuing and developing** the role and voices of people and communities to shape and deliver, wherever we can
- **Empowering** residents and groups to take decisions and harness resources
- **Strength** through **cultural diversity**
- **Growing** relationships and new connections across boundaries
- Demonstrating **dignity**, **kindness** and **respect** in everything we do

A Strengths-based approach

Our vision is for a place in which people are helped to make the best of themselves, by recognising and building on the strengths not deficits of all our **children, families and our communities** and taking an **evidence-led** understanding of risk and impact to ensure the right intervention at the right time. We will do this by:

- Really **listening to understand** each other and our shared potential
- Being **flexible** and putting our energies into where we can make the most positive difference; **asking** 'what matters to you?'
- Being open to **trying** new things and **doing things differently**
- Valuing the **skills**, **strengths** and **successes** of individuals and communities

Do it! ... Deliver on our plans for community and economic development where we all play our part

The spirit of the people of our borough has always been our greatest asset, but the conditions must exist for this mindset to thrive.

The next pages describe our approach to progressing the Bury 2030 vision. They describe:

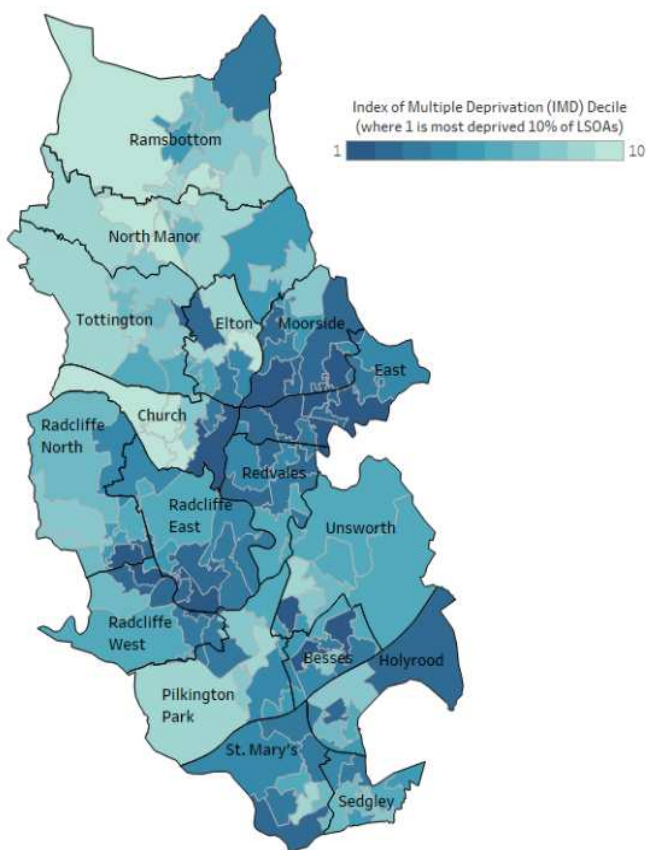
- The plans the **Council and our public sector partners** have to improve infrastructure and create conditions for growth;
- The way in which every **resident** can get involved to make even small changes which, together, would make a big difference.

This is a long-term strategy from which rolling two-year delivery plans will be produced with clear priorities for each period, informed by progress and outcomes across the partnership. The first two years will be focussed on supporting **emergency recovery** including recovery of the **health and care** system and delivering “Levelling Up” priorities around **productivity**; place-based **empowerment**; improving **education** standards and maximising **employment** to aid economic recovery.

Our specific **priorities for 2020 – 2022** are to:

1. Deliver an **economic recovery** strategy including a statutory development plan and **regeneration** plans in Radcliffe; Ramsbottom; Whitefield, Prestwich and Bury town centres.
2. Progress towards carbon neutrality with particular progress in **decarbonising** public buildings.
3. Expand our integrated **neighbourhood teams** in health and care and with wider public services, to support our children, families and communities; maximise the untapped potential of the Voluntary Community and Faith Alliance (VCFA) and orientate towards prevention and a personalised “whole person” approach to building on strengths and assets.
4. Progress our **inclusion** strategy to ensure every community has a voice, is embraced and celebrated.
5. Deliver our key priority areas for **health and care** transformation: urgent care, planned care, community based services, mental health and well being and learning disabilities and a greater emphasis on prevention.
6. Maintaining progress with **educational** improvement and employment, pre-employment and apprentice opportunities for young people, including targeted work for school age and school leavers who have been disaffected because of the pandemic and through the delivery of the new high school in Radcliffe and Special School in the borough.

Local neighbourhoods



Our borough is the place we are proud to call home. It includes six towns built within areas of extraordinary natural beauty. It is a place rich in possibility which we must preserve, improve and cherish for future generations.

We want to recognise the **distinct identities of our townships** and the diversity of each community; to **invest** in our town centres; create **more spaces** where people can meet and enable access to affordable decent **housing** for all. As we do this we are committed to becoming eco-leaders, ensuring future generations can enjoy our **green spaces** and breathe clean air.

Overall our borough is relatively less deprived than our statistical neighbours but our trend is a negative one. **Deprivation** is highly concentrated and was reported to be getting worse in both 2019 and 2015. To reverse this trend and close the inequalities gap we will target our resources locally, in the places that need them most. Public services and others will work together better, seamlessly and with knowledge of communities. We will create **public service hubs** which work within and across townships on a “neighbourhood” footprint, to bring different agencies together to target resources around greatest need, understand and galvanise community assets and focus on prevention as well as management of risk.

This “local” approach provides a foundation stone to develop a different relationship with residents and communities – to connect people together. To do this, all of our work in neighbourhoods will be guided by the LET’S principles: taking a **local** approach; driving **enterprise**; working **together** and with a **strengths**-based approach.

Let’s Do It! ... Looking after our local neighbourhoods

Do your bit to look after our clean and green space. Join a community clean-up team; find out about what and how to recycle more; make changes in your lifestyle to consume less and move us towards our carbon neutral goals. Connect through your local community hub if you want to get involved.

A neighbourhood delivery model

In Prestwich, Radcliffe, Whitefield, Ramsbottom and Bury we will establish multi-disciplined neighbourhood teams which, between them, will cover the whole borough with activity comprised of.

- A **Community Hub** which will support people to take responsibility for their own health and wellbeing and seek support in the community in the first instance, including partnering with existing community services such as the Staying Well service and Community Education.
- The existing **health and care integrated teams** which, together with primary care services, focus on early intervention; prevention and the avoidance of unplanned care. The teams actively case manage the care for people with chronic, long term physical and mental health conditions, to help them remain in control of their care and live well at home.
- **Wider public service early help team** will target our support to help vulnerable people to access opportunities and create new ones on their own, without creating long-term dependency on public assistance. The teams will provide joined-up support from social workers, schools, housing, youth services, employment teams, probation, police and other services. This new network will build on the children's early help teams to provide support across whole families and communities.

Making our borough a safe place to live

Our Community Safety Partnership leads the local implementation of the Greater Manchester *Stronger Together* community safety strategy. By 2022 the partnership will have created a refreshed strategy for the remainder of this framework. The current five objectives are to:

- **Protect and support vulnerable people** with a focus on Early Intervention and developing a new Complex Safeguarding Plan.
- **Put victims first and** increase the numbers of victims we support.
- **Reduce reoffending through** a "restorative justice model".
- **Build stable, cohesive communities** and reduce Hate Crimes.
- **Develop a partnership approach to community** safety across public services and with the local community.

Putting our borough on track for carbon neutrality

In 2019, Bury Council announced a **climate emergency**, striving to be carbon neutral by 2030 and a 'single-use plastic' free borough by 2022. Significant progress has been made, with carbon emissions in Bury down 31 percent between 2007 and 2017, but carbon neutrality is unlikely to be possible by 2030. We will instead align our commitments to that of Greater Manchester's other districts and target carbon neutrality by 2038. To achieve this and more, we will:

- **Create a Climate Action Strategy** including:
 - **Making our public estate carbon neutral.**
 - **Supporting greener modes of transport** in our borough.
 - **Creating a Greater Manchester Clean Air Zone.**
 - **Developing a Housing Strategy for carbon neutral homes.**
 - **Developing the City Forest Park**, a 330 hectare urban forest in partnership with Salford and Bolton Councils.
- **Help develop the Greater Manchester Clean Air Action Plan** to reduce nitrogen dioxide levels generated mainly by road vehicles.
- **Develop a "green and blue infrastructure strategy"** to lay out how the borough will make the most of its access both to beautiful green spaces (the "green") and the two greater waterways the River Irwell and the Manchester, Bolton and Bury Canal (the "blue").

Building houses that are homes

Our new housing strategy recognises the need to make a house a home, with a series of commitments to achieving that, including:

- **A housing strategy for every township**, shaped by our development and regeneration plans to support the future of each town centre and neighbourhood.
- **More, high-quality and low-carbon homes in the borough.**
- **More affordable homes**, to get everyone on the housing ladder
- **A more dynamic housing market**, with a broader range of housing tenures and more tailored support for people.
- **Additional support that enables people to live healthily and well in their own community long into later life.**
- **Eliminating rough sleeping by 2025**, by helping homeless people achieve financial independence.

Enterprise



Bury was at the centre of the first industrial revolution, home to entrepreneurs like John Kay, the inventor of the “flying shuttle”, who put the north of England at the centre of the world. Bury will also be at the forefront of the fourth industrial revolution, with the resources for our entrepreneurs and innovators to work with digital technology. This will be in the context of one of the biggest economic challenges of a generation, as we lead economic recovery from the Covid-19 pandemic.

We want our borough to offer a unique blend of opportunity to prosper and for people to live well; to provide green, blue and digital infrastructure and grow the spaces for businesses to incubate and expand. Our towns will become places where businesses thrive and all our residents have the skills and aspiration to access high quality work, with a genuine prospect of progress and promotion.

In Bury we already have two long-established University centres and ambitions to extend Higher Education opportunities for our communities. From September 2021 Bury College will be delivering Health, Digital, Childcare and Education T levels. In 2022 it will be opening a brand new Health and Life Sciences and Digital building. The college is also working towards the delivery of an undergraduate Nursing qualification in 2022 in partnership with the University of Salford

The driver of reform in Bury for the next 10 years is to create a place that stands out not just in Greater Manchester but nationally as the example of what inclusive growth looks like. Together, through this strategy, partners will seek to address the underlying drivers of inequalities and through our economic and all-age skills development plans achieve a fairer distribution of wealth and income.

Let's Do It! ... Building Back Better in our Enterprising borough

If you are an employer, contact one of our Hubs and talk to them about setting up **apprenticeships and hosting work experience** placements. We are also seeking volunteers to help mentor people looking for work across the borough. Connect with the Bury Business Leaders' network if you think you do your bit to make our vision of inclusive growth a reality.

Delivering an economic strategy

Bury has been working with Barclays Bank as one of a small number of national pilot sites to help understand what make a *Thriving Local Economy*. We will use the learning from this research, together with input from our business community and Greater Manchester growth Hub, to develop a local economic strategy which drives local economic growth and informs the economic recovery strategy from the Covid-19 pandemic.

The Greater Manchester Independent Prosperity Review found that our borough is highly reliant on its traditional strengths in manufacturing. It also uncovered **new opportunities** for growth in highly skilled areas: computer programming, management, consulting, and specialised design. Since then, however, the economy has experienced a profound shock nationally which is not yet fully understood. Local economic planning must take account of the impact of the emergency on our business sector, informed by the local Business Leader's Group and a piece of deep-dive research commissioned by the council including evaluation of the impact of Covid-19 emergency business grants.

Over the next 10 years we will:

- Grow our business base in both existing and emerging sectors.
- Develop the conditions and capacity for business to grow, particularly space for business incubation and expansion.
- Connect the commercial pipeline to the curriculum in our schools and colleges to ensure that local people have the skills and aspiration to access quality local jobs. Sadly, that is not yet true of Bury today. Businesses are struggling to find the skills they need in our borough, with a third of recent job vacancies unfilled. By 2030, we intend to fill at least 90% of these roles with local people.

Investing in all our town centres

The sustainability of our six town centres will of course depend on the ability to attract inward investment. This is something that we have seen in Bury town centre, where considerable investment and regeneration has seen it become the third ranked retail destination in Greater Manchester, behind only Manchester city centre and the Trafford Centre. We will ensure equivalent appropriate investment is made in each of the town centres:

- In **Prestwich**, we will see new, high quality and sustainable housing; more community spaces; a public service hub; a new library; and lots of flexible spaces for local entrepreneurs.
- In **Radcliffe**, we will deliver the key projects identified in the Strategic Regeneration Framework, including a public service hub, refurbishment of the Market Chambers, the redevelopment of the East Lancashire Paper Mill Site for new housing, improved access to parking, a new leisure centre, and a new secondary school.
- In **Bury**, we will produce an updated masterplan for the town centre to guide its future role, function and physical development and regeneration. There will also be new regeneration, including the redevelopment of the former police and fire station sites, a new Flexi Hall adjacent to the market, a replacement Transport Interchange, a new multi-agency public building as well as improvements to areas that have become tired and run down.
- In **Ramsbottom**, we will soften the impact of traffic by making it less reliant on car travel, build more communal space, and create more scenic, river access points. We will develop a townscape plan, identifying a ten-year plan for a series of works to further enhance the town centre, open up the river and promote independent trading.
- In **Tottington** and **Whitefield**, we will continue to support the vitality of the town centres where opportunities arise.

Equipping residents with the skills they need to thrive

Our borough once had an enviable reputation for educational excellence and it is our ambition to reclaim this. This is particularly important to mitigate the risk to our children and school leavers of disruption throughout the pandemic. We are committing to the development of an all-age skills strategy for residents which includes:

- **Ongoing educational improvement** to continue to drive up standards for our 29 000 school children. Our strongest Head Teachers are mentoring others and we are supporting top performing schools to support those seeking to lift standards
- Ongoing investment in **Adult Education** through the Council's Community Learning Service
- **A borough-wide apprenticeship strategy**, asking any company that bids for public sector contracts to provide apprenticeships, internships and pre-employment opportunities to be reserved for residents of the borough.
- **Launching a bespoke version of Barclays's LifeSkills programme, in partnership with the bank**, to raise aspirations across our borough and equip school leavers with the professional and personal finance skills they need to thrive. Across the country, these programmes are already helping 6.7 million young people in the UK.
- **The development of new education settings** including delivering the new high school in Radcliffe and new Special School in the borough. We will continue to develop our partnership with all our schools and colleges to ensure the right places, facilities and opportunities are available into the future for our children and young people.
- We will be developing our partnership with our local Further and Higher education Colleges and Universities to expand opportunities for our young people.

Delivering the housing and economic growth that Bury needs

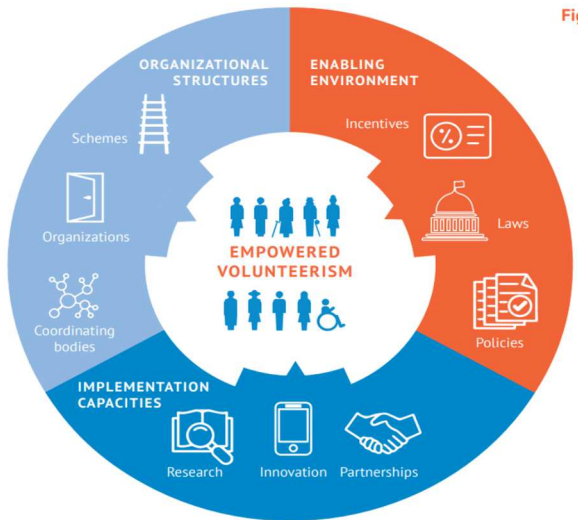
The planning system in England is plan-led and it is a requirement for all local authorities to have an up-to-date development plan in place that sets out policies and proposals to guide and control future development in the borough.

We are continuing to progress our development plan which will establish a framework for delivering sustainable development in the borough by balancing economic, social and environmental objectives.

In particular, the plan will seek to:

- Build a strong, responsive and competitive economy, by ensuring that sufficient land of the right types is available in the right places and at the right time to support growth, innovation and improved productivity, such as through the identification of land for employment growth at the Northern Gateway.
- Support strong, vibrant and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering a well-designed and safe built environment, with accessible services and open spaces that support health, social and cultural well-being.
- Contribute to protecting and enhancing our natural, built and historic environment, by making effective use of land, helping to improve biodiversity, using natural resources prudently, minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.

Delivering Together



happy

The vision for Bury 2030 is to enable every person in the borough to fully participate in, and shape, our future by supporting people to be themselves and to speak out about ideas and concerns. Our borough should be a place where people are helped to make the best of themselves, wherever they are born and whoever they are born to.

Achieving this requires us to develop relationships at every level: the relationship of front line staff between each other and with residents; within communities; and between community groups and public services; and a relationship of trust between the Council, the combined authority and central government. This will be achieved by:

- Driving change from the service “front line” – which requires the Council, the OCO and other public bodies in the borough to become better at being learning organisations
- Pursuing the science of happiness through our culture strategy including the Victoria Wood “Happy” Festival and supporting communities to maintain aspiration, optimism and resilience
- Supporting community involvement and organisations which enable people and communities to take control, including developing community assets and connecting people to them
- Where necessary, intervening by integrating services around individuals and families at neighbourhood level into bespoke packages with lead workers
- Driving digital inclusion to give everyone the platforms to get involved
- Developing a network of Community Connectors and developing the role of Ward Councillors as part of a new network of Community Hubs

Let's Do It! ... Get involved working together to make a difference

Why not **join a group** across the borough? We have equalities networks, faith networks, networks for those who share interests and passions. Join one and make your voice heard. Tell us about what you are doing for the community and how you think we can help. The Bury Directory has information about groups and activities to get involved with or how to establish your own

Joined-up health and social care

Across our public service providers we have resources of over £600 million devoted to health and social care, yet still we know the system is not financially sustainable. By uniting the power of residents, all health and social care providers and voluntary and community organisations, we can make major improvements to people's lives and secure the resilience of health and care for future generations. We will:

- Continue to develop the **five integrated neighbourhood teams** we have established; a 600-strong team of nurses, social workers, health workers, clinicians and volunteers who, in conjunctions with primary care services, support people to live healthy lives, as part of our 'Living Well at Home' strategy. The teams specifically help those people who are at risk of multiple long-term conditions or hospital admissions and are continually increasing the numbers of people with whom they work intensively. By 2022, the teams will include further support for mental health and improve how quickly we target those who need support.
- Make a **healthy life easier** in our borough, by investing in "health literacy" resources, creating a new Wellness team for the borough, and making it easier to get out and get active in our communities. We will review our Council leisure centres and create new opportunities for running, cycling and walking through the beautiful countryside that surrounds our borough. This is part of a wider focus on preventing health issues, rather than just responding to a crisis when it occurs.
- **Transforming some services** to maximise quality and sustainability. This will include a focus on mental health; urgent care; planned care; community-based services; intermediate care and learning disabilities.

Transport and digital connectivity

Our townships are well connected to each other and to strong northern cities but, while we are well placed, we could be better connected to Manchester. Through the Greater Manchester Transport Strategy for 2040, we will invest tens of millions into the borough's transport infrastructure, including:

- **Improving the quality of the borough's roads**, by building new routes and improving both local and major junctions to reduce congestion and pollution.
- **Expanding bus routes and improving Metro links across the borough.** As part of the Northern Gateway, we will seek to ensure that there are new high-frequency bus services direct to employment opportunities including in the city of Manchester.
- **Making it easier to get around without driving**, by creating new walking and cycling routes as well as access to public transport.

New technology means we no longer rely solely on transport to be connected. We will invest to ensure that digital infrastructure underpins our future by:

- **Delivering 4/5G mobile and full-fibre broadband as part of the Greater Manchester Local Full Fibre Network Programme;** the largest investment of its kind in the UK. Research shows that if just 25% of local buildings had full-fibre investment, we could add £117m to the local economy.
- **Investing in the skills that will allow Bury residents to benefit from digital.** Bury's £6m STEM (science, technology, engineering and mathematics) centre will open in 2021 to complement the renowned Applied Science department at Holy Cross College in Bury. The Barclays Business Centre will be redeveloped as an "Eagles lab" to train people in the basic skills that allow them to operate well online.

Giving voice to all our communities

Our strategy for Bury 2030 is one in which the council, public services, businesses and communities all work together in pursuit of our vision. We need to ensure there are opportunities for every voice to be heard. To do this we will develop a new approach to community engagement:

- **Create new forums for different voices** to be heard including a reinvigorated **Youth Cabinet**; business leaders through the **Town Centre Boards** created in response to Covid-19 and **Green Township Forums**.
- We will regularly be convening **Listening Events with communities of interest**, such as the Race events facilitated by ADAB in 2020 which informed the development of the inclusion strategy.
- Developing connections with **faith leaders** through the Faith Leader's forum and particular networks such as those with the Jewish community.
- Co-designing **with our children and young people** the services we provide as a partnership, developing engagement through our **Children's Strategic Partnership Board** with a charter which commits our work with the adults of our future.
- Through our new network of **community hubs** we will organise regular fora for local communities to come together, to help shape the local agenda, develop a common approach to tackling issues and get involved in making change happen
- Establish a network of **community champions** who will represent the views of their localities and connect residents to the right resources, in conjunction with ward councillors who will provide local leadership in places and drive collaboration.
- **Refresh our commitment to the Armed Forces Covenant** with an action plan which supports and engages former armed forces personnel now back on civvy street.

Building a cultural legacy

In 2020 Bury was named Greater Manchester's first town of Culture. The award particularly celebrated the borough's partnership with the Victoria Wood foundation and Bury Art Museum's work to keep the connection with Wood as both a daughter of Bury and inspiration in the science of happiness by connecting skills; exploration and social connection

The accolade continues into 2021 and, subject to the restrictions of Covid, will involve a programme of events including:

- The "Happy" Festival of Victoria Wood's comedy.
- Profiling the Met's artistic programme both locally and at Greater Manchester including the United We Stream digital culture programme for lockdown.
- A calendar of events from other local groups including the Prestwich Arts Festival and Radcliffe carnival.

During 2021 the learning from the festivals and events will be developed into a culture strategy for the borough which will:

- Maintain the borough's legacy as a cultural destination, to strengthen our **cultural economy**.
- showcase the diversity and cultures of all our residents to further **inclusion**, including faith groups and communities of interest.
- further **community engagement** by creating opportunities for local people to connect and get involved through art, by learning new skills and the pleasure of performance.

A Strengths-Based Approach

“I have stayed true to that first idea that people can have a day in their lives that is very important and if they can reconnect with that day, reconnect with the people they were then, they can suddenly revive their emotions”



Victoria Wood

Our strengths-based approach means focusing on individuals' strengths and not on their weaknesses. This includes people's personal resilience and capabilities but also on the current and potential social and community networks; it puts the emphasis on achieving outcomes, not focusing on processes and services, and means everyone works together to get results.

To deliver through a strengths-based approach we will be guided by the principles of:

- **Listening** to what is important to residents within each neighbourhood and using local intelligence to help identify the local outcomes.
- Supporting each neighbourhood to determine its **own priorities** which will influence where we all focus our efforts.
- Recognising and valuing the important contribution of **voluntary, community and faith** groups in improving **health and wellbeing**.
- Starting by recognising the things that people and places have and gain an understanding of what a good life means for them and **targeting of resources** based on risk.
- **Empowering** public service staff to support people in ways that work for them. Staff will not be constrained by organisational boundaries and will work together to respond to individual and community needs.

Let's Do It! ... Be part of playing to our strengths to deliver our vision for Bury 2030

All of us have a role to play in promoting healthier and happier lives in our borough. It is estimated that physical inactivity in our borough costs over £4.5 million each year, so getting out and getting active is both good for you and good for Bury. Keeping fit and healthier is easier and more fun to do together – walking groups, jogging groups, cycling, sports teams. Make physical activity part of your daily life – use our parks, our cycle lanes, our amazing grass roots sport clubs. The Bury Directory has information about groups and activities across the borough.

Community wealth building

Bury public services will join the **Northern Care Alliance Community of Practice** to leverage our collective power for social economic development and improve population health and wellbeing. Specific objectives will be to:

- Create **pre-employment** opportunities for those furthest away from the employment market through placements, apprenticeships and internments.
- For example Bury Council has already signed up to the government's Kickstart initiative and will be providing over 50 placements in 2021/22
- Support **workless** residents into meaningful, quality work. This leadership will build on existing programmes such as:
- *Bury Works*, the youth unemployment initiative focussed on supporting young people into work through a "Hub" approach with access to employment, wellbeing, finance and benefits advice
- ongoing roll out and development of the **Working Well** programme, designed to get long term unemployed and people with complex health and social circumstances into work. In 2021 the programme will be expanded into a Job Entry Targeted Support (JET) programme, focussed on a wider reach and earlier intervention
- Increase the proportion of **local people employed** in Bury public services through economic and inclusion strategies, starting with the NCA
- Provide coaching and peer mentoring support through NHS Career Ambassadors and maintaining the Council's partnership with Barclays who provided Life **Skills coaches**, to support schools and colleges with career advice and positive role models.

Building community capacity

We need to do more to reach out into the community to create opportunities for communities to bring their views and ideas to us. To do this we will:

- **Develop Voluntary and Community Sector Infrastructure**, to ensure that organisations have the support and advice they need to thrive and collaborate, and creating an environment in which small, self-led community groups can easily form and have an impact. This will include access to space and facilities through the neighbourhood hubs and a refreshed commitment to Community Asset Transfers where practicable.
- **Develop a new volunteering strategy, including a Volunteer Passport** that will create new opportunities for everyone who wants to continue the extraordinary momentum picked up during the initial response to Covid-19.
- **Run peer mentoring training** so that people with real life experience can support others going through similar experiences, such as those with substance abuse issues, who are homeless, or who are survivors of domestic abuse.
- Maintain the **'Making Bury Friendly Strategy'** to become a dementia, ageing well, autism, learning disability, carer and breast-feeding friendly borough, while, at the same time, reducing loneliness and social isolation for all. We are also encouraging intergenerational activities through community groups such as 'Bee Keepers', 'Corrie Gardeners', 'The Fed'; 'Rammy Men' and so many more who are linking in with school age children to share learning, build relationships and challenge perceptions.

Population health and well-being throughout life

Our health is our greatest asset which we need to invest in collectively and individually recognising that some people have less access to the resources needed for good health than others. We will:

- Ensure every child has the best start in life through implementation of the Greater Manchester Early Years Delivery Model.
- Further develop the borough's **physical activity strategy and food and health strategy** including supporting community-led groups, to ensure that everyone has an opportunity to be active and access to nutritious good quality food.
- Create the conditions where **healthy options** become the easy and default options. This will include investing more resources in: 'health literacy' and new opportunities for running, cycling, walking across the green space in our beautiful borough.
- Learn lessons from our Covid-19 response to protect people from infectious diseases.

Building a more inclusive borough

Our vision for 2030 is that every member of our diverse communities feels that there is a place for them; that they are able to both be themselves and shape the community that they are a part of.

To do this, partners have signed up to a common inclusion strategy which reflects all nine of the protected characteristics in law:

- sex;
- gender reassignment;
- race;
- disability;
- sexual orientation;
- age;
- religion or belief (or lack thereof);
- pregnancy and maternity
- marriage or civil partnership

The strategy also recognises additional groups defined as vulnerable and to be supported with the same level as priority.

These groups are:

- carers
- our Looked After Children and Care Leavers
- Military Veterans and
- the socio-economically vulnerable.

The strategy takes a common approach to meetings our equalities duties to these groups by removing disadvantage; meeting needs and encouraging participation in public life.

Making it Happen

Delivery of this ambitious strategy will require development and support for us all to work differently. We need to continually review our skills and capacity to make change happen, but initial investments to launch 2020-2022 delivery are below:

We will **develop our communities** to understand this vision and work out how to get behind it. This began with a digital lecture series called *Bury Futures*, which provided insight and skills development from local thought leaders on our principles for the future

We will **develop our staff** to have a shared understanding of the local needs of neighbourhoods and the skills to apply the principles of prevention, early intervention and the targeted use of our resources.

We will offer our residents the opportunity to become **qualified community connectors**, including free training to reach Level 2 of the Royal Society of Public Health accreditation standard. This will give communities the skills to really mobilise their networks and a foothold into a career in health and social care

We will engage and develop our **community and public service leaders to work as a team** and with a clear purpose. This will start with a systems leadership development programme for around 100 local leaders

We will continue to **support the development of the voluntary and community sector infrastructure**, with updated requirements from the VCFA infrastructure body and access to participatory grants wherever we can make them available

This strategy is underpinned by a **detailed delivery plan** which sets out exactly what will be delivered and by who over the first two years of this plan.

Updates on progress made and outcomes achieved will be produced in an annual state of the borough report.

The strategy and delivery priorities and plan will be refreshed annually

We will direct all our work in neighbourhoods from maintained **information** about issues and outcomes locally. We will also develop place-based induction for public service staff on the history and culture of our communities

Measuring Our Impact

Our ambition is that by 2030:

The borough of Bury will have made the fastest improvement in reducing levels of deprivation than any other post-industrial northern locality.

Why this measure?

- It will allow us to compare our progress against our statistical neighbours and other Greater Manchester authorities.
- It means reversing the decline seen in 2015 and sets an ambitious target for reform.
- It is dependent on us achieving progress against all four principles of Bury 2030 as it is a measure based on combined variables.
- It accepts the impact of the pandemic, but sets out an aspiration to recover faster than others through our collective effort

Measuring Progress

We will measure our progress to achieving this ambition by tracking seven core outcome measures on an annual basis:

Outcome	Target	Baseline
Improved quality of life	Reduce the life expectancy gap between our worst and best performing areas to under 13 years for men and 10 years for women.	2015 gap: M = 16.7 yrs; F = 11.7 yrs
Improved early years development	Narrow the gap between the school readiness levels of all pupils and those eligible for free school meals to no more than our previous best performance of 8.5 percentage points.	2018/19: Bury: All pupils 71.4% - FSM pupils 59.8% = 11.6
Improved educational attainment for our young people	Narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Our target is to maintain or improve current gap of 8.8 percentage points.	2020: Bury: 48.1 - 39.3 = 8.8
Increased adult skill levels and employability	Increase the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications and improving on our previous best position of 58.5 percentage point in 2017.	2020: Bury: 57.9 - 9.1 = 48.8
Delivering inclusive economic growth	Maintain position in Top 3 GM ranking for average total household income and increase the proportion of households in the top quartile.	2018: Average Income: Bury: £40,281
Delivering carbon neutrality by 2038	By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in GM with the lowest emissions.	2018: Bury = 4.4
Improved digital connectivity	Improvement in the borough rank within GM for digital connectivity based on the % of people over 16 who state they have not used the internet in the last 6 months or ever.	Baseline only available as the North East Sector. 2019: 6.7%

These high-level outcomes will be underpinned by a wider Bury 2030 outcome framework; measured against the four principles of ***Lets' Do It***:

Local Neighbourhoods <ol style="list-style-type: none"> 1. Improved access to services 2. Cleaner environment through improved waste management 3. Increase in affordable, good quality homes 4. Reduction in overall crime rates 5. Improved feelings of safety 	Economic Growth and Inclusion <ol style="list-style-type: none"> 1. Improved business start-up and survival rates 2. Increased economic activity rates 3. Improved attendance and attainment in education and training 4. Improved quality ratings for schools, colleges and training providers 5. Increased investment in regeneration
Delivering Together <ol style="list-style-type: none"> 1. Increased engagement in volunteering / community aid 2. Increased participation in social and cultural activities 3. Increased participation in democracy and decision making 4. Improved digital connectivity and inclusion 5. Improved infrastructure and sustainable transport options 	Strength-based approach <ol style="list-style-type: none"> 1. Improved population health and wellbeing 2. Increased participation of all equalities groups in decision making and delivery 3. Increased referrals to social prescribing 4. Increase in successful outcomes from Active Case Management within Integrated Neighbourhood Teams 5. Increase in ownership of community assets

This will be underpinned by a Performance Management Hierarchy embedded with the statutory partnership boards for the borough, delivered through the corporate plans of the constituent organisations:

Team Bury & Bury Strategic Leadership Group			
Neighbourhood model; Community voice; Community wealth building; Community capacity; Inclusion			
Health & Wellbeing Board	Community Safety Partnership	Bury Economic Partnership	Children's Partnership Trust
Population Health <ul style="list-style-type: none"> - Public Health Outcomes - NHS Outcomes Framework - Adult Social Care Outcomes - CQC and other Regulatory Inspection Frameworks - Joint Strategic Needs Assessment - Health & social care integration 	Community Safety Plan <ul style="list-style-type: none"> - Crime and Offending - Probation and Rehabilitation - Community Cohesion - Protecting the Vulnerable - Community Safety Needs Assessment 	Economic Growth Strategy, Local Plans and Town Centre Development <ul style="list-style-type: none"> - Planning and regeneration - All-age skills - Inclusive growth - Cultural strategy - Housing and renewal - Economic needs assessment - Digital inclusion and infrastructure - Carbon neutrality - Transport and connectivity 	Children and Young People's Plan <ul style="list-style-type: none"> - Safeguarding - Looked after children - Children in need - Education and Training - SEND - Ofsted / CQC Inspection Frameworks - Children's Health
Organisational Corporate Plans			





Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	23rd February 2021
Title of report:	GM Clean Air Plan: Consultation
Report by:	Cllr Lucy Smith – Cabinet member - Transport and Infrastructure Cllr Alan Quinn – Cabinet member – Environment and Climate Change
Decision Type:	Cabinet Non Key Decision
Ward(s) to which report relates	All wards

1 Executive Summary:

1.1. In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as "Greater Manchester" or "GM", have worked together to develop a Clean Air Plan to tackle NO₂ Exceedances at the Roadside, referred to as GM CAP. This report sets the progress of the GM CAP and the next steps for the development of the Clean Air Plan and the closely linked Minimum Licensing Standards (MLS) for taxi and private hire services. Key developments since the last GMCA report include:

- Since the last report there has been no confirmation or offer of government funding for LGVs or hackneys, or the taxi and private hire electric vehicle charge points.

- Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 in Tameside which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57.
 - GM was awarded £14.7m of funding for the retrofitting of buses, and this work commenced in December 2020. GM's bus retrofit fund offers operators of locally registered bus services up to £16k of funding per vehicle towards the retrofit of non-compliant buses. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.
- 1.2. The report sets out the near-term impacts of COVID-19 government restrictions on movement on air quality. It sets out how air quality is legally monitored, and how the Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO₂ which is set at 40 ug/m³. As GM Clean Air Plan is required to take action to tackle nitrogen dioxide exceedances until compliance with legal limits has been demonstrated (over a number of years), the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO₂ limits will be met without implementing a Clean Air Zone.
- 1.3. The report sets out that following the conclusion of the consultation, both GM CAP and MLS consultation responses are being analysed and reported on by an independent research agency. GM authorities will fully consider all of the information and evidence gathered during the consultation, so that they can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.
- 1.4. The report and appendices also set out the work TfGM is undertaking on behalf of the ten Greater Manchester Authorities in the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 1.5. The report then covers the consultation approach, engagement activity, additional research undertaken and the number of responses to both the GM CAP and MLS consultations.
- 1.6. The report also sets out the governance approach to both GM CAP and MLS, with the GM CAP final plan to be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and the outputs of the MLS to be reported alongside the GM CAP at the same time.

- 1.7. Due to the dynamic context of COVID-19 and national and regional/local lockdowns, progress on the development of the final plan will be provided by the Green City Region Lead, as required at GMCA meetings.

2 Recommendations

- 2.1 Note the progress of the Greater Manchester Clean Air Plan;
- 2.2 Note the next steps for the development of the Clean Air Plan and Minimum Licensing Standards, listed at Section 11;
- 2.3 Note the distribution of Bus Retrofit funding commenced in December 2020;
- 2.4 Note that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary, subject to the outcomes of an assessment, which is expected to be completed by early 2021;
- 2.5 Note that the GM Clean Air Plan is required to take action to tackle nitrogen dioxide exceedances until compliance with the legal limits has been demonstrated and that the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the exceedances of the legal limits of nitrogen dioxide will not occur without implementing a Clean Air Zone;
- 2.6 Note that the GM CAP final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021;
- 2.7 Note that the outputs of the MLS will be reported alongside the GM CAP as soon as is reasonably practicable and no later than summer 2021; and
- 2.8 Agree to the establishment of joint committees and to delegate to those committees the Authority's functions as set out in this report at paragraph 9.5 and the terms of reference, as set out in Appendix 6.
- 2.9 Appoint the Cabinet Member for Transport and Infrastructure to sit on both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in Appendix 6.
- 2.10 Appoint the Cabinet Member for Environment and Climate Change as substitute for both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in Appendix 6.
- 2.11 Bury Council agrees to enter into a collaboration agreement with the other 9 GM local authorities and GMCA/TfGM to clarify amongst other matters the rights, responsibilities and obligations of the authorities in relation to those

contracts set out in Appendix 2 that are required to maintain delivery momentum in line with JAQU funding agreements.

- 2.12 Agree a delegation to the Council Solicitor and Monitoring Officer to agree the final form of the collaboration agreement;
- 2.13 Agree a delegation to the Executive Director of Operations in consultation with the Cabinet Member for Transport and Infrastructure and the Cabinet Member for Climate Change to award the contracts set out in Appendix 2 (subject to government funding) that are required to implement a charging Clean Air Zone in Spring 2022 to ensure the achievement of Nitrogen Dioxide compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.
- 2.14 Agree a delegation to Executive Director of Operations in consultation with the Cabinet Member for Transport and Infrastructure and the Cabinet Member for Climate Change to approve the submission of supplementary information to the Government's Joint Air Quality Unit (JAQU).

3 Key considerations

Background

- 3.1. In July 2017 the Secretary of State issued a Direction under the Environment Act 1995 requiring seven Greater Manchester local authorities, including Bury Council, to produce a feasibility study to identify the option which will deliver compliance with the requirement to meet legal limits for nitrogen dioxide *in the shortest possible time*.
- 3.2. In accordance with this Direction [Council Name] has been developing the study collectively with the other 9 Greater Manchester local authorities and the GMCA, coordinated by TfGM in line with Government direction and guidance and an Outline Business Case (OBC) was duly submitted in March 2019.
- 3.3. Bury Council along with the other 9 Greater Manchester local authorities is now subject to a Ministerial direction dated 16 March 2020 requiring the submission of an Interim Full Business Case (FBC) (along with confirmation that all public consultation activity has been completed) as soon as possible and by no later than 30 October 2020. Under this direction Bury Council along with the other 9 Greater Manchester local authorities is under a legal duty to ensure that the GM CAP (Charging Clean Air Zone Class C with additional measures) is implemented so that NO₂ compliance is achieved in the shortest possible time and by 2024 at the latest and that human exposure is reduced as quickly as possible.

Introduction

- 3.4. Poor air quality is the largest environmental risk to the public's health. Taking action to improve air quality is crucial to improve population health.

- 3.5. Whilst air quality has been generally improving over time, particular pollutants remain a serious concern in many urban areas. These are oxides of nitrogen (NO_x) and its harmful form nitrogen dioxide (NO₂), and particulate matter (PM).
- 3.6. In Greater Manchester, road transport is responsible for approximately 80% of NO₂ concentrations at roadside, of which diesel vehicles are the largest source.
- 3.7. Long-term exposure to elevated levels of particulate matter (PM_{2.5}, PM₁₀) and NO₂ may contribute to the development of cardiovascular or respiratory disease and may reduce life expectancy¹. The youngest, the oldest, those living in areas of deprivation, and those with existing respiratory or cardiovascular disease are most likely to develop symptoms due to exposure to air pollution^{2,3}.
- 3.8. Public Health England estimate the health and social care costs across England due to exposure to air pollution will be £5.3 billion by 2035 for diseases where there is a strong association with air pollution, or £18.6 billion for all diseases with evidence of an association with air pollution⁴.
- 3.9. The Secretary of State has instructed many local authorities across the UK to take quick action to reduce harmful Nitrogen Dioxide (NO₂) levels, issuing a direction under the Environment Act 1995 to undertake feasibility studies to identify measures for reducing NO₂ concentrations to within legal limit values in the "shortest possible time". In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as "Greater Manchester" or "GM", have worked together to develop a Clean Air Plan to tackle NO₂ Exceedances at the Roadside, referred to as GM CAP.
- 3.10. The core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL concentrations of NO₂ that have been forecast to exceed the legal Limit Value (40 µg/m³) identified through the target determination process in the "shortest possible time" in line with Government guidance and legal rulings.
- 3.11. Throughout the development of the plan GM has considered a range of options to deliver compliance, overseen by the GM Steering Group⁵, and to understand the type and scale of intervention needed to reduce NO₂ to within legal Limit Values in the "shortest possible time" across Greater Manchester.

¹ Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

² Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

³ RCP and RCPCH London, Every breath we take lifelong impact of air pollution (2016), <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

⁴ <https://www.gov.uk/government/news/new-tool-calculates-nhs-and-social-care-costs-of-air-pollution>

⁵ Members include Directors or Assistant Directors from each GM authority.

- 3.12. A best performing option was recommended within an Outline Business Case (OBC) for further consideration and discussion with stakeholders and the public to aid the development of the Full Business Case.
- 3.13. In March 2019 the GM Authorities agreed the submission of the OBC that proposed a package of measures that was considered would deliver compliance in the shortest possible time, at the lowest cost, least risk and with the least negative impacts.
- 3.14. The OBC made clear the expectation that the UK Government would support the plans through:
- Clear arrangements and funding to develop workable, local vehicle scrappage / upgrade measures;
 - Short term effective interventions in vehicle and technology manufacturing and distribution, led by national Government with local authorities;
 - Replacement of non-compliant buses; and
 - A clear instruction to Highways England with regard to air pollution from the Strategic Road Network (SRN) in Greater Manchester⁶.
- 3.15. In March 2020 the Government provided initial funding of £41m for clean vehicle funds to award grants or loans to eligible businesses: £15.4m for bus retrofit, £10.7m for Private Hire Vehicles, £8m for HGVs, £4.6m for coaches and £2.1m for minibuses. Note: These figures include JAQU estimated delivery costs at 5%.
- 3.16. The Clean Air Update report on 29th July 2020⁷ detailed updates on the developments of the GM Clean Air Plan including the Light Goods Vehicles (LGV) and hackney carriage funding position, interaction with the Strategic Route Network and Highways England, confirmed arrangements for distributing funding received for bus retrofit and highlighted separate discussions with DfT about funding for bus replacement.
- 3.17. It set out a proposal for consultation, detailed the positions for consultation on the daily charges, discounts and exemptions, and the proposed funding offer for each of the supporting funds, and the Vehicle Finance offer. The report also considered the proposed Governance arrangements for the CAZ and that TfGM will act as an 'operating body' responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 3.18. The report also highlighted the link to taxi and private hire vehicle common minimum licensing standards (MLS). In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM and to undertake parallel consultations for MLS and GM CAP, to ensure that so those affected by both policy positions can understand the full impact of the proposals and respond to the consultations.

⁶ GM Authorities are directed to take action on the local road network those roads managed by Highways England, such as motorways and trunk roads are excluded from the Clean Air Plan.

4 COVID-19: THE IMPACT ON AIR QUALITY

- 4.1. Since the COVID-19 pandemic has progressed there have been many questions asked about what its effects on traffic mean for Greater Manchester's Clean Air Plan (GM CAP). In particular, the GM Authorities have been asked for comparative data for Air Quality monitoring for this year – during the full lockdown period and more recently - compared with last year.
- 4.2. Whilst data from 2019 is available, the comparator data for 2020 isn't; this is because a full calendar year of results is needed to make a comparison with the relevant standard. The Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO₂ which is set at 40 ug/m³.
- 4.3. Greater Manchester issues its Air Quality data annually in the Air Quality Annual Status Report, so for 2020 this information will be published in June 2021. This is due to the fact that diffusion tube data (that measures NO₂ concentrations) needs to be validated, by application of a bias adjustment process.
- 4.4. The bias adjustment process uses co-location of diffusion tubes with continuous monitors, and comparison of the two measured concentrations. Data from our continuous monitors is considered provisional until it has been ratified through a Quality Assurance process, completed by an independent party in April of the following calendar year.
- 4.5. The diffusion tube results used to calculate the annual mean concentration, for comparison with Annual Mean NO₂ standard of 40 ug/m³, are processed once the continuous monitoring data is ratified, and the bias adjustment factor can be finalised.
- 4.6. Whilst the COVID-19 pandemic has caused changes that radically altered transport patterns and behaviour, the relaxation of 'lockdown 1' (March – May 20) travel restrictions since June led to increasing vehicle flows. By the introduction of 'lockdown 2' (November 20), traffic flows were at around 85% of typical pre-COVID-19 levels. Because the GM Clean Air Plan is required to take action to take NO₂ levels over a number of years into the future in order to demonstrate compliance with legal limits⁷, the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO₂ limits will be met without implementing a Clean Air Zone.

⁷ The modelling approved by government of NO₂ concentrations in Greater Manchester predicts that exceedance of the legal limit is likely to continue until 2027, if action is not taken to reduce road vehicle emissions.

- 4.7. In practice, there are many ways in which the pandemic could influence future emissions: in particular, sustained traffic reductions due to permanent increases in working from home or other lifestyle changes, or reductions in bus services due to a sustained decline in demand could reduce emissions, whilst an older fleet on the roads due to vehicle owners delaying vehicle purchases as a result of the pandemic and manufacturing constraints on new vehicles could delay expected necessary future improvements to the emissions of circulating vehicles.

COVID-19: ECONOMIC IMPACTS AND BUILDING BACK BETTER

- 4.8. As has been outlined earlier in the report the core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL roadside concentrations of NO₂ that have been forecast to exceed the legal Limit Value (40 µg/m³), identified through the target determination process, in the "shortest possible time" in line with Government guidance and legal requirements.
- 4.9. The aim of the Government's funding set out in the plan is to assist vehicle owners with upgrading their vehicle to a compliant vehicle and to mitigate the negative socio-economic effects of the GM CAZ. Government funding for the clean air plans is limited and has not to date been designed in consideration of the economic effects of COVID-19, and given that all of GM's proposals were prepared pre-COVID, GM has undertaken to make an assessment of the possible impacts of COVID-19 to inform a technical briefing note for decision makers. A review of the assumptions GM made in terms of the economic circumstances of impacted groups, is necessary as the 'starting positions' assumed in the policy positions for each of the measures will have changes as a result of COVID-19. As a result of COVID-19 it is anticipated that the impact the CAZ will have changed and GM needs to identify, where possible, what this change will bring and report this in the final proposals for decision makers to consider.
- 4.10. As a result of the pandemic, vehicle owners may not be starting from the same position as had been previously assumed in terms of their fleets and their ability to upgrade as a result of the GM CAP. They may therefore need more or different support to help them upgrade or to mitigate the impacts of the CAZ.
- 4.11. The timescales for GM CAP are determined by a Ministerial Direction. GM needs to launch a Clean Air Zone in 2022 to meet the requirement of the direction to secure compliance with NO₂ standards in the shortest possible time and by 2024 at the latest. As has been made clear in other reports, Ministers have written to Greater Manchester confirming that they expect measures to continue to be developed and the consultation to be undertaken as required by the Ministerial Direction.

- 4.12. GM must make a final plan no later than Summer 2021 in order to be in a position to launch a Clean Air Zone in 2022. The GM Authorities report on the Final Clean Air Plan will include the consultation results, the assessment of COVID-19 and a final recommended package of measures to ensure the achievement of NO₂ compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction. The report will be supported by the following documents:
- AECOM Consultation Report⁸
 - GM Authorities Response to the Consultation
 - Impacts of COVID-19 Report
 - GM CAP Equality Impact Assessment following Consultation
 - GM CAP Policy following Consultation
 - Modelling report of final CAP package
 - Economic implications of CAP
- 4.13. That plan will need to determine:
- the boundary, discounts, exemptions and daily charges of a Clean Air Zone.
 - the amount of supporting funds
- 4.14. In determining the final funding amounts this will in turn start the process of distributing the secured funding to those eligible, as per the 'final plan' GM CAP policy.
- 4.15. Supporting funds are critical to help businesses prepare for the launch of a Clean Air Zone. Elsewhere in this report it is described that when Leeds City Council opened their clean vehicle funds it enabled impacted groups to access funding and upgrade their vehicle prior to the scheme's launch. This is reported to have led to a dramatic shift to cleaner vehicles. This along with a smaller geographic area, and pandemic traffic levels led to a joint review with JAQU which found that air pollution in Leeds was significantly below legal limits and that it was likely to be maintained, meaning legal limits will be met without implementing a Clean Air Zone. It should be noted that at the outset air pollution levels were not as poor in Leeds as in GM, and compliance was expected to occur naturally earlier than the opening date for the GM CAP.
- 4.16. GM recognises the absolute importance of understanding what impacts the pandemic has had on air quality and businesses, ensuring any impacts are reflected in the final plans and the ongoing discussions with government. That is why the consultations asked for business feedback on this crucial issue, encouraging as wide a range of views as possible.

⁸ AECOM – the independent agency who are managing and analysing the consultation responses

- 4.17. It is a very uncertain time and getting the right level of funding to support local businesses and organisations before the Clean Air Zone is introduced is key. Following the conclusion of the consultation, both GM CAP and MLS consultation responses will be analysed and reported on by AECOM an independent research agency.
- 4.18. GM will fully consider all the information and evidence gathered during the consultation, so that it can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.
- 4.19. As set out in previous reports the Impacts of COVID report will include consideration of:
- whether the assumptions underpinning the GM CAP are still valid;
 - whether GM will remain in exceedance of legal nitrogen dioxide limits under the proposals as they currently stand;
 - the measures proposed in the package for consultation; and
 - whether the proposed support package will be sufficient.
- 4.20. Given the timescales the GM Authorities are working to they need to be clear as to what assessments can be made, ahead of the determination of a final plan. The final plan report will:
- set out the revised assumptions underpinning the GM CAP and the uncertainty surrounding these;
 - set out the revised policy positions for each of the measures including amount of supporting funds for eligible applicants; and
 - include an assessment of the possible impact of COVID-19 on when GM will secure compliance.
 - set out what level of funding GM will be seeking from government to support the individuals and smallest businesses who will be most economically vulnerable to the GM CAZ and where, given the impact of COVID-19 the previous amounts of grant funding to help upgrade to a compliant vehicle may not be enough to adequately mitigate the potential adverse economic impacts of both.
- 4.21. On the 4th January the Prime Minister announced a national lockdown and instructed people to stay at home to control the virus, protect the NHS and save lives. At the time of writing this report (6th January 2021) the implications for 'lockdown 3' on the GM Clean Air Plan are unknown. As the pandemic is unpredictable and dynamic, contemporary reporting on the progress on the development of the final plan will be provided by the Green City Region Lead, as required, at GMCA meetings.

5 CLEAN AIR – PROGRESS SINCE LAST UPDATE

5.1. Hackney Carriages & LGV fleet support

- 5.1.1. As reported in July, Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but requested further development of shared evidence on the needs within this complex sector before responding to the specific asks of is £80m for LGVs/vans and for Hackney Carriages it is £10.4m, plus delivery costs. GM has submitted this information, however at the time of writing the Government has not made an offer of funding. GM Authorities consulted on the financial proposal at the date of consultation.

5.2. **Try Before You Buy & EV Taxi Infrastructure**

- 5.2.1. GM is proposing a 'Try Before You Buy' Electric vehicle initiative for GM-licensed Hackney Carriage drivers to address uncertainties such as operating costs, range anxiety and availability of charging infrastructure. This is similar to a scheme run by Nottingham City Council which resulted in a 40% conversion rate (40% of those who used the scheme then switched to an electric hackney). The funding ask for this is £1.9m, however Government has not yet made an offer of funding for this initiative.
- 5.2.2. GM is also proposing a network of 40 hackney/PHV-only rapid electric vehicle charging points to be funded via the GM CAP. These will be installed in suitable, available and sustainable locations, with a focus on re-purposing public sector assets and will be supported by the development of an EV Taxi (HC and PHV) charging membership scheme. The funding ask for this is £6.5m, and Government has not yet made an offer of funding for this initiative.

5.3. **Clean Bus Fund – Replacement**

- 5.3.1. It was assumed at OBC stage that an estimated 350 buses could not be retrofitted and that it would be for the market to find a solution. GM is looking to secure funding from the £5 billion of new funding for buses and cycling announced in the March budget. Alongside this, GM is proposing to Government that it requires circa £9m of funding plus delivery costs to support the replacement of non-compliant vehicles operating on registered bus services in GM that cannot be retrofitted; in this respect the Government have not made an offer of funding.

5.4. **Strategic Road Network managed by Highways England**

- 5.4.1. The 10 GM Authorities continue to ask the Government to direct Highways England to tackle NO₂ exceedances on the Strategic Road Network (SRN) in the same way GM Authorities are having to take action on the local road network.
- 5.4.2. In particular Tameside MBC has highlighted to Ministers that the inconsistency in approach is leaving many residents unprotected, particularly, around the A628/A57, a strategically important trans-Pennine route that passes through the villages of Hollingworth and Mottram as a single carriageway. This route, managed by Highways England, will be left with NO₂ exceedances that are not being addressed, despite the area being declared as part of GM's Air Quality Management Area.

- 5.4.3. As previously reported on 21 July 2020 a meeting was held between Rachel MacLean – Parliamentary Under Secretary of State for Transport, Councillor Brenda Warrington, Councillor Andrew Western, Jonathan Reynolds MP and Robert Langan MP. Minister MacLean listened to the concerns of GM politicians and committed to reviewing the options to deal with this issue.
- 5.4.4. On 25 August 2020, Tameside MBC were notified that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021. An update on progress can be found at Appendix 1.

5.5. **Clean Bus Fund – Retrofit**

- 5.5.1. As reported in July the Government awarded £14.7m as an initial tranche of funding to retrofit buses running services in GM that have older engines which are not compliant with the GM CAZ emission standards. Government also confirmed the funding award for Bus Retrofit funding should be distributed as a continuation of the Clean Bus Technology Fund. As this funding mechanism is distinct from the wider delivery of the GM CAP, no consultation feedback was requested on this aspect of the policy.
- 5.5.2. The distribution of Bus Retrofit funding commenced in December 2020.
- 5.5.3. This fund offers operators of locally registered bus services with up to £16k of funding per vehicle towards the retrofit of non-compliant buses before the launch of the Clean Air Zone in Spring 2022. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.

5.6. **Other Cities' Clean Air Plans**

- 5.6.1. Since the last report to members in July there have been significant updates on the progress of other cities plans to implement Clean Air Zones.
- 5.6.2. Leeds City Council – statutorily consulted on their proposals 29 June – 12 August 2018 and in 2019 announced their Clean Air Zone would launch in 2020. They commenced distributing clean air funding in 2019 to encourage vehicle upgrade. The Government's Joint Air Quality Unit (JAQU) recently undertook a joint review with Leeds to analyse the impact of COVID-19 on air quality and to understand if a Clean Air Zone remains necessary, or whether NO₂ compliance by the legally required timeframe can be achieved and maintained in other ways. Due to the dramatic shift to cleaner vehicles already

delivered by the funding and by businesses preparing for the imminent launch of the CAZ, the review found that air pollution in Leeds is significantly below legal limits and that is likely to be maintained, even if traffic were to return to 'normal' levels or slightly higher. However, as set out in paragraph 3.6 this is not the case for the Greater Manchester Authorities where they have been instructed by government to proceed with the proposals.

- 5.6.3. Bath & North East Somerset announced on 8 October that their clean air zone, a city centre CAZ C, would take effect on 15 March 2021. This was initially due to launch in November 2020 but was delayed by the COVID-19 pandemic. The Council has opened access to its clean vehicle upgrade funds now, prior to the scheme opening, to enable impacted groups to upgrade their vehicles.
- 5.6.4. Birmingham announced on 8 October that their clean air zone will launch on 1 June 2021. The scheme, which is a city centre CAZ D, was initially due to launch in January 2020 but was delayed by issues with the Government's vehicle checker and then by impacts of the COVID-19 pandemic. Birmingham have opened up their clean vehicle funds to enable impacted groups to access funding and upgrade their vehicle prior to the scheme's launch.
- 5.6.5. Bristol consulted on their clean air zone proposals between 8 October and 13 December 2020. The Council consulted on a number of options while carrying out modelling work to look at the impact of green recovery measures. Option 1 would be a Clean Air Zone covering a small area of central Bristol where older, more polluting commercial vehicles and polluting private cars would pay to drive in the zone, referred to as 'small CAZ D'. Option 2 would be Option 1 plus a larger charging zone where older, more polluting commercial vehicles, but not private cars, would be charged to drive in the zone, referred to as 'medium CAZ C'. The full business case process is scheduled to be submitted in early 2021.
- 5.6.6. As far as GM is aware, all other authorities that received a ministerial direction to implement a clean air zone are proceeding with the development of their plans. Ministers have written to other authorities in similar terms to Greater Manchester confirming that they expect measures to continue to be developed where necessary. Some cities, such as Newcastle/Gateshead, are revising their initial proposals for a clean air zone. London's Ultra Low Emissions Zone (ULEZ), although not required under the same legislation as local authority clean air plans which are part of the clean air zone framework but has similar principles of charging the most polluting vehicles, is to be extended to the North and South Circular roads of inner London on 25 October 2021.

6 CLEAN AIR ZONE PREPARATORY ARRANGEMENTS

- 6.1. In July 2019 on the basis of evidence provided as at that date, a Ministerial letter set out that the GM plan appeared to be on track to deliver compliance in the shortest possible time and that the Greater Manchester authorities should continue to proceed towards developing the implementation and contract arrangements of a charging Clean Air Zone in Greater Manchester. Government provided an initial tranche of £36m of funding to take this forward.

- 6.2. The ten Greater Manchester Local Authorities have been directed by Government to introduce a category C Clean Air Zone across the region, therefore the key elements of the Clean Air Zone including the intended boundary and times of operation, proposed discounts/exemptions, vehicles affected and daily charges, have been subject to a statutory consultation. The supporting measures, the detail of proposals of the funds and vehicle finance were also set out at consultation to enable consultees to respond fully to the GM CAP proposals. Given that the 10 Local Authorities are subject to the direction to implement the CAZ, the preparatory procurement arrangements have commenced without a risk of the consultation outcome being pre-judged.
- 6.3. The ten Greater Manchester Local Authorities are undertaking the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 6.4. A description of the main procurements is set out in Appendix 2. This includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 to meet the timescales required by the Ministerial Direction.
- 6.5. TfGM is running the procurement exercise with potential suppliers to final evaluation and to provide a report to allow the authorities (as set out in section 9 a joint committee will be set up to delegate to TfGM) to make a decision to award to the successful supplier(s) on receipt of [confirmation of] funding from JAQU.
- 6.6. The 29th July 2020 report considered the proposed Governance arrangements for the CAZ and it was subsequently agreed by all 10 Greater Manchester Local Authorities and GMCA that TfGM will act as an 'operating body' responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 6.7. The 29th July 2020 report also set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body. Section 8 of this report considers the joint working arrangements that will be required.

7 CLEAN AIR – CONSULTATION

Consultation purpose and delivery arrangements

- 7.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December 2020 that adhered to the government's COVID-19 guidance around social distancing. The purpose of the consultation was to seek views from residents, visitors, stakeholders and businesses on the proposals to achieve compliant NO₂ levels in Greater Manchester. The Greater Manchester Minimum Licensing Standards consultation ran in parallel to ensure that those impacted and/or interested in the proposals could have a

complete view of the proposed changes to vehicles and the financial support available.

- 7.2 The consultation was not seeking a decision on whether to introduce a scheme as that has been directed by the Secretary of State; it set 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.
- 7.3 TfGM, on behalf of the ten Greater Manchester authorities, conducted the consultation, under the CleanAirGM branding. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM’s behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and produce a full report on the findings from the consultation.
- 7.4 The consultation was also supported by engagement activity to ensure all groups could engage with the consultation materials and respond in a meaningful way.

Consultation documentation

- 7.5 The consultation materials were published on www.CleanAirGM.com on 8 October 2020. This included the [consultation document](#), the questionnaire, technical reports, the policy for consultation and supporting public facing materials such as leaflets and fact sheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also published.
- 7.6 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.
- 7.7 In addition to the online and hard copy questionnaire, people could respond via a dedicated phonenumber, email or post. A language line facility was also in place for non-English speakers.

Consultation methodology and questions

- 7.8 The consultation questions were embedded throughout the consultation document and in the questionnaire.
- 7.9 The aim was to seek views on the detail of the proposed boundary (already set by the direction at GM-wide), the proposed operation, the proposed charges and discounts / exemptions, the supporting measures (funds, vehicle finance) and the impacts of Covid-19 on the ability of businesses / organisations to respond to the proposals.
- 7.10 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising

due to the current situation in relation to COVID-19 were appropriately mitigated.

Engagement and awareness raising activity

- 7.11 GM and national-level engagement activity was coordinated and delivered by TfGM under the CleanAirGM branding. Each of the 10 GM authorities also implemented their own delivery plans for consultation with their residents and businesses. Full details of the GM level engagement delivered throughout the consultation can be found in Appendix 3.
- 7.12 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes). As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media in order to answer questions and engage. Activity undertaken at a local level will be included in local authority reports, as appropriate.
- 7.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials and speak to members of the CleanAirGM team, in the absence of face-to-face engagement. The platform had an online chat facility which operated for several hours a day at least six days a week.

Qualitative research

- 7.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of Covid-19 on the most impacted groups. This included small and micro businesses, the taxi and private hire trade, the freight and logistics sector, public transport users and those with respiratory conditions.
- 7.15 The sessions took place as either focus groups or depth-interviews on Microsoft Teams and were facilitated by an independent moderator. Full details of the activity can be found in Appendix 4.
- 7.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

Final response numbers and other submissions

- 7.17. A total of 4765 responses were received during the consultation period:
- 3954 via online questionnaire
 - 767 via email
 - 43 paper questionnaires
 - 1 telephone response
- 7.18. The full AECOM Consultation Report will be published with the final plan.

- 7.19. Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing and analysing the responses to the consultation). Any late responses to the Clean Air consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

8 CLEAN AIR – GOVERNANCE

- 8.1. The 29th July 2020 report considered the proposed Governance arrangements for the GM CAZ and it was subsequently agreed by all 10 GM Authorities and GMCA that TfGM will act as an 'operating body' responsible for day-to-day operation of the CAZ and the implementation of other GM CAP measures.
- 8.2. The 29th July 2020 report also set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body.
- 8.3. This section of the report considers the formal governance mechanisms and joint working arrangements that will be required to ensure that the 10 GM Authorities implement a charging Clean Air Zone in Spring 2022 so as to ensure the achievement of NO₂ compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.
- 8.4. The formal governance mechanisms include the political oversight arrangements (to include to the oversight of the CAZ including monitoring and policy setting) and operating arrangements.
- 8.5. As there are several key charging authority functions that can only be discharged by the charging authorities (and as the GMCA is not a charging authority), the approach that GM will take will be to establish:
- a Joint Committee of charging authorities to enable decisions to be taken that are required to be taken jointly by the Constituent Authorities' as charging authorities in relation to the Greater Manchester Clean Air Zone; and
 - a Joint Committee of the charging authorities and the GMCA to enable the joint discharge of the GMCA's and Constituent Authorities' functions under sections 82 to 84 of the Environment Act 1995 (Air Quality) and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder).

- 8.6. These formal governance arrangements need to be in place before the GM Authorities make a decision to award the contracts necessary, as set out in Appendix 2, to deliver a charging Clean Air Zone and other measures to successful supplier(s). The terms of reference including the functions requiring delegation to the joint committees are set out in Appendix 6. The 10 GM local authorities are being asked to agree the establishment of the committees, nominate their committee members and terms of reference for the joint committees.
- 8.7. The proposed governance arrangements will also enable TfGM to discharge relevant local authority functions before decisions to award contracts to successful suppliers.
- 8.8. A description of the main procurements is set out in Appendix 2. This table includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 as required by the Ministerial Direction. They are imminent with the first being in March 2021 through the Summer of 2021.
- 8.9. Furthermore, it is prudent and conventional on such a complex, multi-authority project, for there to be an agreement put in place between the 10 local authorities and GMCA/TfGM to clarify the rights, responsibilities and obligations of the authorities in relation to [those contracts and] the collective GM CAP, and setting out how all parties will work together to deliver the GM CAP up to and beyond the determination of the final plan.
- 8.10. The GM authorities are being asked to provide sufficient delegations for each Authority to be a party to the collaboration agreement between the 10 local authorities and GMCA/TfGM to clarify amongst other matters the rights, responsibilities and obligations of the authorities in relation to those contracts set out in Appendix 2.

State Aid

- 8.11. The consultation materials were published on www.CleanAirGM.com on 8 October 2020 in the [Policy for Consultation](#), GM outlined that the proposed measures would be subject to state aid restrictions. Subsequently there are new rules and arrangements are in place. The EU-UK Trade and Co-operation Agreement (TCA) sets out the new obligations for Subsidy Control which replaces the State aid regime in the UK. The new rules must be considered in respect of all grants awarded from 1st January 2021. This will be taken into consideration in the development of the final plan.

9 MINIMUM LICENSING STANDARDS AND THE GM CLEAN AIR PLAN

- 9.1 Taxi/PHV services are a significant part of GM's transport offer. In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM. At that time, the primary driver for this work was to improve public safety, but vehicle age and emission standards in the context of the Clean Air agenda are now also a major consideration.
- 9.2 As licensing is a local authority regulatory function, the work to devise the Standards has been undertaken by the GM Licensing Managers Network, with TfGM supporting the co-ordination of this work, and alignment with other relevant GM policies, at a GM level.
- 9.3 There are four areas of focus for the MLS:
- Drivers: Criminal Records Checks; Medical Examinations; Local knowledge test; English language; Driver training; Driving Proficiency; Dress Code.
 - Vehicles: Vehicle emissions (diesel Euro 6 and above, petrol Euro 4 and above with an ambition for a zero-emission capable fleet); Vehicle ages (under 5 years at first licensing, no older than 10 years); Vehicle colour (Black for Taxi/Hackney, white for Private Hire Vehicles); Vehicle livery (common GM design with Council logo incorporated); Accessibility (all Taxis to be wheelchair accessible); Vehicle testing; CCTV; Executive Hire; Vehicle design and licensing requirements.
 - Operators: Private Hire Operators/staff will require basic criminal record check; more stringent requirements in relation to booking records; Operators to take more responsibility for the behaviour of their drivers.
 - Local Authorities: Applications may be submitted up to 8 weeks in advance of license expiry; Once determined, license issued within 5 working days; Agree to develop common enforcement approach and a framework to which licensing fees are set; Councillors to receive training before they hear applications.
- 9.4 Given the decarbonisation challenge, sectors such as transport need to take very significant action now to reduce carbon emissions. For taxis and PHVs to contribute will require them to switch to zero-emission capable (ZEC) vehicles. To invest in ZEC vehicles, taxi proprietors also require long term confidence in the local policy landscape, including future interventions and supporting infrastructure.
- 9.5 The trade has asked for certainty, funding, and long lead in times for these changes. This is extremely challenging within the current and emerging policy environment. Officers have developed policy proposals that can meet these needs as far as possible, which is why parallel consultations have been undertaken for MLS and GM CAP, and that charging, funding, and licensing policy positions are coherent and joined-up.

- 9.6 Ultimately the collaborative approach that the MLS represents will help achieve the vision of a strong, professional and healthy taxi and private hire sector providing safe and high-quality services to residents and visitors across the whole of Greater Manchester. This vision sees taxis and Private Hire as a crucial part of the overall transport mix, that can consistently deliver safe and high-quality services for the public. The proposed MLS will help deliver improved safety, customer focus, higher environmental standards and accessibility.
- 9.7 In addition, GM understands that, like many parts of the economy, and in particular the transport sector, the taxi and private hire trade have been impacted by COVID-19, lockdown and the effects of social distancing policies. Therefore, the MLS consultation, which is a matter for the 10 district councils, included questions designed to elicit a fuller and more informed understanding of the wider effects of COVID-19 on the economic health and sustainability of the taxi and private hire trades.

10 MLS – CONSULTATION

Consultation purpose and delivery arrangements

- 10.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December that adhered to the government COVID-19 guidance around social distancing. The purpose of the consultation was to inform the trade and the public of the proposals and engage impacted groups (the trade and the main service users) to build understanding and awareness to inform the final standards.
- 10.2 TfGM, on behalf of the ten Greater Manchester licensing authorities, conducted the consultation, under the GM Taxis Standards brand. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM’s behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and produce a full report on the findings from the consultation.
- 10.3 The consultation was also supported by engagement activity with the trade to help ensure they could engage with the consultation materials and respond in a meaningful way.

Consultation documentation

- 10.4 The consultation documentation was published on www.gmtaxistandards.com on 8 October 2020. This included the [consultation document](#), the questionnaire and supporting public facing materials such as leaflets and factsheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also developed.

- 10.5 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.
- 10.6 In addition to the online and hard copy questionnaire, people could respond via a dedicated phoneline, email or post. A language line facility was also in place to support non-English speakers.

Consultation methodology and questions

- 10.7 The consultation questions were embedded throughout the consultation document and in the questionnaire.
- 10.8 The aim was to seek views on the proposed driver standards, vehicle standards, operator standards, local authority standards, local authorities, the proposed implementation timetable and the impacts of COVID-19 on the ability of businesses / organisations to respond to the proposals.
- 10.9 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising due to the current situation in relation to COVID-19 were appropriately mitigated.

Engagement and awareness raising activity

- 10.10 GM engagement activity was coordinated and delivered by TfGM under the GM Taxi Standards brand. Each of the 10 GM communications and engagement teams and licensing teams supported this delivery plan, with their own local plans. Full details of the GM level engagement delivered throughout the consultation can be found in Appendix 3.
- 10.11 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes).
- 10.12 As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media and promoted a phone number, in order engage with the public and impacted groups.
- 10.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials.

Qualitative research

- 10.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of COVID-19 on the trade and key users.

- 10.15 The sessions took place as either focus groups or interviews on Microsoft Teams and were facilitated by a moderator. Full details of the sessions ran can be found in Appendix 5.
- 10.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

Final response numbers and other submissions

- 10.17. A total of 1682 responses were received during the consultation period:
- 1552 via online questionnaire
 - 46 via email
 - 84 paper questionnaires
- 10.18. The full AECOM Consultation Report will be published with the final plan.
- 10.19. Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing and analysing the responses to the consultation). Any late responses to the MLS consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

11 NEXT STEPS

- 11.1. GM needs time to:
- Review all the information gathered through the GM CAP and MLS consultations.
 - Fully consider all the information and evidence gathered, so that it can understand the consequences of COVID-19 has had on vehicle owners and trades affected by the GM CAP and MLS.
 - Undertake the subsequent equalities, air quality and emissions impact assessments, this work will be vital to inform future decisions on each aspect of the final plan.
- 11.2. It is proposed that for the GM CAP a final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and at this time the outputs of the MLS consultation will also be reported.
- 11.3 Officers will:
- Continue dialogue with JAQU to secure a clear response from government on GM's outstanding clean air funding asks;

- Continue to undertake the preparatory implementation and contract arrangements that need to be undertaken to deliver the CAZ and other GM CAP measures;
- Continue work to understand the possible impacts of COVID-19 on the GM CAP and MLS;
- Continue to assess the findings of the consultation and develop a final Clean Air Plan (as set out at paragraph 5.5) for consideration by the 10 Greater Manchester Local Authorities; and
- Consider the proposed approach to the consideration and adoption of MLS by the 10 Greater Manchester Local Authorities.

Other alternative options considered

The text of the report describes all relevant considerations.

Community impact/links with Community Strategy

The proposals in the GM Clean Air Plan are designed to protect the health of our communities and are in line with Section 4.2 re "Place" in the Bury 2030 Strategy.

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
An Equality Impact Assessment was completed for the consultation and can be	

found at [here](#). This will be updated and published with the final plan.

**Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Initial risk register set out in Clean Air Plan OBC (March 2019)	.

Consultation:

This report provides an update on a community consultation exercise

Legal Implications:

The legal considerations relating to the specific proposals are set out in the body of the report. The proposed joint arrangements relate to executive/cabinet functions of the council and do not need full council approval. As these proposals do not involve additional expenditure and are administrative in nature, they are not key decisions.

Financial Implications:

Revenue: Initial Financial Case set out in Clean Air Plan OBC (March 2019), with all development and delivery costs to be covered by central Government

Capital: Initial Financial Case set out in Clean Air Plan OBC (March 2019), with all development and delivery costs to be covered by central Government

Report Author and Contact Details:

Laura Swann – Assistant Director - Operations (Strategy)
Chris Horth – Unit Manager – Environment Team

Background papers:

- 31 July 2020, report to GMCA: Clean Air Plan Update
- 29 May 2020, report to GMCA: Clean Air Plan Update
- 31 January 2020, report to GMCA: Clean Air Plan Update
- 26 Jul 2019, report to GMCA: Clean Air Plan Update
- 1 March 2019, report to GMCA: Greater Manchester's Clean Air Plan – Tackling Nitrogen Dioxide Exceedances at the Roadside - Outline Business Case
- 11 January 2019, report to GMCA/AGMA: Clean Air Update
- 14 December 2018, report to GMCA: Clean Air Update
- 30 November 2018, report to GMCA: Clean Air Plan Update
- 26 October 2018, report to GMCA: GM Clean Air Plan Update on Local Air Quality Monitoring
- 15 November 2018, report to HPEOS Committee: Clean Air Update
- 16 August 2018, report to HPEOS Committee: GM Clean Air Plan Update
- UK plan for tackling roadside nitrogen dioxide concentrations, Defra and DfT, July 2017

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
GMCAP	Greater Manchester Clean Air Plan
MLS	Minimum Licensing Standards
LGV	Light Goods Vehicle
CAZ	Clean Air Zone
NO2	Nitrogen Dioxide
JAQU	The Governments Joint Air Quality Unit
ANPR	Automatic Number Plate Recognition
PM	Particulate Matter
PM2.5	Particulate matter with diameter under 2.5 micrometres

PM10	Particulate matter with diameter under 10 micrometres
OBC	Outline Business Case
ug/m3	Microgrammes per metre cubed
PHV	Private Hire Vehicle
HC	Hackney Carriage
EV	Electric Vehicle
SRN	Strategic Road Network
ZEC	Zero Emission Capable (Vehicle)

12 APPENDIX 1 – UPDATE ON ASSESSING IMPACTS OF EXTENDING GREATER MANCHESTER’S CLEAN AIR ZONE (CAZ) CHARGES TO THE SECTIONS OF THE A628/A57

- 12.1 As set out at 5.4 Government ministers have agreed to consider extending Greater Manchester’s Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021
- 12.2 The assessment of the potential impacts work has commenced. The scope of work produced by Highways England, Tameside and TfGM addresses air quality, carbon, safety and consideration of wider network operations. The scope of work will be submitted to DfT for approval. The scope is clear it will consider the extents of any charging on the SRN (A57 / A628), will be limited to within Tameside administrative boundary in line with the proposed boundary of the GM Clean Air Zone (CAZ).
- 12.3 The scope outlines the assessment will follow a staged approach, increasing the level of detail and information required as necessary.

Stage 1

- a high-level assessment, to determine the number of non-compliant HGVs, buses, taxis and vans that are predicted to use the A57 / A628 as a strategic through route staying on the SRN transiting the region and not entering Greater Manchester (GM) Clean Air Zone (CAZ);
 - an estimation of the likely air quality benefits on the A57 / A628 from including this section of road within the charging CAZ; and
 - JAQU have confirmed that the location of predicted exceedances in 2023 provided by TfGM to date are qualifying features for the reporting requirements for Limit Values.
- 12.4 If the high-level assessment completed at Stage 1 indicates that it is possible for charging on the A57/A628 to deliver material improvements to predicted exceedances or achieve limit value compliance a year earlier on the A57/A628 than without charging, then the assessment work would move to Stage 2.

Stage 2

- A more detailed investigation of traffic movements along the A57 / A628 and movements in and out of proposed GM charging CAZ;

- Detailed air quality modelling of the impacts and effect of charging on the SRN. It is anticipated that Highways England would work in partnership with TfGM to complete this work as they have the models, including driver behaviour responses already developed.
- Depending on the anticipated behavioural response to charging:
 - Identification of likely alternative routes HGVs and vans would take to move between their origin and destinations;
 - Calculation of changes in carbon dioxide emissions for HGVs and vans associated with these new routes;
 - A review of the safety implications for additional HGVs and van movements on alternative routes;
 - Commentary of the impacts for operating and maintaining the network associated with changes in traffic movements along the A57 / A628 corridor and the use of alternative routes.

12.5 The assessment to date highlights GM's material point that Government's requirements of Highways England in respect of NO₂ are not the same as the approach they have taken in respect of the GM authorities who have been directed to take action on the local road network. The appraisal approaches required by Government are not consistent in their interpretation of Highways England and local authority roads, which reflects the typically differing nature of public access immediately adjacent to local roads and motorways. However, the A57/A628 section of the SRN is atypical in that it more closely resembles a 'local road' environment with public residences at the kerbside. It has therefore been determined in the scope of works to apply the approach used by the GM Authorities in modelling the GM CAP.

Initial Outputs

- 12.6 Highways England, Tameside and Transport for Greater Manchester noted that work to date as part of the GM CAP shows that the introduction of a GM Clean Air Zone leads to a 3 to 4µg/m³ reduction in annual mean NO₂ concentrations for properties adjacent to the A57 and A628 when first opened. On expiry of the temporary exemption for LGVs and minibuses, NO₂ concentrations reduce by a similar amount again, providing a total improvement of 6 to 8µg/m³.
- 12.7 Further analysis and air quality modelling as part of this study indicates that there are expected to be NO₂ exceedances in 2023 with the GM CAZ operational, and also there are expected to be additional NO₂ reductions from charging on this section of the SRN. Therefore, as the early indication is that it is possible for charging to deliver material improvements to predicted exceedances on the A57/A628 than without charging, work will progress to Stage 2.
- 12.8 As part of stage 2 the study will continue to refine the traffic data and associated air quality modelling, reviewing the results to understand what they mean for this study.

13 APPENDIX 2 – MAIN PROCUREMENTS TO ENABLE GM TO DELIVER A CHARGING CLEAN AIR ZONE IN SPRING 2022

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
CAZ Signage	Signs are required to be placed on the highway network to support the implementation of the GM CAZ. The signage will need to be placed within the GM CAZ and at entry and exit points on the Strategic Route Network and neighbouring authorities ⁹ .	A procurement exercise has been undertaken for entry, exit and advance, repeater and advance direction signage, to cover the manufacture, installation, management and de-commissioning of such signs. Advanced warning signs on the Strategic Road Network required for CAZ are to be procured separately by Highways England, who manage this network.	£2.55m(CAPEX)	March 2021	n/a funded by £36m initial funding award
CAZ Service	Automatic Number Plate Recognition (ANPR) cameras will be used to detect vehicles through the capture of Vehicle Registration Marks (VRMs) and record evidential data of their entry into the GM CAZ. ANPR cameras will be installed at key locations across the region.	Procurement is being run through a competitive dialogue procedure to acquire the following services under a single contract: 1) A Vehicle Detection and Processing Service to operate and maintain the ANPR devices; 2) A CAZ Office Service that will: • service customers, so as to handle individual queries from members of the public regarding the GM CAZ; and • enable integration with the via a Central Government Payment Portal. 3) A Penalty Enforcement Service that will enable 'case management', and interface to the DVLA, to issue Penalty Charge Notices (PCNs) and where necessary the Traffic Enforcement Centre (TEC), Traffic Penalty Tribunal (TPT) and the Enforcement Agents, and track the progress of the PCN.	£62.0m (CAPEX) £98.5m (OPEX)	Summer 2021	£38m plus £24m from the initial funding award
CAZ Debt Recovery	A Debt Recovery Service will be required to progress debt management and to secure payment of outstanding fines, penalties and any charges as directed by the TEC and TPT.	This contract will be a call-off from the Crown Commercial Services (CCS) framework to recover outstanding debts both nationally and internationally.	£40.7m	May 2021	n/a will be funded by the operational revenues of the Clean Air Zone
Vehicle Funds - Clean Vehicle Funds Service	Owners or registered keepers of a non-compliant vehicle that will be subject to the GM CAZ charges may be eligible to apply for financial support towards upgrading to a compliant vehicle, subject to meeting eligibility criteria. The Clean Vehicle Administration of the Clean Air Funds will be delivered through a Financial Conduct Authority (FCA) authorised Clean Vehicle Fund Service (CVFS) and a panel of FCA authorised Financiers ¹⁰ .	<ul style="list-style-type: none"> Provide a "digital first" entry point for the customer, and an automated process so applicants will quickly be able to access information on funding options available to them and to make an application. Manage a network of dealerships accredited to receive grant payments. Provide applicants with non-compliant vehicles who successfully passed eligibility testing the option of either a grant or vehicle finance funding option and progress sourcing a vehicle. An Applicant who chooses the grant option will be able to access an accredited dealership¹¹ list to redeem the grant monies through a voucher issued through the CVFS. A database of all applications made for grant and vehicle finance and the funding route chosen. Interface management between the CVFS and the Financiers in order to deliver a digital customer journey. A robust process for monitoring of the funds. N.B. if there is a lower take up of the Clean 	£4.56m	May 2021	£4.56m

⁹ Formal agreement of the precise location of the CAZ signage, this can only be decided once the boundary is finalised in the Final Plan Report.

¹⁰ TfGM, the ten Greater Manchester local authorities and GMCA will not be party to any vehicle selection, specification and supply or to any of the financial agreements between the Financiers and the vehicle owners. TfGM will not be required to be FCA authorised.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
		Funds Scheme than expected volumes (or higher than expected in a particular funding tranche), GM can widen the eligibility criteria through the CVFS without prejudice to existing Applicants contained within the CVFS database.			
Vehicle Funds - Vehicle Financiers		<ul style="list-style-type: none"> Provide applicants with non-compliant vehicles who successfully passed eligibility testing and choose the vehicle finance funding option access to asset finance and leases at contributory rates to owners of eligible vehicles with the GM CAP Clean Funds Scheme providing the value of the contribution. Interface with the CVFS for hand-over of data through the CVFS on all applicants who have passed the eligibility checks and chosen to take the contributory vehicle finance funding option. Be required to supply all management information requirements of the fund measures. 	£114m ¹²	May 2021	£6.1m
Diffusion Tubes & Air Quality Monitoring	Air Quality monitoring will be critical in confirming that the GM CAP is delivering the necessary trajectory of air quality improvement and compliance with air quality standards. Air Quality will be measured via a combination of Diffusion Tubes and Continuous Monitors	The diffusion tubes tender was issued to market in November 2020. The scope of the procurement for diffusion tube air quality monitoring includes the supply, installation and decommissioning of the diffusion tubes at 467 monitoring sites, monthly monitoring and provision of analysis to support the GM CAP programme.	£C£1.5m	April 2021	n/a will be funded by the operational revenues of the Clean Air Zone
EV Taxi Try before You Buy (TBYB)	<p>The GM CAP and the proposed GM MLS will require Hackney Carriages to meet stricter emissions standards, which will mean a significant proportion of the trade will need to upgrade to compliant vehicles.</p> <p>The Hackney ZEC/EV rental initiative for drivers that are uncertain about transitioning straight to ZEC.</p>	TBYB scheme is awaiting a Government offer of funding. The procurement strategy will be defined during early 2021s	£1.0 m	Autumn 2021	£1.0m

*With the exception of the Signage, the contract values are estimates which will be firmed up once bids are received.

¹¹ Dealerships will be able to apply through the platform for accreditation to the Clean Funds Scheme and therefore receive grant payments. Dealerships will be required to be FCA authorised (or exempt as appointed representatives of FCA authorised Principal firms); and agree electronic Term's and Condition's for the scheme.

¹² This sum represents the maximum that could be disbursed to Financiers should all applicants apply for finance.

14 APPENDIX 3 – ENGAGEMENT ACTIVITY WITH NATIONAL AND GREATER MANCHESTER-WIDE STAKEHOLDERS AND ORGANISATIONS REPRESENTING IMPACTED INDIVIDUALS AND BUSINESSES

- 14.1 During the consultation TfGM, on behalf of the 10 GM local authorities contacted c.200 national and regional stakeholders who represented individuals or businesses who would be impacted by the GM Clean Air Plan and GM Minimum Licensing Standards.
- 14.2 Information was shared with these organisations (including digital toolkits) so that stakeholders could inform their members and networks of the consultation as well as providing the stakeholders with an opportunity to participate in meetings and webinars.
- 14.3 In total, there were 43 briefing sessions with impacted groups, which were attended by more than 300 people. This included 12 sessions for Taxi and PHV trade and drivers, plus 31 with businesses and representative bodies, including Federation of Small Businesses, CBI, British Horse Society, National Farmers Union, Confederation of Passenger Transport and Road Haulage Association.
- 14.4 Content was shared by many stakeholders including: GM Growth Company, GMCVO Friends of the Earth Manchester, Business Bolton, Salford CVS, GM Ageing Hub, ProManchester, CityCo, GM Health and Social Care Partnership, GM Chamber, Bury Means Business, High Peak BC, Confederation of Passenger Transport, Altrincham Partnership, Action Together, BVRLA, Love Old Trafford, Wythenshawe Forum, Manchester BID, Federation of Small Business, Wroughtington, Wigan, and Leigh NHS, GM Cycling and Walking Commissioner, Clean Air UK, Rochdale Youth Service, Trafford Partnership, Health Watch Manchester, University of Manchester (this is a sample, rather than comprehensive list).
- 14.5 Through these networks sharing content, it can be estimated that more than 500K impacted businesses and individuals were reached via stakeholder social media channels.
- 14.6 As well as this, the Clean Air GM newsletter was issued at various points during the consultation, to those who had subscribed, which currently has just over 4,000 subscribers.

15 APPENDIX 4 – CLEAN AIR PLAN QUALITATIVE RESEARCH

Individuals

- 2 groups with outside GM respondents who make trips into the GM region
- 2 groups with Inside GM respondents who use a mix of modes and live in areas of poor air quality and a mix of income levels (1 aged 18-40 and 1 aged 41+)
- 1 group with inside GM taxi/ PHV users
- 2 groups with inside GM respondents (50% from poor air quality areas and 50% from better air quality areas) (1 group aged 18-40 and 1 aged 41+)
- 2 groups with inside GM respondents (mix of modes used – 1 group aged 18-34 and 1 group aged 35+)
- 2 groups with inside GM respondents (bus and taxi/PHV users – 1 aged 18-34 and 1 group aged 35+)
- 1 group with inside GM respondents (campervan and horsebox owners)
- 1 depth with outside GM respondent (horse transportation vehicle)

Taxi / PHV

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each LA)
- 4 groups with taxi users

Businesses – all with impacted vehicles

- 1 group with outside GM businesses (agriculture/ Waste Management/ Construction)
- 1 group with inside GM businesses (agriculture/ Waste Management/ Construction)
- 1 x group with inside GM businesses (retail)
- 1 x group with inside GM business (minibus/ coach operators/ voluntary sector)
- 1 x group with inside GM business (manufacturing)
- 1 x group with outside GM businesses (retail)
- 1 x group with inside GM businesses (construction/ retail)
- 1 x group with outside GM businesses (minibus/ coach operators)
- 1 x group with inside GM businesses (gardener/florist)
- 1 x group with inside GM business (night time economy)
- 1 x depth with waste management business (inside GM)
- 1 x depth with manufacturing business (inside GM)
- 1 x depth with coach/ minibus business (inside GM)
- 1 x depth with plumbing and gas business (inside GM)
- 1 x depth with butchers business (outside GM but travel into GM for trade)

16 APPENDIX 5 – MLS QUALITATIVE RESEARCH

Depth interviews

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each Local Authority area)

Focus groups

- 4 groups with taxi users
 - All users use taxi / PHV once a fortnight or more
 - 1 Female only group
 - 17 respondents
 - 13 female / 4 male
 - Range of ages (between 18 and 65+)
 - 5 had physical or mobility disabilities which affected their travel choices
 - At least one respondent from each of the 10 districts

17 APPENDIX 6 – JOINT COMMITTEES TERM OF REFERENCE

Clean Air Charging Authorities Committee – Terms of Reference

General

The Clean Air Charging Authorities Committee is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

Membership of the Committee

The membership of the committee shall be ten, consisting of the lead executive member for clean air of each of the Constituent Authorities from time to time. The Constituent Authorities shall also each nominate a substitute executive member to attend and vote in their stead.

Role of the Committee

To enable decisions to be taken that are required to be taken jointly by the Constituent Authorities’ as charging authorities in relation to the Greater Manchester Clean Air Zone.

Powers to be discharged by the Committee

The Committee shall have power to take all such decisions of the Constituent Authorities (as charging authorities) that must be taken jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and any regulations made thereunder.

This includes, but is not limited to:

- Making and varying a joint local charging scheme order;
 - Decisions of the charging authority under such a joint local charging scheme and the Road User Charging Schemes (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2013.

Operation of the Committee

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

Air Quality Administration Committee – Terms of Reference

General

The Air Quality Administration Committee is a joint committee created by the ten Greater Manchester local authorities ("the Constituent Authorities") and the Greater Manchester Combined Authority ("the GMCA") under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

Membership of the Committee

The membership of the committee shall be eleven, consisting of the lead executive member for clean air of each of the Constituent Authorities and the relevant portfolio holder responsible for clean air of the GMCA from time to time. The Constituent Authorities and the GMCA shall also each nominate a substitute executive member/assistant portfolio holder to attend and vote in their stead.

Role of the Committee

To enable the joint discharge of the GMCA's and Constituent Authorities' functions under sections 82 to 84 of the Environment Act 1995 (Air Quality) and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder).

Powers to be discharged by the Committee

The Committee shall have the power to discharge jointly:

- the GMCA's and the Constituent Authorities' functions under sections 82 to 84 of the Environment Act 1995
 - the GMCA's functions in relation to the Greater Manchester Clean Air Plan (including the taking of action likely to promote or improve the economic, social or environmental well-being of Greater Manchester in connection with it and the use of grants made by the Secretary of State under section 31 of the Local Government Act 2003 to implement that plan).
- the Constituent Authorities functions under the Greater Manchester Clean Air Plan including those under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder (excluding any decision thereunder that must be taken jointly by charging authorities) including, but not limited to:
 - action required under the Environment Act 1995 (Greater Manchester) Air Quality Direction 2020 (other than the making of the joint local charging scheme);
 - the exercise of their powers under sections 176, 177 and 192 of the Transport Act 2000;
 - the application of the Constituent Authorities' shares of any net proceeds of a joint local charging scheme made by them.

The discharge of such functions includes the doing of anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of those functions.

Operation of the Committee

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

**Classification****Open****Item No.**

Meeting:	Cabinet
Meeting date:	23 February 2021
Title of report:	Arrangements for the preparation of 'Places for Everyone': A Proposed Joint Development Plan Document of nine GM Districts.
Report by:	Cllr. Eamonn O'Brien (Leader) – Cabinet Member for Finance and Growth
Decision Type:	Cabinet Non- Key Decision
Ward(s) to which report relates	All Wards

Executive Summary

Following the decision by Stockport Council to withdraw from the Greater Manchester Spatial Framework, on 11 December 2020 the Association of Greater Manchester Authorities (AGMA) Executive Board agreed in principle to the preparation of a Joint Development Plan Document (DPD) to cover strategic policies including housing and employment land requirements and, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the remaining nine districts.

This report provides further details on the next steps in relation to that joint plan of the nine GM districts, to be known as 'Places for Everyone'. In particular, in order to progress this plan, a new Joint Committee of the nine districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) is proposed to be established, with delegated authority to formulate and prepare the 'Places for Everyone' Joint DPD.

Approval to establish the new Joint Committee is a decision for each district

according to their own Constitutional arrangements and approval to delegate the formulation and preparation of the Joint DPD to that committee is a Cabinet function.

The Leader's report to Council in March will advise of the necessary steps to be taken to seek approval for the Joint DPD, with the other 8 Greater Manchester Council's.

This report seeks Cabinet approval to the setting up of the new Joint Committee and for the delegation of the formulation and preparation of the DPD to that new Joint Committee.

Recommendation(s)

Cabinet is recommended to:

1. Approve the making of an agreement with the other 8 Greater Manchester councils [Bolton, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford, Wigan] to prepare a joint development plan document to cover strategic policies including housing and employment land requirements and, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine districts.
2. Delegate to the Joint Committee of the nine Greater Manchester councils the formulation and preparation of the joint development plan document to cover housing and employment land requirements including, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine Greater Manchester districts insofar as such matters are executive functions.
3. Agree that the Leader of the Council be the lead Member for the joint committee and that the Deputy Leader of the Council be the nominated deputy to attend and vote as necessary.
4. Note that the following are the sole responsibility of full Council:
 - Responsibility for giving of instructions to the Cabinet to reconsider the draft plan submitted by the Cabinet for the Council's consideration.
 - The amendment of the draft joint development plan document submitted by the Cabinet for the full Council's consideration.
 - The approval of the joint development plan document for the purposes of submission to the Secretary of State for independent examination.
 - The adoption of the joint development plan document.

5. Delegate to the Cabinet Member for Finance and Growth the power to make minor amendments to the Council's Statement of Community Involvement to reflect the new joint plan-making arrangements in Greater Manchester.
6. Note that the Council's Local Development Scheme will be amended by the Cabinet Member for Finance and Growth under existing delegated powers to reflect the new joint plan-making arrangements in Greater Manchester.

Key considerations

1. Background

- 1.1 There is a statutory requirement for local authorities to have an up-to-date development plan in place that identifies enough land to accommodate new homes and jobs for a growing population. Such plans can be prepared jointly with other Local Authorities.
- 1.2 Up until December 2020, a joint development plan document of the ten Greater Manchester local authorities was being prepared, known as the Greater Manchester Spatial Framework (GMSF). However, the decision at Stockport Council's meeting on 3 December to not submit the GMSF 2020 following the consultation period and the subsequent resolution at its Cabinet meeting on 4 December not to publish the GMSF 2020 for consultation in effect signalled the end of the GMSF as a joint plan of the 10 districts.
- 1.3 In light of the decision by Stockport Council to withdraw from the GMSF process, on 11 December 2020 the AGMA Executive Board agreed in principle to the preparation of a Joint Development Plan Document of the nine remaining GM districts.

2. Issues and Opportunities

Rationale and Scope of the 'Places for Everyone' Joint DPD

- 2.1 Notwithstanding the decision of Stockport Council, the rationale for the preparation of a Joint Development Plan of the nine remaining districts remains. This includes being able to:
 - Underpin Greater Manchester's plan for recovery from Covid;
 - Support delivery of the Greater Manchester Strategy;
 - Provide a framework to manage growth in a sustainable and inclusive way, avoid un-planned development and development by appeal;
 - Align the delivery of development with infrastructure proposals;
 - Meet the requirement for local authorities to have a local plan in place by December 2023; and

- Meet the Duty to Co-operate in s33A Planning and Compulsory Purchase Act 2004.

2.2 Discussions with the nine authorities indicate that there is continued opportunity to work collaboratively to produce a joint plan of the nine. Producing such a plan would enable the nine districts to continue to:

- Progress the strategic policies in GMSF 2020 which commanded widespread support, for example net zero carbon development, affordable housing and space and accessibility standards for new housing.
- Maximise the use of sustainable urban/brownfield land and limit the need for Green Belt to accommodate the development needs of the nine.
- Align with wider Greater Manchester strategies for transport and other infrastructure investment.
- Utilise the evidence base already commissioned and completed, minimising the cost of producing further evidence.
- Spread the cost jointly of the independent examination.

3. The Proposal

The arrangements for preparing 'Places for Everyone'

- 3.1 The GMSF was being prepared by the AGMA Executive Board on behalf of the ten GM districts. However, it would not be appropriate for the preparation of a joint plan of only nine of the ten GM districts to be delegated to this Board. Instead, it will be necessary to establish a new Joint Committee of the nine relevant districts – Bury, Bolton, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan.
- 3.2 Membership of the Joint Committee is a matter for the individual districts to determine. However, for continuity purposes, it is recommended that the Leader of the Council be Bury's lead Member for the joint committee and that the Deputy Leader of the Council be the nominated as deputy to attend and vote as necessary. It will be the responsibility of the Joint Committee to agree its terms of reference and the operational arrangements, including the appointing of the chair and the voting arrangements.
- 3.3 The purpose of the Joint Committee will be to formulate and prepare the 'Places for Everyone' Joint DPD.
- 3.4 Authorisation to establish the new Joint Committee will require the approval of the each district according to their Constitution and approval to delegate the preparation of the joint plan to that Committee is a Cabinet function.

- 3.5 The Leader's report to Council in March will advise of the necessary steps to be taken to seek approval for the Joint DPD, with the other 8 Greater Manchester Council's.
- 3.6 This report seeks Cabinet approval to the setting up of a new Joint Committee and approval for the delegation of the formulation and preparation of the plan to that new Joint Committee.

Interrelationship with Stockport and the Joint Plan

- 3.7 Whilst Stockport Council has withdrawn from the joint planning process of preparing the GMSF, to prepare its own local plan, the Council remains one of the 10 partners which make up GMCA and all are committed to continuing to work together to deliver a wide range of important strategies for example, the Local Industrial Strategy, the 5 Year Environment Plan and the 2040 Transport Strategy.
- 3.8 Under s33A of the Planning and Compulsory Purchase Act 2004, there is a formal Duty to Co-operate with neighbouring authorities. As part of the process of preparing the joint DPD, the nine districts will be required to enter into dialogue with Stockport on matters of strategic, cross-boundary significance. The outcome of this will need to be set out in a 'Statement of Common Ground'. For example, this could include strategic matters such as the scale and distribution of housing and employment land and transport infrastructure.

Spatial Development Strategy (SDS)

- 3.9 Through the devolution agreement the Mayor of Greater Manchester has a duty to produce a Spatial Development Strategy (SDS). This is a plan that covers the Mayoral Combined Authority administrative area and requires unanimous support of the GMCA. Whilst the GMSF was being progressed as a joint DPD of all 10 districts, Government accepted that this would satisfy the Mayor's duty to produce an SDS. Discussions are ongoing with Government regarding the current situation, and therefore until those discussions have concluded it is not proposed to commence further work on the preparation of an SDS.

Future approvals

- 3.10 In the event that the 'Places for Everyone' Joint DPD is considered to have substantially the same effect as the GMSF 2020 had on the nine districts, the next stage would be the publication of the plan under Regulation 19 of Town and Country Planning (Local Planning) (England) Regulations 2012.
- 3.11 As with the GMSF, the Cabinet/Executive of each district will be responsible for approving the Regulation 19 version of the plan ahead of a period of consultation. Again as with the GMSF, the nine full Councils will be responsible

for approving the joint plan for submission to the Secretary of State for independent examination and to formally approve its adoption.

Statement of Community Involvement

- 3.12 The Statement of Community Involvement (SCI) sets out how the Council will involve the community in preparing and revising all local planning documents and in making decisions on planning applications. The Council's current SCI was adopted by Cabinet on 14 October 2020.
- 3.13 Subject to the necessary Cabinet approvals to establish the Joint Committee and to delegate the preparation of the plan to that Committee, the SCI will need to be amended to reflect the new joint plan-making arrangements in Greater Manchester and delegated authority to the Cabinet Member for Finance and Growth is sought to make these minor changes.

Local Development Scheme

- 3.14 The Council's current Local Development Scheme sets out the scope and preparation timetable for Bury's development plan, including the Local Plan, the GMSF and other associated documents.
- 3.15 Delegated powers are already in place to make any timetable amendments as necessary or any changes to the document content. As such, subject to the necessary Cabinet approvals to establish the Joint Committee and to delegate the preparation of the plan to that Committee, the LDS will also be updated to reflect the new joint plan-making arrangements in Greater Manchester.

4. Other alternative options considered

That Members withdraw from the process of preparing a joint development plan document for the nine districts.

- 4.1 Under this option, Bury would still need to prepare a Local Plan that covered all of the strategic issues that would otherwise be covered by the joint development plan document, including the need to meet future needs for housing.
- 4.2 However the advantages of collaborative working set out above would be lost.

Community impact / contribution to the Bury 2030 Strategy:

The 'Places for Everyone' Joint DPD would contribute to all five themes of the Bury 2030 Strategy.

The SCI sets out how the Council will actively seek to engage the community in preparing and revising all local planning documents and in making decisions on planning applications.

Equality impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

The 'Places for Everyone' Joint DPD will be a statutory plan which seeks to contribute to the achievement of sustainable development, delivery economic, social and environmental benefits together in a mutually reinforcing way. It will be informed by an Integrated Appraisal which includes an Equalities assessment.

Assessment of risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
One or more of the remaining nine districts withdraws from the 'Places for Everyone' Joint DPD process.	To progress Bury's Local Plan.

Consultation:

A significant amount of public consultation has taken place at various stages of the preparation of the GMSF. The 'Places for Everyone' Joint DPD will be subject to the same statutory processes for consultation.

The SCI sets out how the Council will actively seek to engage the community in preparing and revising all local planning documents and in making decisions on planning applications and will be updated to reflect the current position.

Legal implications:

The joint development plan document will form part of the statutory development plan for each of the nine districts and, alongside the emerging Bury Local Plan, will replace the Bury Unitary Development Plan. All development plans must be prepared in accordance with statutory processes.

The legislative and constitutional requirements for the preparation of a joint Development Plan Document (DPD) are set out in the Bury Constitution, the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012.

The proposed joint arrangements relate to executive/cabinet functions of the council and do not need full council approval. As these proposals do not involve additional expenditure and are administrative in nature, they are not key decisions.

Financial implications:

This report does not commit the Council to any financial decisions but seeks to establish a strategic planning policy framework for 9 districts within Greater Manchester, including Bury. Implementing any schemes aligned to the framework will be subject to decision making at that time which will include a full assessment of the financial implications including affordability that will take into account costs and additional revenue income that may be generated.

Any costs arising from the production of the joint development plan document will need to be considered in the context of the Council's financial strategy and will be subject to appropriate decision making.

Report author and contact details:

Paul Lakin – Director of Economic Regeneration and Capital Growth

Email: p.lakin@bury.gov.uk

Crispian Logue – Assistant Director (Strategy, Planning and Regulation)

Email: c.logue@bury.gov.uk

Background papers:

AGMA Executive Board Report – 11 December 2020

AGMA Executive Board Report – 12 February 2021

Glossary

Term	Meaning
Greater Manchester Spatial Framework (GMSF)	A Joint Development Plan Document which was being prepared collaboratively by the ten Greater Manchester Authorities.
Joint development plan document of the nine districts	A Joint Development Plan Document which will be prepared collaboratively by Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan Councils. It will set the overall spatial strategy for the 9 Local Authority areas and will cover strategic policies including those identifying the appropriate scale and distribution of housing and employment development.

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**MINUTES OF THE VIRTUAL MEETING OF THE ASSOCIATION OF GREATER MANCHESTER
AUTHORITIES EXECUTIVE BOARD HELD ON 11 DECEMBER 2020 VIA MICROSOFT TEAMS**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

IN ATTENDANCE:

Rochdale	Councillor Janet Emsley
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OFFICERS IN ATTENDANCE:

GMCA - Chief Executive	Eamonn Boylan
GMCA – Monitoring Officer	Liz Treacy
GMCA – GMCA Treasurer	Steve Wilson
Bolton	Tony Oakman
Bury	Geoff Little
Manchester	Fiona Ledden
Oldham	Helen Lockwood
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Tameside	Seven Pleasant
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Anne Morgan
GMCA	Sylvia Welsh
GMCA	Nicola Ward

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

AGMA 28/20 APOLOGIES

RESOLVED /-

1. That apologies be received and noted from Councillor David Greenhalgh (Bolton), Joanne Roney (Manchester) and Pam Smith (Stockport).
2. That apologies from Councillor Martyn Cox (Bolton), who was unable to join due to technical difficulties be noted.

AGMA 29/20 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED /-

There were no Chairs announcements or urgent business.

AGMA 30/20 DECLARATIONS OF INTEREST

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

AGMA 31/20 MINUTES OF THE AGMA EXECUTIVE BOARD MEETING HELD ON 30 OCTOBER 2020

RESOLVED /-

That the minutes of the meeting held on 30 October 2020 be approved as a correct record.

AGMA 32/20 GREATER MANCHESTER'S PLAN FOR HOMES, JOBS AND THE ENVIRONMENT: GREATER MANCHESTER SPATIAL FRAMEWORK PUBLICATION PLAN 2020 – NEXT STEPS

Salford City Mayor Paul Dennett introduced a report which updated Members on the progress of Greater Manchester's Plan for Homes, Jobs and the Environment: Greater Manchester Spatial Framework Publication Plan 2020 and outlined the proposed next steps.

RESOLVED /-

1. That the preparation of a Joint Development Plan Document of the nine GM Local Authorities, as set out in Section 3 of the report, be agreed in principle.
2. That a further report addressing the issues, set out in Section 3 of the report, be submitted to a future meeting.
3. That the nine GM Local authorities be commended to establish a joint committee, with delegated authority to co-ordinate and develop a Joint Plan on their behalf as the nine local planning authorities.

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MINUTES OF THE VIRTUAL MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY HELD ON FRIDAY 18 DECEMBER 2020 VIA MICROSOFT TEAMS

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor Martin Cox
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Salford	City Mayor Paul Dennett
Stockport	Councillor Tom McGee
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

IN ATTENDANCE:

Tameside	Councillor Leanne Feeley
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OFFICERS IN ATTENDANCE:

GMCA - Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – GMCA Treasurer	Steve Wilson
Bolton	Tony Oakman
Bury	Geoff Little
Salford	Jim Taylor
Stockport	Caroline Simpson
Tameside	Steven Pleasant
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Simon Nokes
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward
GMCA	Gemma Marsh
Young Person's Guarantee, Chair	Diane Modhal

GMCA 204/20

APOLOGIES

RESOLVED /-

1. That apologies be received and noted from Cllr Elise Wilson (Cllr Tom McGee attending), Cllr David Greenhalgh (Cllr Martin Cox attending) Joanne Roney and Pam Smith.
2. That apologies from Councillor Allen Brett and Steve Rumbelow (Rochdale), who were unable to join due to technical difficulties be noted.

GMCA 205/20

CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor expressed his disappointment that all GM boroughs remained in the Government's tier 3 restrictions despite progress in all areas, and overall covid case numbers lower than the UK average. Thanks were expressed to the residents of Greater Manchester for their sacrifices that have contributed to this position, and recognition as to the added pressures that this puts onto both individuals and businesses as they face the challenges of a winter period within these restrictions. Concerns as to the impact of an ease of restrictions over the Christmas period were noted, specifically the added pressure that this would give to the enforcement action that would be required to be undertaken by Greater Manchester Police.

Sir Richard Leese, Deputy Mayor and Portfolio Lead for Health added that the tier decision of Government was inexplicable in light of all indicators moving in the right direction. The unified position to apply these restrictions across GM was not in line with decisions taken to split other areas of the UK, such as Surrey, and the people of GM would be understandably frustrated by this. It was important that messaging continued to advise people to adhere to social distancing, in particular over the Christmas period when potentially mixing with elderly or vulnerable relatives.

Members of the GMCA expressed their concern as to the lack of clarity regarding how an area can move tiers, when all indicators were pointing to another tier, the recent push back from Government regarding GM's position was seeming to undermine the whole tiering system and could further reduce public confidence. It was clear that there would be a significant disproportionate impact on businesses, specifically those in the hospitality industry and further Government support would be essential to their survival.

RESOLVED /-

1. That the GMCA express its disappointment that the Government had decided that GM will remain Tier 3, despite the Covid related data evidencing the decline in infection rates in all GM districts and overall the number of cases in GM now being below the national average.
2. That the GMCA recognise the exceptional challenges for businesses as a result of GM remaining in Tier 3, in particular those businesses in the hospitality sector, and the GMCA would continue to lobby Government for extra support for those businesses unable to open and operate in the usual way.
3. That the GMCA would continue to urge Government to provide clarity on the thresholds that would enable GM to move to Tier 2, together with a full review of tiers at the earliest opportunity.
4. That it be noted that the GM Mayor and Deputy Mayor would be making a statement later today following the recent announcement by HMIC (Her Majesty's Inspectorate of

Constabulary and Fire & Rescue Services) regarding the requirement for Greater Manchester Police to enter special measures.

GMCA 206/20 DECLARATIONS OF INTEREST

RESOLVED /-

That Salford City Mayor Paul Dennett and Councillor Richard Leese declared a personal, prejudicial disclosable interest in Item 18 – GM Investment Framework Approvals.

GMCA 207/20 MINUTES OF THE GMCA MEETING HELD 27 NOVEMBER 2020

RESOLVED /-

That the minutes of the GMCA meeting held on 27 November 2020 be approved as a correct record.

GMCA 208/20 MINUTES OF THE GMCA OVERVIEW AND SCRUTINY COMMITTEE MEETINGS HELD IN DECEMBER 2020

RESOLVED /-

1. That the minutes of the Economy, Business Skills & Growth Overview & Scrutiny Committee held on 4 December 2020 be noted.
2. That the minutes of the Corporate Issues & Reform Overview & Scrutiny Committee held on 8 December 2020 be noted.

GMCA 209/20 GMCA APPOINTMENTS

1. That the appointment of Councillor Carter, replacing Councillor Duffield (Trafford), on the Corporate Issues & Reform Overview & Scrutiny Committee be approved.
2. That the appointment of Councillor Adshead, replacing Councillor Lloyd (Trafford) on the GMCA Waste & Recycling Committee be approved.

GMCA 210/20 YOUNG PERSONS GUARANTEE

Diane Modhal, Chair of the Young Person's Task Force introduced a report which provided an overview of the Young Person's Guarantee work to date and outlined the progress from the youth consultation period undertaken in June 2020. The recommendations within the report outlined the areas that the Task Force and Youth Advisory Group felt were the current priorities that should be addressed.

Members recognised that 2020 had disproportionately affected young people, and that there was a role for the GMCA in improving the offer available to them in terms of services and support and enabling them to recover as promptly and successfully from the pandemic as possible. It was important that these recommendations had been developed from the most significant concerns of young people themselves as this furthers understanding and helps GM to get the offer right.

The leadership and passion in young person's engagement was praised, as this was contrary to the disconcerting way young people were currently being treated in society, in relation to the cost of higher education, the lack of suitable housing, zero hour contracts, and the impact of welfare reform. All of which had been further negatively impacted through the pandemic.

The under-funding of youth services and preventative engagement was highlighted as a further system concern, as this work had previously supported people not to 'fall through the net' or experience exclusion.

There was strong support for the recommendations contained within the report, and Members added that they helped to offer some real hope and optimism for young people across GM, enabling new doors to be opened to them and further inequalities to be addressed.

In response, Diane Modahl thanked the GMCA for their support, and echoed the sense of urgency in securing some traction for the highlighted priorities. A set of measures to be held accountable by would be useful in ensuring the availability of resources to support delivery throughout 2021, however the progress to date was also noted by the GMCA.

The GM Mayor added that there was already strong commitment to action across all GM authorities, supported by a recent revision of the GMCAS (Greater Manchester Apprenticeship and Careers Service) as a single portal for opportunities for young people. All partners were thanked for their commitment to the GMCAS scheme, however it was felt that it could be further populated in relation to internships and work experience opportunities.

Ensuring provision for young people within the current challenges for Local Authorities would have its difficulties, therefore innovative networks and funding streams alongside new ways of working would be imperative to its success. However, it was recognised that the work of the Youth Task Force further emphasised Greater Manchester's commitment to support young people in times of great uncertainty and an extension of the Our Pass Pilot would provide free travel to education and offer further opportunities to help to get their lives back on track.

RESOLVED/-

1. That the report and final project report be noted.
2. That the further development of the Young Person's Guarantee into a set of actions with Key Performance Indicators be agreed, covering:
 - I. Staff resource capacity to develop the scope of the actions and recommendations (from the final project report attached) within the context of the city-region; across partners, business & LAs. This will sit in the GMCA (W&S Team) and work across all areas within the recommendations to act as a connector to develop the work.

- II. Exploration of additional resource requirements to deliver the recommendations in the final project report and where this is within current budgets or where there are gaps; also what can be taken forward at no cost.
 - III. Accountability process retaining Diane Modahl as Chair of the Young Persons Guarantee, including the engagement of the GM Youth Combined Authority.
 - IV. Evaluation of what has been successful: Have we reached Young People...One year on.
- 3. That the GMCA commit to action in localities by supporting the generation of further commitments that will be published on the GM Apprenticeships & Careers Service.
 - 4. That the extension of the Our Pass Pilot for further year, from 1 September 2021, be approved.
 - 5. That a further report be submitted to the GMCA on progress against the developed Key Performance Indicators.
 - 6. That it be noted that the GMCA would continue to make further representations to Government in the New Year regarding the fair allocation of examination grades for current Year 11 and Year 13 pupils in recognition of the time spent out of the classroom during the Covid 19 pandemic.

GMCA 211/20

NO CHILD GOES HUNGRY

The GM Mayor introduced a report which outlined the proposals for the 'No Child Goes Hungry' campaign over Christmas 2020 which was aimed at responding to gaps in national provision and supporting the ongoing humanitarian response being led by GM Local Authorities. The report both sought to raise awareness of the immediate intentions of the campaign as well as the long-term ambitions of future work to tackle the issue of child poverty across the city-region. It was noted that the number of families struggling financially during 2020 was continuing to rise, and thanks were expressed to local leadership who have stepped forward to plug the gaps created by Government policy for demographic groups including those recently unemployed, self-isolating and with no recourse to public funds. Over 1000 emergency food cards had been distributed across GM providing a lifeline to children and young people in crisis.

Members added that they would also be continuing to lobby for the continuation of Universal Credit post April 2021 and the end of the benefit cap. It was important not to leave people behind as we move into post pandemic recovery and to ensure minimal impact on families. However, the challenge of poverty was recognised as considerable and growing and therefore, it would be imperative for the GMCA to keep a wider focus on the underlying issues of poverty and maintain pressure on Government to improve systems that currently fail people.

Schemes such as the Northern Roots project in Oldham were recognised as flagships in relation to food poverty and should be developed as part of the long-term solution to this issue through real and sustainable Government investment.

The GMCA further recognised the vital support of the 3rd sector in supporting people with no access to other funds, such as food parcels provided to 300 students who were in GM over the Christmas period. However, this support should not have to be relied upon in the modern world and it was anticipated that demand would only increase following the end of the furlough scheme and as the pandemic continued.

The GM Mayor summarised, that as a city-region there was a need for creative service design that stopped people falling through the gaps and ensured that they were supported to access all opportunities available to them.

RESOLVED/-

1. That it be noted that the GMCA supports the immediate intentions of the No Child Should Go Hungry campaign over the Winter to fill gaps in national provision and provide further support to work being led locally.
2. That it be noted that whilst there was a crisis response element to this campaign it was intended that a more upstream approach to fulfilling the pledge 'No Child Should Go Hungry' in GM would be developed over coming months, building on learning through this phase.

GMCA 212/20

LIVING WITH COVID RESILLIENCE PLAN PROGRESS UPDATE

The GM Mayor took Members through a report which provided an update on the progress of the implementation of the Living with Covid Resilience Plan and the development of mechanisms to drive system change to better respond to the environmental and equalities impacts arising.

The initial plan was approved in September 2020 and has been used as a route map for the work of the GMCA and partners over recent months. The second wave of the pandemic had further tested structures and increased the pressure on resources and it was now a timely opportunity to review the progress and determine the way forward in the current landscape. A recent survey undertaken had given further insight into the lived out experience of Covid-19 for people across Greater Manchester and had recognised the significant hardship that was being faced across the sub-region with over half of respondents also reporting a negative impact on their mental health.

The GM Tackling Inequalities Board had been established to create the infrastructure by which a focus could be maintained on these issues going forward as it was clear that inequalities as a result of the pandemic were growing.

Work so far had included progress on the 'No Child Goes Hungry' initiative, a continuation of 'A Bed Every Night' providing accommodation for 520 people over the Christmas period, and had highlighted the need for both digital exclusion and mental health provision to be prioritised as we move into 2021.

Members welcomed this update, and reported how it had further spotlighted the need to address significant inequalities across GM. The Tackling Inequalities Board would be overseeing this agenda and had already begun to advise Local Authorities as to identifying the potential inequality impact of any new policy that was coming into place. This work would be able to further support

Government's ambition to level up communities across England and keep Greater Manchester a great place to live.

RESOLVED/-

1. That the progress made over the first quarter delivery and the overall progress as reported in the Greater Manchester Strategy outcomes dashboards be noted.
2. That the GMCA would continue to pursue tackling the impact of inequalities, digital exclusion and improving the provision of mental health support services.
3. That the GMCA's commitment to ensuring that all new policies would be assessed against their potential impact on inequalities be reaffirmed.

GMCA 213/20 MONTHLY ECONOMIC RECOVERY DASHBOARD

Jim Taylor, Lead GM Chief Executive for the Economy introduced a report which provided the latest version of the Greater Manchester Economy Resilience Dashboard. It detailed how there had been a rapid increase in benefit claimants in April/May 2020 which had now levelled out but remained high. 8% of the GM workforce remained furloughed, equating to 103,000 people. Further unemployment was also envisaged for the next few months contributing to a forecasted reduction in GVA (gross value added) of 10% by the end of the financial year.

Members informed the GMCA that there had been recent positive news in relation to new ownership of the Trafford Centre as a major employer and retail location for Greater Manchester. It was also recognised that the recent extension of the Metrolink line to Trafford Park would contribute to making it a significant destination once the covid restrictions had been removed.

RESOLVED/-

1. That the latest update of the Greater Manchester Economic Resilience dashboard be noted.
2. That it be noted that the online version of the Economic Recovery Dashboard was updated regularly and available online.
3. That the recent news regarding the future ownership of the Trafford Centre be welcomed given the significant role in providing employment opportunities and the wider economic impact across GM.

GMCA 214/20 GREATER MANCHESTER PREPARATIONS FOR EU EXIT AND UPDATED ANALYSIS ON THE POSSIBLE ECONOMIC IMPACTS

Jim Taylor, Lead GM Chief Executive for the Economy provided an update on the coordination of activities across GM to prepare for the end of the EU transition period on the 31 December 2020. The report provided an overview of the current position regarding GM activity around the International Strategy, EU funding and a detailed analysis of possible economic impacts arising from Brexit. Greater Manchester's coordination group continued to meet to look at areas including

border control and civil contingencies and plans continued to change in the rapidly moving climate. Data within the report offered a range of forecasted scenarios built on previous reports to ensure the GMCA were as informed as much as possible on the current position. Furthermore, it was recognised how important the refreshed International Strategy would be to progressing forward as a no deal Brexit could result in a further 2% reduction in the UK's GVA.

Members were concerned that an Australian style deal would not be positive for the UK's economy, especially in a post-covid climate where public finances were in a difficult state, and therefore urged that negotiations remained open to ensure an ongoing trade relationship with the EU.

RESOLVED/-

1. That the work underway by the GM Brexit Readiness Group to understand the impacts arising from EU exit and the coordination of responses from across the city-region be noted.
2. That the work underway on the GM International Strategy and ongoing partnership working with EU nations to develop GM opportunities in the future be noted.
3. That the update provided regarding EU funding sources be noted.
4. That the refreshed economic analysis undertaken and possible implications for the GM economy be noted.
5. That it be noted that the GMCA would continue to engage with Government to pursue a deal for UK that maintains a trading relationship with the EU, given that an 'Australian Style Deal' would be detrimental to the economy.

GMCA 215/20

THE MAYORS CYCLING AND WALKING CHALLENGE FUND

The GM Mayor introduced a report which sought funding approvals in order to ensure the continued delivery of the Mayor's Challenge Fund programme for walking and cycling. There had been significant progress to date, and thanks were expressed to the team. This round of approvals sought to further develop the BeeNetwork which had wider benefits to health, the environment and people's overall quality of life. In the recent announcement regarding Active Travel funding from Government, Greater Manchester had been successful in being awarded £12.7m for capital costs which evidenced Government's confidence in GM's ability to deliver.

Members of the GMCA welcomed the additions to the network and recognised their role in enabling people to move about the city region. Having an interconnected public transport and active travel system would be crucial to reducing the number of cars on the road. Schemes should be ambitious, have significant capacity and create space for more investment and further funding. Government support should also influence national and local policy and allow Local Authorities to deliver on their ambitions.

Members expressed their pride for the initiative that Greater Manchester had already shown to this agenda which had enabled the programme to have already achieved so much. The support from officers at TfGM and across Local Authorities was welcomed, as were their creative ideas and solutions. In developing a BeeNetwork, school pupils had been offered safe routes to school, older

people were able to move about their neighbourhood with reduced fear of the roads and there were now areas where a number of modes had successfully been able to share a space.

There was strong support for the initiatives included within the report, and those already being delivered across the sub-region. However, there were reports of some shared space schemes not being as welcomed by all road users. Particularly a scheme in Bolton where feedback from cyclists and motorists was being collected to ensure their comments could be taken into account for further scheme adaptations or other similar future schemes.

The Covid lockdown periods had significantly encouraged residents to walk and cycle more, and all GM boroughs had been able to benefit from the growth of the BeeNetwork to offer further routes for their communities encouraging more active travel and spreading the reach of the network. Members were keen to ensure that schemes remained equitable across GM, and where possible that they connected with other routes and other areas. People had already reported that they had allowed them to better reach employment and educational sites, access retail provision safely and avoid heavy traffic areas. Ensuring people feel safe along these pathways was vital to their success, and therefore Members further welcomed the inclusion of signage and lighting within scheme designs.

RESOLVED/-

1. That the agreed MCF delivery priorities across GM and the prioritised first phase for the programme, as set out in Appendix 1 of the report, be noted.
2. That £6.3 million MCF funding for the three named schemes be approved, in order to secure full approval and enable the signing of a delivery agreement.
3. That the release of up to £2.12 million of development cost funding for the 4 MCF schemes, set out in section 2 of the report, be approved.
4. That the addition to the 2020/21 Capital Programme of £12.7 million of costs to be funded from the capital grant of £12.7 million that forms part of the £15.9 million of Active Travel (Tranche 2) funding, as set out in section 4 of the report, be approved.
5. That the addition of the £3.2 million to the GMCA Transport Revenue Budget, funded from the £3.2 million revenue grant that forms part of the £15.9 million of Active Travel (Tranche 2) funding, as set out in section 4 of the report, be approved.
6. That the GMCA would urge the Cycling and Walking Commissioner and his team to look for further avenues to build greater capacity within the bee network to further improve connectivity.

GMCA 216/20

LOCAL GROWTH DEAL UPDATE AND APPROVALS

The GM Mayor took Members through a report which provided an overview of progress on the delivery of the Local Growth Deal Programme, tranches 1,2 and 3 and sought approval to vary the transport grant allocation in order to maximise Growth Deal spend by March 2021. Its specific proposal, which had already been agreed with Government, was to create a variation on the

Growth Deal transport element to the Mayor's Challenge Fund of £.4m that could ultimately be recovered.

RESOLVED/-

1. That the progress made in relation to the Growth Deal Transport Programme, as set out in Section 3 of the report, be noted.
2. That the progress made in relation to the non transport Skills Capital and Economic Development & Regeneration (ED &R) programmes, as set out in Section 5 of the report, be noted.
3. That the £5.4 million variation of the Growth Deal Transport Grant to maximise eligible grant spend on the Mayors Challenge Fund Cycling and Walking programme for 2020/2021, as set out in Section 2 of the report, be agreed.

GMCA 217/20

GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY SCHEME: PHASE 1B

Councillor Andrew Western, Portfolio Lead for the Green City Region introduced a report which sought approval for a proposal for the GMCA to bid for an additional £5-6m Government funding from the 'Green Homes Grant: Local Authority Delivery' Phase 1b Fund on behalf of GM Local Authorities and Registered Providers.

Greater Manchester had already been successful in its Phase 1a award for a share of Government's £0.5b Green Homes Grant. Both elements of the scheme aimed to support the lowest income households to improve their energy efficiency and actively contribute to Government's target of zero carbon by 2050. If successful, the GMCA could secure 15% of the allocated grant funding to coordinate the scheme, which had already seen a significant level of interest from private landlords across the conurbation.

Members welcomed the support of Government to reduce carbon emissions from homes, and help GM deliver its own ambition of zero carbon by 2038, however there was some anxiety around this policy as it had already been introduced and removed between 2006 and 2015 and therefore needed an ambitious pace to counteract the previously missed opportunities. With greater strategic thinking, new homes would be built to a zero carbon spec and would no longer require retrofitting in 10-15 years' time with difficulty as their initial construction was non-standard. The GMCA urged for this scheme to be offered as widely as possible, as lives would be changed as a result of lower fuel bills and less fuel poverty.

Members further recognised the significant impact on the environment and climate at large and recognised that often the poorest communities often have the worst pollution, the dirtiest air, the highest risk of flooding etc and these challenges are inequitable and unfair so must be addressed. This was a substantial challenge that required monumental investment, but Greater Manchester was determined to deliver and see the wide-ranging benefits improve lives.

RESOLVED/-

1. That it be agreed that GM Local Authorities should collectively bid for £5-6m of Green Homes Grant, to extend the existing green homes grant funded programme from March 21 to September 21.
2. That it be agreed that the GMCA should be the accountable body for the bid on behalf of GM Local Authorities and Registered Providers.
3. That authority be delegated to the GMCA Treasurer and Monitoring Officer, subject to a successful bid, to contract with BEIS, receipt and defray the funds to partners.
4. That it be noted that equalities impact from this proposal will be managed via utilising delivery companies with robust equality policies, and to note the environmental outcome is to substantially reduce the carbon emissions from approximately 500 homes in Greater Manchester.

GMCA 218/20 SOCIAL HOUSING DE-CARBONISATION FUND DEMONSTRATOR

Councillor Andrew Western, Portfolio Lead for Green City Region took Members through a report which outlined the opportunity presented by the Social Housing Decarbonisation Fund Demonstrator, and Greater Manchester's ambition to seek funding from the scheme for social housing retrofit projects across the conurbation. Since the publication of the report, GM had been informed that their initial bid had been unsuccessful, but they had been placed on the reserve list should any other project not become deliverable. However, through the development of the bid, GM had been able to successfully engage with landlords that they had not previously engaged with before and therefore the process had been positive overall.

RESOLVED/-

1. That it be noted that GM's bid for circa £7m of Social Housing Decarbonisation Fund Demonstrator funding from BEIS had not been successful, although GM had been included in the reserve list.
2. That it be agreed that the GMCA should be the accountable body for the bid on behalf of GM Local Authorities and Registered Providers, in the event that GM bid was brought forward from the reserve list of bids.
3. That authority be delegated to the GMCA Treasurer and Monitoring Officer, subject to a successful bid, to contract with BEIS, receipt and defray the funds to partners, in the event that the GM bid was brought forward from the reserve list.
4. That it be noted that in the event that the GM bid was brought forward from the reserve list, equalities impact from this proposal will be managed via utilising delivery companies with robust equality policies and to note the environmental outcome is to substantially reduce the carbon emissions from approximately 250 social homes in GM and to demonstrate innovative delivery mechanisms which can be upscaled and replicated.

GMCA 219/20 GREATER MANCHESTER LOCAL FULL FIBRE NETWORK PROGRAMME - PUBLIC SECTOR BUILDING UPGRADE (PSBU)

Councillor Sean Fielding, Portfolio Lead for Digital took the GMCA through a report which sought their agreement to an increase in the GMCA Capital Programme to reflect the anticipated DCMS (Department for Digital, Culture, Media and Sport) grant allocation for public sector building upgrades. This allocation would allow for 500km of new fibre, connecting 1500 sites across GM and allowing 1.2m people who were previously digitally excluded to now have full fibre connectivity.

RESOLVED/-

1. That it be agreed that the GMCA should enter into a grant funding agreement with DCMS and Manchester City Council to confirm GMCA as the administrative lead for the PSBU as well as the PSAT element of the LFFN programme as set out in this report.
2. That an increase in the GMCA's Capital Programme of up to £835,000 to reflect the maximum grant from DCMS for the Manchester City Council LFFN PSBU programme be approved.
3. That it be noted that Salford City Council will not be pursuing its application to DCMS for a small amount of PSBU LFFN grant funding.
4. That authority be delegated to the GMCA Monitoring Officer to review and complete all necessary legal documentation relating to the grant funding agreement to be entered into between (1) DCMS (as Funder), (2) GMCA (as Administrative Lead for the DCMS LFFN PSBU Grant) and (3) Manchester City Council (as LFFN PSBU Grant Recipient).

GMCA 220/20 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND - INVESTMENT APPROVAL RECOMMENDATIONS

Salford City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure introduced a report which sought approval of two further GM Housing Investment Loans Funds applications which, if approved, would take the total amount of approved loans to £437.5m.

RESOLVED/-

1. That the GM Housing Investment Loans Fund loans detailed in the table below and as detailed further in this and the accompanying Part B report be approved:

BORROWER	SCHEME	DISTRICT	LOAN
Greengate Investments 1 Ltd	Collier's Yard, Greengate	Salford	£37.562m
Great Jackson Street Investments Ltd	The Blade	Manchester	£32.438m

2. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

GMCA 221/20 GREATER MANCHESTER INVESTMENT FRAMEWORK - CONDITIONAL PROJECT APPROVAL

RESOLVED/-

That it be noted that the meeting was inquorate for consideration of this report and the accompanying report at item 21 of the agenda.

Note: the report was dealt with under the Chief Executive's delegated powers and the decision published separately.

GMCA 222/20 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED/-

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

GMCA 223/20 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND - INVESTMENT APPROVAL RECOMMENDATIONS

Note: This item was considered in support of the Part A – GM Housing Investment Loans Fund – Investment Approval Recommendations (minutes reference GMCA 220/20)

RESOLVED/-

That the report be noted.

GMCA 224/20 GREATER MANCHESTER INVESTMENT FRAMEWORK - CONDITIONAL PROJECT APPROVAL

RESOLVED/-

That it be noted that the meeting was inquorate for consideration of this report.

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MINUTES OF THE VIRTUAL MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY HELD ON FRIDAY 29 JANUARY 2021 VIA MICROSOFT TEAMS

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor David Greenhalgh
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Nigel Murphy
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor Keith Cunliffe

IN ATTENDANCE:

Tameside	Councillor Leanne Feeley
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OFFICERS IN ATTENDANCE:

GMCA - Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – GMCA Treasurer	Steve Wilson
Bolton	Tony Oakman
Bury	Donna Ball
Manchester	Joanne Roney
Salford	Jim Taylor
Stockport	Pam Smith
Tameside	Steven Pleasant
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Simon Nokes
GMCA	Julie Connor
GMCA	Nicola Ward
GMCA	Lindsay Dunn

GMCA 01/21 APOLOGIES

RESOLVED /-

1. That apologies be received and noted from Sir Richard Leese (Councillor Nigel Murphy attending), and Councillor David Molyneux (Councillor Keith Cunliffe attending).
2. That it be noted that Steve Rumbelow (Rochdale) was unable to join due to technical difficulties.

GMCA 02/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED /-

That it be noted that the GM Mayor and the GMCA expressed their sincere thanks and appreciation to Jim Taylor, retiring Chief Executive of Salford, for his 40 years of dedicated service to Greater Manchester and within seven out of the 10 boroughs.

GMCA 03/21 DECLARATIONS OF INTEREST

RESOLVED /-

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

GMCA 04/21 MINUTES OF THE GMCA MEETING HELD 18 DECEMBER 2020

RESOLVED /-

That the minutes of the GMCA meeting held on 18 December 2020 be approved as a correct record.

GMCA 05/21 MINUTES OF THE GMCA OVERVIEW AND SCRUTINY COMMITTEE MEETINGS HELD IN JANUARY 2021

RESOLVED /-

1. That the minutes of the Corporate Issues & Reform Overview & Scrutiny Committee held on 19 January 2021 be noted.
2. That the minutes of the Housing, Planning and Environment Overview & Scrutiny Committee held on 14 January 2021 be noted.

GMCA 06/21 GMCAMINUTES OF THE GM WASTE COMMITTEE HELD 13 JANUARY 2021

RESOLVED /-

That the minutes of the GM Waste and Re-cycling Committee held 13 January 2021 be noted.

GMCA 07/21 MINUTES OF THE GMCA AUDIT COMMITTEE HELD 22 JANUARY 2021

RESOLVED /-

That the minutes of the GMCA Audit Committee held 22 January 2021 be noted.

GMCA 08/21 MINUTES OF THE GM TRANSPORT COMMITTEE HELD 11 DECEMBER 2020

RESOLVED /-

That the minutes of the GM Transport Committee held 11 December 2020 be noted.

GMCA 09/21 MINUTES OF THE LOCAL ENTERPRISE PARTNERSHIP HELD 19 JANUARY 2021

RESOLVED/-

That the minutes of the GM Local Enterprise Partnership held 19 January 2021 be noted.

GMCA 10/21 GMCA APPOINTMENTS

RESOLVED/-

That the appointment of Councillor Dylan Butt (Trafford) to replace Councillor Brian Shaw on the GM Waste & Recycling Committee be noted.

GMCA 11/21 MAYORAL GENERAL BUDGET & PRECEPT PROPOSALS

The GM Mayor introduced a report which set out proposals for the Mayoral General Budget and precept for 2021-22. It was proposed that the level of precept remained the same as 2020-21 which equated to £70 per year for the majority of households in Greater Manchester, consisting of £51 for fire services and £19 for the mayoral element. Retaining the same level of precept had been considered in light of the current covid situation, the financial pressures that families were already facing and in recognition of the significant deficit in Local Authority finances further exaggerated by the pandemic.

Uniquely amongst Combined Authorities, the proposals included a significant element for the Fire Service. Freezing the level of precept would still allow for 50 pumps to be maintained across GM's fire service, the A Bed Every Night project to continue to provide accommodation for c. 520 people, an extension to the Our Pass scheme offering free travel and new opportunities for young people and the continued support for Bus Reform.

RESOLVED/-

1. That the proposal to freeze the Mayoral General Precept at £90.95 (Band D) comprising of £66.20 for functions previously covered by the Fire and Rescue Authority precept and £24.75 for other Mayoral General functions be approved.
2. That the overall budget proposed for the Fire and Rescue Service, the use of the reserves to support the revenue and capital budgets, the assessment by the Treasurer that the reserves as at March 2022 are adequate, the proposed Fire Service capital programme and proposals for funding, and the medium term financial position for the Fire and Rescue Service covered by the Mayoral precept be noted.
3. That the detailed budget proposals for other Mayoral functions be noted.
4. That the funding included in the budget for Bus Reform be noted, and that a further update on expenditure and funding would be provided following a Mayoral decision on Bus Reform.
5. That the use of reserves as set out in section 4 of the report be noted.
6. That it be noted that the GMCA would consider whether they would wish to submit any written comments to the Mayor in line with the legal process and timetable described in this report.
7. That it be noted that at the meeting of the GMCA on 12 February 2021 there would be an updated budget submitted, consistent with the precept proposals, to reflect final tax base and collection fund calculations and the final Revenue Support Grant.

GMCA 12/21 MONTHLY ECONOMIC RECOVERY UPDATE

Councillor Elise Wilson, Portfolio Lead for the Economy took Members through the latest version of the Greater Manchester Resilience Dashboard. The most recent data from the Office of National Statistics showed that 141,250 people had claimed unemployment benefit during November 2020 which was a slight increase on the previous month. It also highlighted that economic activity in the North West was disproportionate to the rest of the country, and that this should be a focus for Government support going forward.

Many GM businesses were still relying on Government loans and grants, and in the last survey undertaken by the Growth Hub, there had been a 18% increase in the number of businesses who had reported a negative impact from the EU exit compared to the previous month. The issues in relation to leaving the EU were complex and were requiring businesses to undertake high levels of adjustment specifically in relation to importing and exporting. It was a serious concern amongst businesses that the increased cost of goods transportation would remain, which was just one of the issues that needed to be worked through in more detail to ensure economic growth moving forward.

Members reported that local businesses were not always reporting issues with Brexit through central channels, but directly with their haulier and export companies. There were a number of cross cutting concerns in relation to the bureaucracy of the new systems and associated additional costs which could ultimately result in UK products becoming less competitive and businesses unstable.

It was felt that these issues may be recurring throughout businesses across GM and that it was important to identify them as promptly as possible for collective action through the most appropriate mechanisms.

Members asked whether there was any evidence to date of businesses being advised to set up an EU base to mitigate the challenges of importing and exporting. There were no specific incidents reported, however it was noted that there was difficulty in separating the impact of Covid vs the impact of EU exit. It was still early days for businesses to identify what leaving the EU really meant for their business, and many were reporting just 'muddling through'. There were further concerns that there would be even greater challenges for the movement of people across the EU for work purposes in relation to the recognition of qualifications. The Growth Hub would continue to monitor this data and report back to the GMCA through the dashboard on a regular basis.

RESOLVED/-

That the report be noted.

GMCA 12/21 GREATER MANCHESTER TRANSPORT STRATEGY 2040, OUR FIVE-YEAR DELIVERY PLAN AND LOCAL IMPLEMENTATION PLANS

The GM Mayor informed the GMCA that the GM Transport Strategy and Five Year Delivery Plan had been designed to create the foundation for an affordable, integrated public transport network for Greater Manchester. Specifically addressing the ambitions for a zero carbon city region, full accessibility across all modes and ticketing that was supported between all types of public transport. Its vision was significant, but would be vital to ensuring the levelling up of GM.

Members welcomed the Delivery Plan, with its wide-ranging priorities and ambitions to also connect orbital routes around the conurbation. The ambition for further Metrolink lines was supported, specifically in relation to high frequency connections for northern towns creating intra-GM links that would further support economic prosperity.

RESOLVED/-

1. That the revised Greater Manchester Transport Strategy 2040 be approved for adoption and publication.
2. That the final version of Our Five-Year Transport Delivery Plan (2021-2026) be approved for adoption and publication as a statement of what GM plans to achieve in the next five years through transport investment and reforms, in support of Our Network and the 2040 Transport Vision for Greater Manchester.

GMCA 13/21 GM CLEAN AIR PLAN: CONSULTATION

Councillor Andrew Western, Portfolio Lead for the Green City Region introduced a report which set out the progress that had been made on the development of Greater Manchester's Clean Air Plan following the recent public consultation. The report further detailed the establishment of a Clean

Air Charging Authorities Committee and an Air Quality Administration Committee (with the terms of reference set out in appendix 6 of the report).

In relation to the issue regarding the Mottram By-Pass there were reported increasingly positive dialogues with Government and an assessment was underway that was envisaged to offer further specific asks of Ministers.

Councillor Western firmly emphasised that the Clean Air Plan was Government Policy that GMs approach would only affect older high polluting vehicles. He added that recent reports in circulation from some local Conservative MPs stating that it was akin to a congestion charge were seriously misleading to the public and it was critical that this misinformation is corrected.

RESOLVED/-

1. That the progress of the Greater Manchester Clean Air Plan be noted.
2. That the next steps for the development of the Clean Air Plan and Minimum Licensing Standards, listed at Section 11 of the report, be noted.
3. That the distribution of Bus Retrofit funding commenced in December 2020 be noted.
4. That it be noted that Government ministers had agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary, subject to the outcomes of an assessment, which was expected to be completed by early 2021.
5. That it be noted that the GM Clean Air Plan was required to take action tackle nitrogen dioxide exceedances until compliance with the legal limits had been demonstrated and that the nearer term influence of COVID-19 on air quality was not expected to lead to sufficiently long term reductions in pollution such that the exceedances of the legal limits of nitrogen dioxide would not occur without implementing a Clean Air Zone.
6. That it be noted that the GM CAP final plan would be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021.
7. That it be noted that the outputs of the MLS will be reported alongside the GM CAP as soon as is reasonably practicable and no later than summer 2021.
8. That the proposal to establish a Clean Air Charging Authorities Committee (a joint committee created by the 10 Greater Manchester Local Authorities) be noted and that the establishment of an Air Quality Administration Committee (a joint committee created by the ten Greater Manchester local authorities and the GMCA) be agreed for the purposes as set out in the report at paragraph 8.5 with specific terms of reference, as set out in Appendix 6.
9. That the Portfolio Holder with responsibility for the Clean Air Plan for the GMCA be appointed as the representative on the Air Quality Administration Committee and that the Assistant Portfolio Holder with responsibility for the Clean Air Plan be appointed as the substitute member for the purposes as set out in the report at paragraph 8.5 with specific terms of reference, as set out in Appendix 6 of the report.

GMCA 14/21

PRIORITISATION OF SECOND TRANCHE OF TRANSFORMING CITIES FUNDING

The GM Mayor took Members through a report which sought the GMCA's approval for the second tranche of Transforming Cities Funding. In 2017 GM had received its allocation of the first tranche of funding which enabled the establishment of the BeeNetwork and for additional trams to be purchased. This second tranche offered a further £69m for other emerging priorities including improved access at Swinton train station, and a proposal for a new train station at Golbourne.

Members welcomed the proposals for the prioritisation of this funding and reflected on the long campaign for a station in the Golbourne area to ensure that the west of the conurbation was better served by rail links. The Park and Ride proposals for Tyldesley were also welcomed, as due to its success the Guided Busway had experienced some issues relating to parking and congestion. Such a scheme would be welcomed in other areas of GM to improve bus services to further improve the network and provide wider connectivity.

Members urged for consideration to be given as to how to integrate the electric charging network within these proposals to initiate a move towards alternative fuelled vehicles that would encourage the market to follow suit.

RESOLVED/-

1. That the contents of the report be noted.
2. That the prioritisation of the Transforming Cities Funding Tranche 2 (TCF2) funds be approved.
3. That it be approved that the TCF2 programme be governed by the Single Pot Assurance Framework and, as such, the existing Growth Deal governance procedures be used for scheme development and approval.
4. That the TCF2 programme is included in the transport capital programme from 2021/22 be approved.

GMCA 15/21

THE MAYOR'S CYCLING AND WALKING CHALLENGE FUND (MCF)

The GM Mayor introduced a report which sought approval for the detailed funding requirements to ensure the continued delivery of the Mayor's Challenge Fund Programme for Walking and Cycling.

Members welcomed the funding for all areas of GM as this allowed them to reach a competitive position to access further support for active travel schemes. This remained a key priority across the whole of the City Region with further initiatives being built around the MCF funded schemes.

The Mayor added that these funds had been spent well due to full devolution that has allowed them to be allocated to the schemes deemed necessary by local residents. Government's commitment to this funding was welcomed and devolved allocation was recognised as allowing for areas previously neglected by central government funding to see the benefit of such a programme.

RESOLVED/-

1. That the agreed MCF delivery priorities across GM and the prioritised first phase for the programme, as set out in Appendix 1 of the report be noted.
2. That the release of up to £1.3 million of development cost funding for the 4 MCF schemes set out in section 2 of the report be approved.

GMCA 16/21

DATE AND TIME OF FUTURE MEETINGS

RESOLVED/-

That it be noted the next meeting of the GMCA would be held on Friday 12 February 2021, as agreed at the GMCA Annual Meeting.

1.