

## AGENDA FOR

### OVERVIEW AND SCRUTINY COMMITTEE

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**To: All Members of Overview and Scrutiny Committee**

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

Dear Member/Colleague

#### **Overview and Scrutiny Committee**

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

<b>Date:</b>	Thursday, 25 March 2021
<b>Place:</b>	Virtual
<b>Time:</b>	6.30 pm
<b>Briefing Facilities:</b>	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.
<b>Notes:</b>	

## **AGENDA**

### **1 APOLOGIES**

### **2 DECLARATIONS OF INTEREST**

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

### **3 MINUTES** *(Pages 3 - 8)*

Minutes of the last meeting, held on 10 February 2021, are attached.

### **4 PUBLIC QUESTION TIME**

A period of 30 minutes has been set aside for members of the public to ask questions on matters considered at the last meeting and set out in the minutes or on the agenda for the meeting. Questions must be submitted in advance to [democratic.services@bury.gov.uk](mailto:democratic.services@bury.gov.uk) no later than 12 noon on Tuesday 23 March.

### **5 BURY LET'S DO IT BASELINE PERFORMANCE REPORT AND CORPORATE PLAN QUARTER 3 DELIVERY UPDATE** *(Pages 9 - 38)*

A report from Councillor Rafiq, Cabinet Member for Corporate Affairs and HR, is attached.

### **6 REGENERATION BUDGET PLANS** *(Pages 39 - 42)*

A report from the Leader of the Council is attached.

### **7 COVID RELATED GRANTS UPDATE** *(Pages 43 - 54)*

A report from the Leader of the Council is attached.

### **8 GM POLICE INSPECTION - UPDATE (FOR INFORMATION)** *(Pages 55 - 58)*

An update report is attached for information.

### **9 URGENT BUSINESS**

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

**Minutes of: OVERVIEW AND SCRUTINY COMMITTEE**

**Date of Meeting:** 10 February 2021

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

**Also in attendance:** Councillor O'Brien – Leader of the Council and Cabinet  
Member for Finance and Growth

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

**Apologies for Absence:** Councillor C Walsh

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**OSC.509 DECLARATIONS OF INTEREST**

Councillors Harris and Susan Southworth declared personal and prejudicial interests in respect of Minute OSC.08 below, Housing Revenue Account, as Board Members of Six Town Housing.

Councillor Susan Southworth further declared a personal interest in respect of Minute OSC.06 below, Dedicated Schools Grant, as a Member of the Schools Forum.

**OSC.510 MINUTES**

**It was agreed:**

That the minutes of the last meeting, held on 26 January 2021, be approved as a correct record.

**OSC.511 PUBLIC QUESTION TIME**

There were no questions asked under this item.

**OSC.512 BUDGET MONITORING QUARTER 3 2020/21**

The Leader of the Council and Cabinet Member for Finance and Growth submitted a report outlining 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 set out that the Council is forecasting an underspend of £0.053m which is an improvement on the position at the end of September by £6.983m. The report included the position for both revenue and capital and provided an analysis of the variances, both under and overspending. The report also set out the performance on the treasury management activity, including investments and borrowing, against the agreed prudential indicators.

It was reported that as a result of the continuation of the pandemic, 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. The report highlighted that there remained some significant challenges to forecasting as a result of COVID-19 and explained that the financial position will continue to be closely monitored throughout the year.

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 was appended to the report, reflecting all grants received up to 18 January 2021.

Questions and comments were invited from the Committee and the following issues were raised:

- In response to a question concerning the unknown factors around levels of grant income, the Leader acknowledged the uncertainties and explained that best assumptions were made on a range of scenarios, with ongoing work done through internal monitoring, submissions to Ministry of Housing, Communities and Local Government (MHCLG) and collaborative work with Greater Manchester Treasurers.
- With regard to the issue of non-achieved savings targets, the Leader explained that risks were identified early and alternative proposals were developed and stress tested as a means of making up any shortfall.
- The Leader confirmed that following the outcome of the budget conversation it had been decided not to pursue the proposal to withdraw food waste liners.
- In response to a question concerning £96k spent on Bury Market, the Leader outlined that this was part of a multi-year project, with the initial monies being spent on design, modelling and preparatory works.
- The Leader confirmed that the Council was still pursuing government funding following the damage and impact from Storm Ciara.
- In response to a question from the Chair concerning the latest grants position, the Director of Financial Transformation and S151 Officer referred to 4 new grants recently approved by the Emergency Powers Group which equated to approximately £7m on top of the figures reported.
- With regard to potential support for home based businesses, the Leader explained that if the criteria for grants was opened up, with appropriate safeguards, the Council would look to roll out support.
- In response to a question from Councillor Harris, the Leader undertook to provide an update in respect of the council owned property in Lytham.
- With regard the issue of Civic Halls, Members of the Committee expressed concerns about the potential loss of the facilities and highlighted that the staff consultation had not yet ended. The Leader explained that no decision

had been taken and any proposal would be taken through Cabinet. If proposal not to re-open the Civic Halls was not pursued this would come out of the budget and alternative savings options would be needed.

- In response to concerns that the Council had allocated monies to purchase Diesel rather than electric refuse wagons, the Executive Director of Operations explained that some of the vehicles were needed very early and a decision had been made to purchase the cleanest diesel vehicles on the market. In response to a further question about why we had not been included in the Manchester Council programme of purchasing electric vehicles it was stated that Bury was not fully closed to some of its vehicles being included within this programme in the future. It was confirmed that the Council's van and transit fleet would move towards electric and that electric charging points will be installed at Bradley Fold.
- With regard to unspent monies in respect of the Radcliffe Regeneration, the Leader explained that this was largely an issue of how the spending had been profiled with more detail being set out in the Capital Programme report.
- The Leader undertook to provide the Chair with a response clarifying what the £300k strategic acquisition referred to as part of the Prestwich Regeneration.

**It was agreed:**

1. That the report be noted.
2. That the Committee places on record its thanks and appreciation for the hard work and valuable contribution of Lisa Kitto - Director of Financial Transformation and S151 Officer and her team in the production of the budgetary reports and the ongoing effective financial monitoring and treasury management activities.

**OSC.513 THE COUNCIL'S BUDGET 2021/22 AND THE MEDIUM TERM FINANCIAL STRATEGY 2021/22 - 2024/25**

The Leader of the Council and Cabinet Member for Finance and Growth submitted a report setting out the key elements of the 2020/21 budget proposals and the framework for the longer term Medium Term Financial Strategy (MTFS) 2020 – 2025. The report included the latest financial information that will underpin the 2020/21 budget and the MTFS and also set out the process that will lead to the agreement of the budget and the setting of the 2020/21 Council tax on 24 February 2021.

Questions and comments were invited from the Committee and the following issues were raised:

- In response to a question concerning the robustness of council tax collection, the Leader explained that robust systems were in place but acknowledged that as a result of the pandemic, there needed to be a supportive approach to debt collection.

- With regard to borrowing costs, the Leader explained that the borrowing costs outlined in the report reflected the use of capital for investment, regeneration and growth.
- In response to a question concerning the fairness of council tax on residents, the Leader outlined the problems and unsustainability of the current system and explained the support measures in place for those suffering hardship.
- The Leader acknowledged the importance of a strategic approach to the management of reserves and highlighted value of building up sustainable reserves.
- In response to a question from the Chair, the Director of Financial Transformation and S151 Officer confirmed her view that based on current information the level of reserves set out in the report was adequate based on the outlined assumptions. It was highlighted that there is an element of risk and uncertainty within the MTFS, which is the case with all Council's, but the current financial position is as resilient and robust as it can be.
- With regard to the loss of the Manchester Airport dividend, the Leader reported that there was an assumption that this would not be paid until 2023/24. It was acknowledged that this is a risk within the strategy and regular updates will be provided to report any in emerging changes to the position.
- In response to a question concerning covid grants, it was confirmed that approximately £10m was put into reserves at the end of the last financial year and it was explained that it is assumed that any grant monies received in year will be spent.
- With regard to the issue of transformation, the Leader confirmed that a partner was now in place to work toward delivering the £5m savings target identified.
- In response to a question relating to savings within the waste service, the Executive Director for Operations explained that the savings would be achieved through modernisation and efficiencies that would see a reduction in the use of agency staff.

**It was agreed:**

The report be noted.

**OSC.514 DEDICATED SCHOOLS GRANT AND SETTING THE SCHOOLS BUDGET 2021-22**

The Leader of the Council and Cabinet Member for Finance and Growth submitted a report setting out details of the Dedicated Schools Grant (DSG), which is the ring-fenced grant from Government that provides each local authority with an allocation of funding for schools and services for pupils.

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, the report set out detailed information in respect of each block separately. It was reported that the details set out in the report has been discussed, and agreed, by the Schools Forum.

During discussion of this item, the Executive Director of Children and Young People explained that going forward the service would need to rely on more inclusive support and undertake more preventative work to provide better value for money and reduce the need for expensive out of borough placements.

**It was agreed:**

The report be noted.

**OSC.515 CAPITAL BUDGET 2021/22**

The Leader of the Council and Cabinet Member for Finance and Growth submitted a report setting out details of the Capital Strategy which 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. It was reported that the Capital Strategy 2021/22 – 2023/24 had 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, recognising the uncertainty, especially in relation to funding in future years.

The report set out details of the following elements of the Strategy:

- 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

During discussion of this item, the Leader made reference to sites coming on stream for housing in Radcliffe and Redvales and highlighted that there was some flexibility within the Strategy to allow for additional allocations should sites become available.

In response to a question from Councillor Vernon concerning the Homes England Grant for the site at Fernhill, the Leader undertook to provide a list of the measures to be carried out as part of the refurbishment of the site.

**It was agreed:**

The report be noted.

**OSC.516 HOUSING REVENUE ACCOUNT**

The Leader of the Council and Cabinet Member for Finance and Growth submitted a report setting 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.

**It was agreed:**

That the report be noted.

**OSC.517 DATE OF NEXT MEETING & ITEMS FOR CONSIDERATION**

**It was agreed:**

That the date of next meeting of the Committee be changed to 25 March 2021 and will consider the following items:

- Bus Franchising Update
- Corporate Plan
- Bury 2030

**COUNCILLOR R CASERTA**  
**Chair**

**(Note: The meeting started at 6.30 pm and ended at 9.10 pm)**



<b>Classification</b>	<b>Item No.</b>
<b>Open</b>	

<b>Meeting:</b>	Cabinet Overview and Scrutiny Committee
<b>Meeting date:</b>	24 <sup>th</sup> March 2020 25 <sup>th</sup> March 2020
<b>Title of report:</b>	Bury Let's Do It Baseline Performance Report and Corporate Plan Quarter Three Delivery Update
<b>Report by:</b>	Councillor Tahir Rafiq Corporate Affairs and HR
<b>Decision Type:</b>	<b>Non key decision</b>
<b>Ward(s) to which report relates</b>	<b>Whole Borough</b>

### Executive Summary:

This is the first performance report against Bury Council and CCG integrated Corporate Plan. It details delivery against planned priorities for Quarter 3 of the 2020/21 Corporate Plan which was published in autumn 2020.

This document provides:

- A summary of the contribution of the Council and the CCG to Bury Strategy outcomes
- An overview of delivery and key performance measures against each of the objectives of the corporate plan
- baseline data for future performance reporting across relevant internal Key performance indicators and the seven key outcomes of the Let's do it! Strategy, which will be developed into an annual "State of the Borough" report for the Team Bury partnership

The report also describes the performance management framework (PMF) which has been designed to support the monitoring of the delivery of Corporate Plan for Bury Council and Bury CCG.

**Recommendation (s)**

**That Cabinet:**

- notes the progress against 2020/21 Corporate Plan delivery objectives
- notes the baseline position detailed in this report for future performance monitoring
- approve Performance Management Framework (PMF) for the Bury Let's Do It Strategy and Corporate Plan.

**That Overview and Scrutiny Committee:**

- notes the progress against 2020/21 Corporate Plan delivery objectives
- notes the baseline position detailed in this report for future performance monitoring

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**Community impact/links with Community Strategy**

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**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.*

<b>Equality Analysis</b>	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
N/A	

*\*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.*

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**Assessment of Risk:**

The following risks apply to the decision:

Risk / opportunity	Mitigation
N/A This is an update report and does not propose any decisions or policy changes	.

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**Consultation:**

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**Legal Implications:** There are no legal implications arising from the report

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**Financial Implications:** There are no direct financial implications rising from this update report

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**Report Author and Contact Details:**

Helen Smith, Strategic Performance and Intelligence Manager, Bury Council

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**Background papers:**

- Bury 2030 Community Strategy – Let's Do It!
- Bury Council & Bury CCG Corporate Plan

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

Term	Meaning
PMF	Performance Management Framework
FSM	Free School Meals
NVQ	National Vocation Qualification
TBD	The Bury Directory

OCO	One Commissioning Organisation
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## **Bury Council & CCG Corporate Plan Delivery Report Quarter Three 2020/21**

### **1. Background**

The Bury Council and CCG Corporate Plan was published in October 2020 and set out the four priority areas of work across Bury Council and CCG for the next two years as follows:

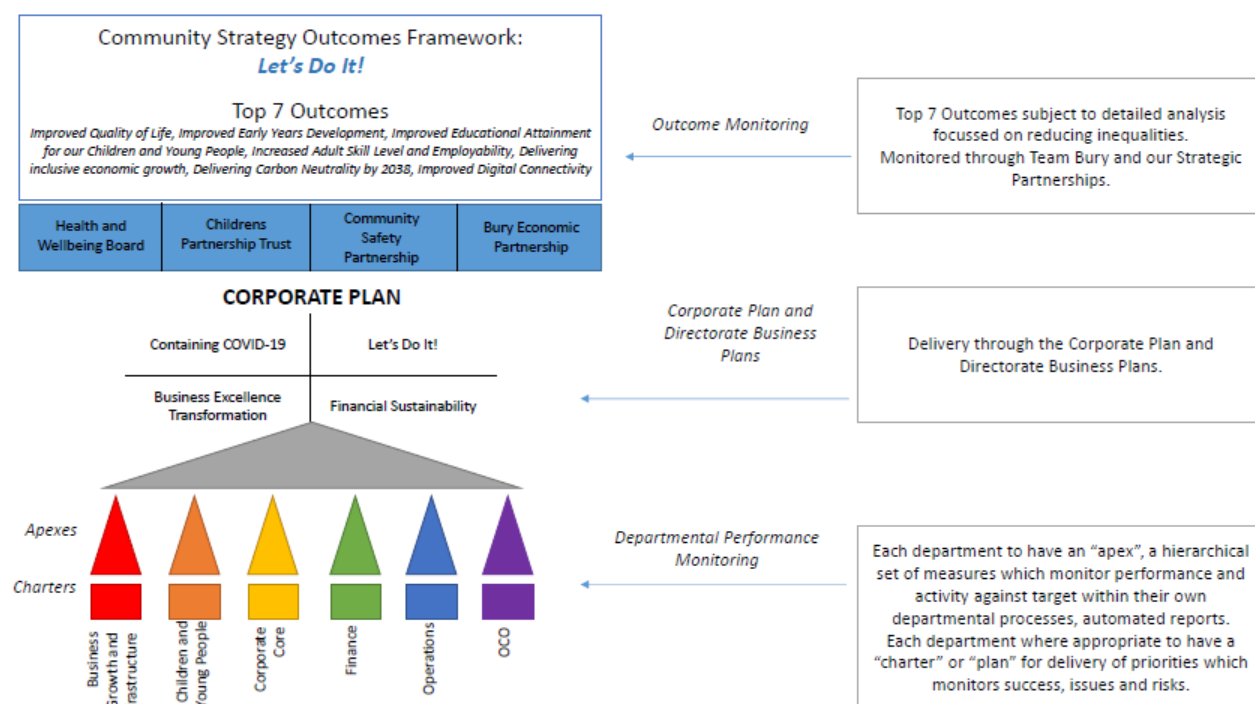
- Containing COVID-19 – (Emergency Response and Recovery)
- Delivering the emerging Bury 2030 strategy
- Financial sustainability
- Internal transformation

It was agreed that an update report against the Corporate Plan would be produced on a quarterly basis to cover both progress against delivery plans and key performance indicators. This document is the first of these reports and provides:

- A summary of the contribution of the Council and the CCG to Bury Strategy outcomes;
- An overview of delivery and key performance measures against each of the objectives of the corporate plan; and
- baseline data for future performance reporting across relevant internal Key performance indicators and the seven key outcomes of the Let's do it! Strategy, which will be developed into an annual "State of the Borough" report for the Team Bury partnership.

A full list of the Quarter Three delivery commitments is included in Appendix One.

#### **1.1. Let's Do It! Performance Management Framework (PMF)**



## **2. Monitoring Delivery of the Corporate Plan**

### **2.1 Summary of Contribution to Outcomes**

The *Let's do it!* Strategy includes seven outcomes which are designed to address inequality gaps within the borough. The detailed baseline for these measures is provided later in this report and will be reported annually, starting in 2021/22.

A summary of the Council and CCG contribution to these outcomes during Quarter Three 2020/21 is summarised below:

#### **Improved quality of life**

- New programme of work for Health and Wellbeing Board, aligned to LETS!
- Transformation strategy for urgent and intermediate care
- Physical Activity Strategy refreshed
- Continuing Health Care Arrangements and Review

#### **Improved early years development**

- Development of early help support for children and families via a community partnership model
- Support for children in need of help and protection through the period of Covid-19 restrictions

#### **Improved educational attainment for our children and young people**

- Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19

#### **Increased adult skill levels and employability**

- Establishment of Kickstart programme in conjunction with DWP
- Work underway with Bury Employment Health and Skills Task Force (BHEAST) to update Youth Hub, refresh digital inclusion offer including Barclays Digital Wings programme and via Bury Adult Learning

#### **Delivering inclusive economic growth**

- Business Bury Leadership Group and Town Centre Recovery Boards supported winter trading plan and preparations for Brexit
- Regeneration plans launched for Radcliffe, including consultation
- Distribution of Additional Restrictions Grant (ARG) to provide direct business grants and wider business support; £3,632,919.41 of grants paid to 1111 businesses by the end of Quarter Three

#### **Delivering carbon neutrality by 2038**

- Began Bury Council vehicle decarbonisation strategy through purchase of 10 x low emission bin wagons
- Road network improvements

#### **Improved digital connectivity**

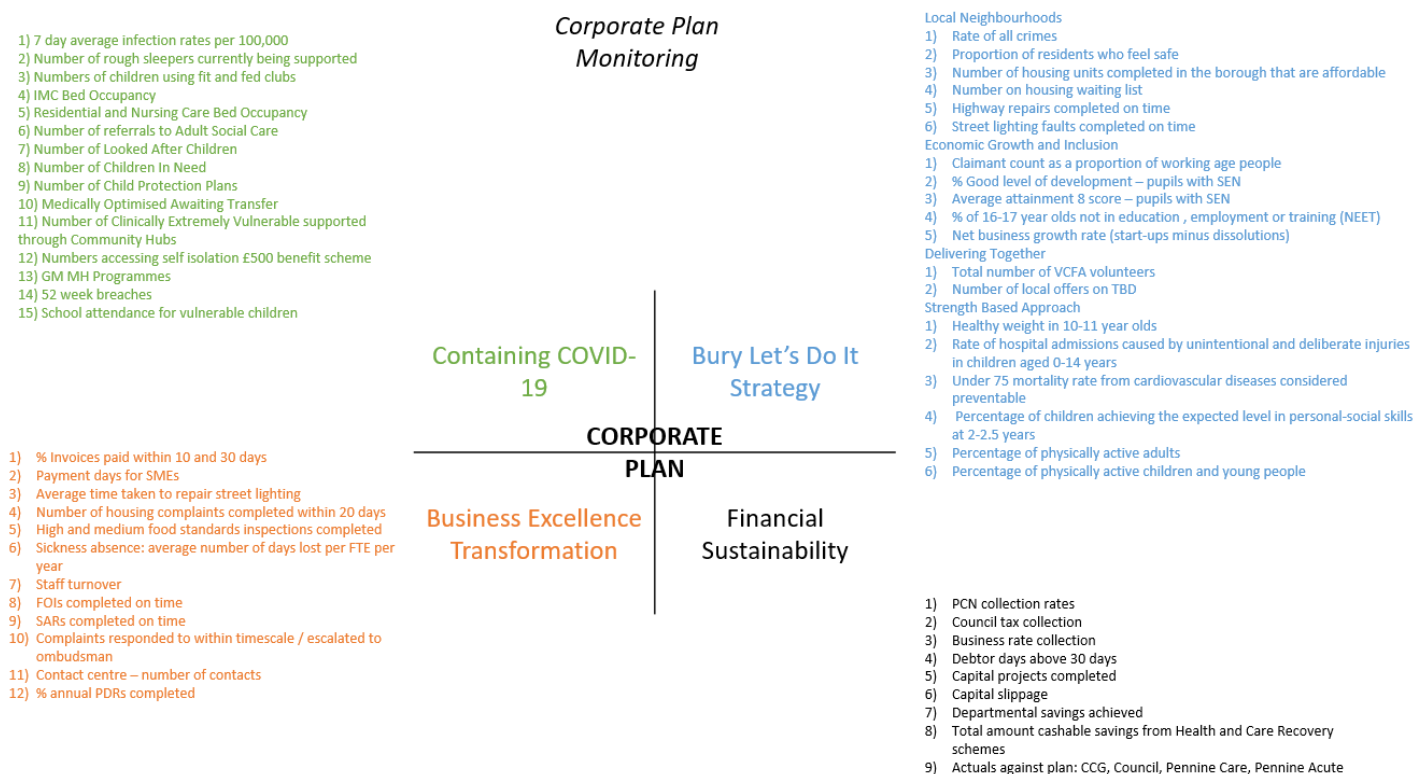
- Modernisation of the Council's IT estate and to facilitate the delivery of a new programme of investment in technology and digital services
- Majority of council employees upgraded to Windows 10 devices and pilot of Office 365 and Exchange online with 600 staff

## 2.2 Delivery Monitoring by Priority

This section monitors delivery of the Corporate Plan by each of the four strategic themes:

- Containing COVID-19 – (Emergency Response and Recovery)
- Delivering the emerging Bury 2030 strategy
- Financial sustainability
- Internal transformation

For each theme of the plan a summary of delivery in Q3 is provided together with an overview of key performance indicators that have been defined as follows:



### **2.2.1 Containing COVID-19 – (Emergency Response and Recovery)**

The borough Covid response and recovery strategy has been organised into the following work streams:

- 1) Containing Covid
- 2) Supporting Health and Care
- 3) Mitigating the impacts
- 4) Supporting our communities

Delivery highlights against these themes during Quarter Three include:

- Providing community leadership to residents, businesses, schools and the health and care community to establish a further period of national “lockdown” and fulfil the Council’s statutory duty to warn and inform residents and provide humanitarian aid
- Administering the business grants offer to businesses required to close or facing additional trading restrictions
- Providing humanitarian aid for c9000 clinically vulnerable people through the Community Hubs
- Hardship support to vulnerable communities including maintaining free school meals during the October half term and Christmas holidays.
- Stood up additional continuing health care review capacity
- Established and maintained daily sit rep reporting arrangements monitoring and managing hospital admission and discharge positions and the work of the wider system to support the hospital
- Creating additional community bed based capacity to support hospital discharge arrangements
- Worked closely with community NHS partners including primary care and community health services to maintain priority services
- Planned the delivery of the vaccination programme to commence late December 2020 across 4 primary care hubs.

The totality of work that has been required from local authorities throughout the emergency including this reporting period is summarised below. In Bury we have worked extensively with our partners to achieve this successfully:



Ministry of Housing,  
Communities &  
Local Government

## What have local authorities been asked to do to date?

Across Covid-19 and Transition workstreams, local authorities are delivering new workstreams as well as supporting their communities through new pressures including:

<i>Delivery of a new service</i>	<i>Increase in volume / complexity of an existing service</i>	<i>Changes to an existing service in response to Covid-19 / Transition</i>
Covid-19 Testing: Community, Employer/ Institution, School and Home testing	Covid-19 Excess death management	Covid-19 related business enforcement
Vaccines deployment: Role in phase 2 likely to increase then move to annual	Adults Social Care changes: Increased number and complexity of referrals	Covid-19 Secure public spaces
Covid-19 Shielding response	Children's Social Care: Increased number and complexity of referrals	EU Transition: trade, business advice, social housing & homelessness
Covid-19 Local track and trace partnerships	Education: School closures, free school meals, EHCP complexity, attendance	Covid-19 secure home to school transport
Administering Covid-19 business & self isolation support payments	Early years settings: attendance monitoring and reporting	Adults Social Care changes: Implementing actions in DHSCs Social Care Winter Plan
Covid-19 self isolation support	EU Transition related Infrastructure, regulatory services and potential disruption mitigation for LAs with ports	Closure of services e.g. culture & leisure facilities, wedding registrations etc.
Activity on new variants of the virus		

More detailed COVID monitoring occurs on a daily and weekly basis with reports being circulated to the emergency response governance. Daily reports are provided to the Council's Emergency Response Governance including Cabinet and partners via the Health Protection Board chaired by the Director of Public Health. The Director of Public Health also provides a weekly summary of the position to be submitted to the Greater Manchester Emergency Committee on each Monday.

We are also using this part of the plan to keep in check with the Health and Social Care system as it continues to respond to the real time demands of the pandemic alongside planning future recovery.

A summary of relevant performance measures is provided below, for response and recovery respectively. In accordance with the "Quality of Life" outcome there is a particular focus on keeping check on vulnerable people, including the Clinically Extremely Vulnerable and our children and young people.

### **Containing COVID-19 KPIs – Emergency Response**

Key:

Time Period	Target	Actual Value	Current Trend
Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.



## FILTERS

## COVID-19 Plan

	Time Period	Target	Actual Value	Current Trend
7 day average infection rates per 100,000 people	Jan-2021	Targets under development	202	↓ 1
Number of rough sleepers currently being supported	Jan-2021		25	↓ 1
Numbers of children using fit and fed clubs	Dec-2020		210	↔
Percentage of Intermediate Care Beds Occupied	Jan-2021		74	↓ 1
Percentage of Residential and Nursing Care Beds Occupied	Jan-2021		83	↔ 1
Number of referrals to Adult Social Care	Jan-2021		1,452	↓ 2
Number of Looked After Children	Dec-2020		349	↑ 1
Number of Children In Need	Dec-2020		1,359	↓ 1
Number of Child Protection Plans	Dec-2020		207	↓ 1
Patients in hospital Medically Optimised Awaiting Transfer	Dec-2020		26	↑ 1
Number of Clinically Extremely Vulnerable people supported through Community Hubs	Jan-2021		40	↑ 3
Numbers accessing self isolation £500 benefit scheme	Jan-2021		841	↑ 1
Referral to Treatment - Total waiting list entries	Dec-2020	<= 15800	17,115	↓ 1
Referral to Treatment - Total number waiting in excess of 52 weeks	Dec-2020	= 0	1,037	↑ 7
IAPT waiting times % : 6 weeks or less from referral	Nov-2020	> 75	73	↓ 1
Percentage of vulnerable children attending school	Wk 5/3/2021		51	↑ 2

The data highlights the progress that has been made in response to the Covid-19 pandemic. As at the end of December the system was in a good position to face the challenges of Quarter Four in terms of the likely rise in infections following the identification of new variants and the relaxation of lockdown rules over Christmas. Efforts in the health and care sector were focused on ensuring capacity for the combination of dealing with usual winter pressures and also an anticipated rise in case through January and February. During this period work had already commenced on designing the vaccination roll-out plan. Figures on the numbers vaccinated across the borough will be included in the Quarter Four report.

The data also measures efforts to protect the most vulnerable during the pandemic, including supporting the homeless and rough sleepers. The Community Hubs continued to support those classified as clinically extremely vulnerable and in need of additional support and likewise the self-isolation benefit scheme was rolled out to offer financial support.

Although the number of Looked After Children had increased slightly, the number of Children in Need and those on Child Projection Plans has decreased. Referrals into Adult Social Care were also declining. This demonstrating the balance between work to contain the impact of the pandemic and mitigate the impact on vulnerable groups.

**KPIs - Covid Recovery**

Key:

Time Period	Target	Actual Value	Current Trend
Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.

Corporate Plan 2020-22				
Bury Let's Do It Strategy				
	Time Period	Target	Actual Value	Current Trend
Delivering Together	Total number of VFCA volunteers	Jan-2021	450	*
	Number of local offers on TBD	Jan-2021	2,853	↗ 1
Enterprise	Number of JSA and UC claimants (claimant count) as a proportion of working age people	Dec-2020	< 8	7 ↗ 1
	% of children achieving a good level of development - pupils with SEN	2019	> 29	26 ↗ 1
	Average attainment 8 score - pupils with SEN	2020	> 36	32 ↗ 2
	% of 16-17 year olds in education, employment or training (EET)	2019	> 93	91 ↗ 4
	Net business growth rate (start-ups minus dissolutions)			*
Local Neighbourhoods	Rate of all crimes	Q4 2020	20	↗ 1
	Proportion of residents who feel safe	Q2 2020	94	↗ 1
	Number of housing units completed in borough that are affordable	2019	20	*
	Number of entries on housing waiting list	Jan-2021	1,477	↗ 3
	Highway repairs completed on time	2020	71	*
	Street lighting faults completed on time	2020	72	*
Strength Based Approach	Percentage of 10-11 year olds who are a healthy weight	2019	65	*
	Rate of hospital admissions caused by unintentional and deliberate injuries in children aged 0-14 years	2019	91	138 ↗ 1
	Under 75 mortality rate from cardiovascular diseases considered preventable		58	*
	Percentage of children achieving the expected level in personal-social skills as 2-2.5 years	Awaiting activation of data source		
	Percentage of physically active adults	2018	66	*
	Percentage of physically active children & young people	2018	45	*

Response measures have been structured around the four principles of the LETS! Strategy. The long-term effects of the pandemic will require detailed analysis to assess the impact on underlying health inequalities and the wider determinants of deprivation such as education, employment and environment.

From the analysis completed so the need to focus on education is clear and is a national challenge as well as local one. Understanding the most appropriate way to support those children in Bury who have missed out on the milestones of formal education will be a key priority within the revised Corporate Plan and will be carefully monitored in future reports.

Dealing with the long-term effects of Covid-19 on people's health and wellbeing is also being researched. Greater Manchester mirrors other places in the UK in terms of required deeper understanding of the likely future demands both for health and wellbeing support for those who have experienced the coronavirus but also those currently on waiting lists for elective care which may have been delayed due to other pressures on the system.

Economic data suggests that unemployment rates across the borough in Quarter Three were in line with other Greater Manchester authorities. National research suggests that economic impact may have a disproportionate effect dependent on underlying levels of deprivation. Therefore, through the Neighbour Model established in the LETS! Strategy further work will be required to understand local impact, especially once the furlough scheme comes to an end.<sup>1</sup>

### **2.2.2 Delivering the Bury 2030 strategy: Let's Do It!**

During Quarter Three the Council and CCG led a number of community-wide consultations to develop borough's next ten-year community strategy, including:

- Consultation and co-design of the Bury 2030 and a parallel 10-year Housing Strategy;
- Consultations on Clean Air and Minimum Taxi Standards Strategy; and
- Contributing to the process of developing a new spatial framework for Greater Manchester, Places for Everyone.

In addition, the Council & CCG led:

- The development and consultation of a Strategic Regeneration Framework for Radcliffe; and
- The delivery of a new internal inclusion strategy on the basis of feedback from an independent review and analysis of local interventions to meet the emerging Bury 2030 aspiration to achieve a workforce which is representative of the community and an aspiration to harness diversity to cultivate new approaches and ideas. The strategy comprises 7 strategic objectives and is overseen by an internal Working Group comprised of Staff Equality Group Chairs from across the Council and CCG.

### **2.2.3 Business Excellence Transformation**

To deliver improved outcomes and secure financial sustainability, an internal and external transformation programme has been agreed. The core components for the next 12 months will include:

- Investment in Leadership including Elected Member and senior officer development strategies, the development of a clear joint vision and identity and staff engagement plan;
- Partnership resources to be corralled in a neighbourhood model within each township, to mitigate demand through joined-up, all-age "early help" and mainstreamed community hubs; and

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<sup>1</sup> At the time of publication furlough had been extended until the end of Sep 2021 as part of the March Budget.

- Our workforce will be developed including a refreshed induction; apprenticeship strategy and updated core skills programme to maximise our resources and target our work in the right places.

Progress towards these objectives during Quarter Three included:

- Commissioning an independent transformation partner to assist with the development of this programme;
- Agreement of an agile working strategy for all office-based staff, to release savings from office rationalisation and conditions for greater productivity;
- Progression of the council's digital strategy including work to build on the introduction of Microsoft Team through a pilot implementation of M365 and Exchange online, the move to a cloud hosted iTrent environment for HR & Payroll and the completion of the move to our new Customer Relationship Management System; and
- Approval of following projects to deliver savings as part of the forthcoming 2021/22 budget setting process:

Workstream	Proposed savings option
<b>Leadership</b>	<b>Agile Working</b> model – improvement in staff productivity and reduction in Council owned and occupied buildings and operating costs
<b>Process</b>	A council <b>Customer service strategy</b> - channel shift 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 <b>business support review</b> to establish a modern and cost effective service which reduces cost
<b>Workforce</b>	<b>Management efficiencies</b> within the Council through consistent and efficient spans of management control and organisational hierarchy

Key Performance Indicators which inform transformation priorities are set out below.

Key:

Time Period	Target	Actual Value	Current Trend
Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.

## Corporate Plan 2020-22



## FILTERS

## Business Excellence Transformation

	Time Period	Target	Actual Value	Current Trend
% Invoices paid within 10 and 30 days	Jan-2021		98	1
Payment days for SMEs	Jan-2021		90	1
Average time taken to repair street lighting	2020		10	
Number of housing complaints completed within 20 days	Jan-2021		1	
Number High & medium food standards inspections completed	Not taken place during COVID-19 pandemic			
Sickness absence: average number of days lost per FTE per year (Bury Council)	2020		8	1
Sickness absence: average number of days lost per FTE per year (Bury CCG)				
Staff turnover (Bury Council)	2020		17	1
Staff turnover (Bury CCG)				
Percentage of FOIs completed on time (Bury Council)	Jan-2021	Organisational measures under development	53	2
Percentage of FOIs completed on time (Bury CCG)				
% annual PDRs completed (Bury Council)	2020		9	1
Percentage of SARs completed on time (Bury Council) *				
Percentage of SARs completed on time (Bury CCG)				
Percentage of complaints responded to within timescale (Bury Council)	Jan-2021		87	
Percentage of complaints responded to within timescale (Bury CCG)				
Contact centre – number of contacts	Jan-2021		19,303	1

\*SARs statistics are currently collected at a departmental level within Bury Council, work is underway to aggregate into an organisational figure.

Particular measures which support the short-term transformation priorities defined include:

- The number of customer contacts identified, which will be included in a strategy to migrate communication to lower cost, higher volume channels;
- Staff sickness absence which will be addressed as part of the leadership and management strategy, as part of a wider culture change strategy and re-focus for the HR service;
- Work began during Q3 to seek to proactively manage staff attendance during a very high risk time through the production of a comprehensive staff wellbeing offer. The strategy comprises a series of interventions aligned to the Public Health "5 ways to wellbeing" offer to support physical and mental health.

### 2.2.4 Financial Sustainability

The Council is facing a significant financial gap as a result of Government spending restrictions; demand increases for statutory services and additional pressures as a result of Covid pressures not covered by Government grants. The forecast for the CCG will be determined when national announcements are made.

In balancing our budget, we will look to make changes and efficiencies to our services which are aligned with the Bury Let's Do It strategy, to ensure decisions on resources match policy commitments as far as possible. Proposals for the next 12 months are described below:

- Use our reserves to balance the need to support short-term funding gaps whilst recognising the need to deliver ongoing savings; and
- Introduce a new operating model that will increase the time we spend on delivery by removing duplicated and fragmented systems and processes.

The CCG is also facing a significant financial gap, with a recurrent underlying deficit of £20 million in 2020/21. CCG allocations for 2021/22 are yet to be published due to the ongoing impact of Covid-19 on front line services and to provide certainty the CCG will be given a fixed allocation to remain within for Quarter One at least.

The CCG is working with local NHS and non NHS partners, including the Council, to prioritise investments with system benefits and to deliver system wide savings to support the reduction of the deficit. Investments associated with the GM Transformation Fund have already been prioritised in line with the continued SCB support for these services. In 2021/22 the NHS landscape will change with the development of Integrated Care Systems and the dissolution of CCGs in March 2022.

Key:

Time Period	Target	Actual Value	Current Trend
Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.

Corporate Plan 2020-22				
Bury Council NHS Bury Clinical Commissioning Group				
FILTERS				
Financial Sustainability				
	Time Period	Target	Actual Value	Current Trend
PCN collection rates				
Council tax collection	Jan-2021		88	9
Business rate collection	Jan-2021		80	9
Debtor days above 30 days	Jan-2021		12,446,998	2
Capital projects completed	Further financial monitoring to be developed once budget has been approved through full Council.			
Capital slippage				
Departmental savings achieved				
Total amount cashable savings from Health and Care Recovery schemes				
Actuals against plan: CCG, Council, Pennine Care, Pennine Acute				

### 3. Let's Do It! Top Seven Outcomes

Seven outcomes have been derived to accompany the "Let's Do It" strategy:

1. **Improved quality of life** – measured through the life expectancy gap of our "worst" and "best" performing local areas.
2. **Improved early years development** – measured through the gap of school readiness between all our pupils and those eligible for free school meals
3. **Improved educational attainment for our children and young people** – measured through the gap of attainment 8 score at Key Stage 4 between all our pupils and those eligible for free school meals
4. **Increased adult skill levels and employability** – measured through the gap of adults in Bury who have no qualifications and those who have NVQ level 3 or above qualifications.
5. **Delivering inclusive economic growth** – by monitoring the ranking for Bury within GM of average household income
6. **Delivering carbon neutrality by 2038** – by monitoring the ranking for Bury with GM of CO2 emissions.
7. **Improved digital connectivity** – measured through the % of people over 16 who access the internet

Each of these outcomes have an associated measure which can be analysed in depth and are at a high level to encompass all potential activity taking place in the system that may improve them.

Rather than traditional RAG rating in terms of targets, a bespoke future state has been detailed against each one of them – such as a gap analysis between worst and

best wards – that will drive sustainable improvement. The current position against each of these seven outcomes is summarised overleaf and is detailed in turn in this paper.

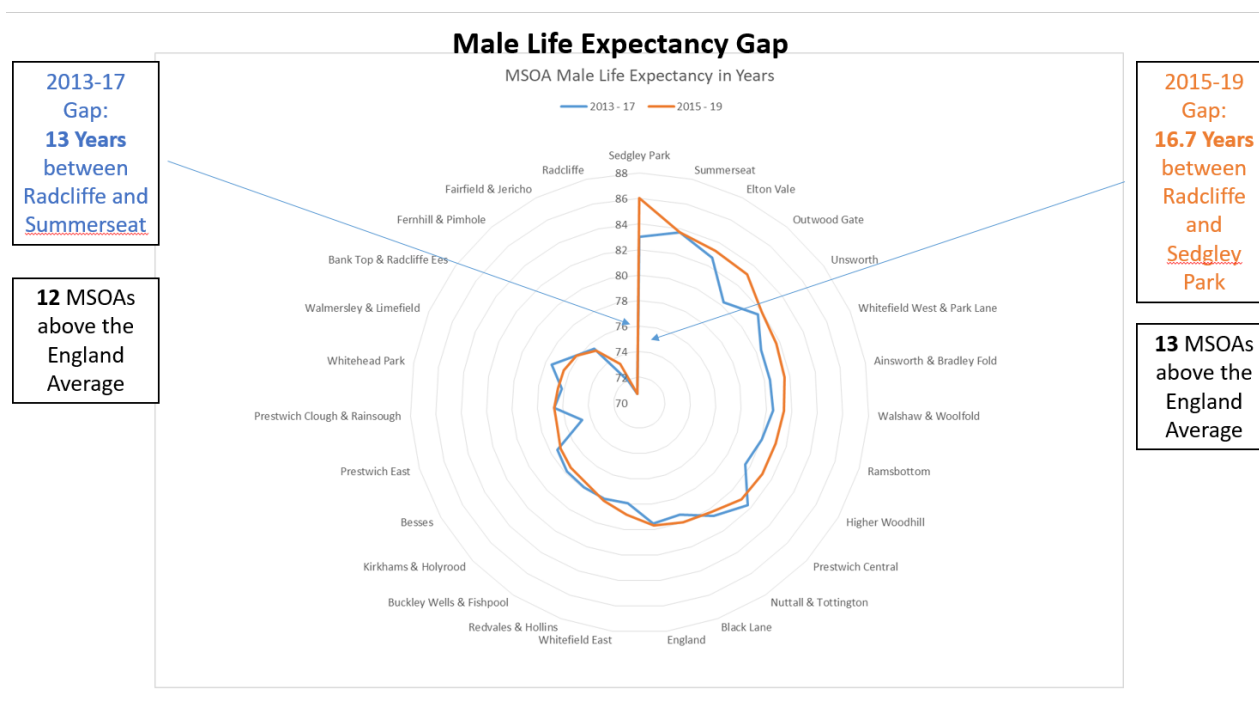
	Geography	Latest Data	Trend	Target Statement
<b>Male Life Expectancy in years</b>	Bury	79.1	↑	Reduce the life expectancy gap between our worst and best performing areas to under 13 years for men and 10 years for women.
	GM	av. 78.1	n/a	
	England	79.8	↑	
<b>Female Life Expectancy in years</b>	Bury	82.1	↑	
	GM	av. 81.7	n/a	
	England	82.1	↑	
<b>% of all children achieving a good level of development</b>	Bury	71.4	↑	Narrow the gap between the school readiness levels of all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to achieve and improve gap in 2016/17 of 8.5 percentage points
	GM	68.2	↑	
	England	7.8	↑	
<b>% of all FSM children achieving a good level of development</b>	Bury	59.8	↑	
	GM	55	↑	
	England	57	↔	
<b>Average attainment 8 score for all children</b>	Bury	48.1	↑	Narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to maintain or improve current gap of 8.8 percentage points.
	GM	48.5	↑	
	England	48	↑	
<b>Average attainment 8 score for FSM children</b>	Bury	39.3	↑	
	GM	37.7	↑	
	England	38.6	↑	
<b>Proportion of adults with NVQ3+ qualifications</b>	Bury	57.9	↑	Widen the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications. Improve latest gap of 57.9 and improve upon the best position of 58.5 percentage point seen in 2017.
	GM	55	↑	
	England	58.5	↑	
<b>Proportion of adults with no qualifications</b>	Bury	9.1	↑	
	GM	9.4	↓	
	England	7.5	↓	
<b>Average total household income</b>	Bury	£40,950	↑	Maintain position in Top 3 GM ranking for average total household income and increase range of income by improving those incomes in the top quartile. By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in GM with the lowest emissions
	GM	£38,528	↑	
	England	£43,491	↑	
<b>CO2 emissions per capita</b>	Bury	4.4	↓	
	GM	av 4.3	↓	
	England	av 5.8	↓	
<b>% of people who have never used the internet / not used the internet in the past 3 months</b>	Bury (NES)	6.7	↓	Improvement in the borough rank within GM – baseline position for NES 6.7%
	GM	av. 8.9	↓	
	UK	7.5	↓	

## 2.3 Improved Quality of Life

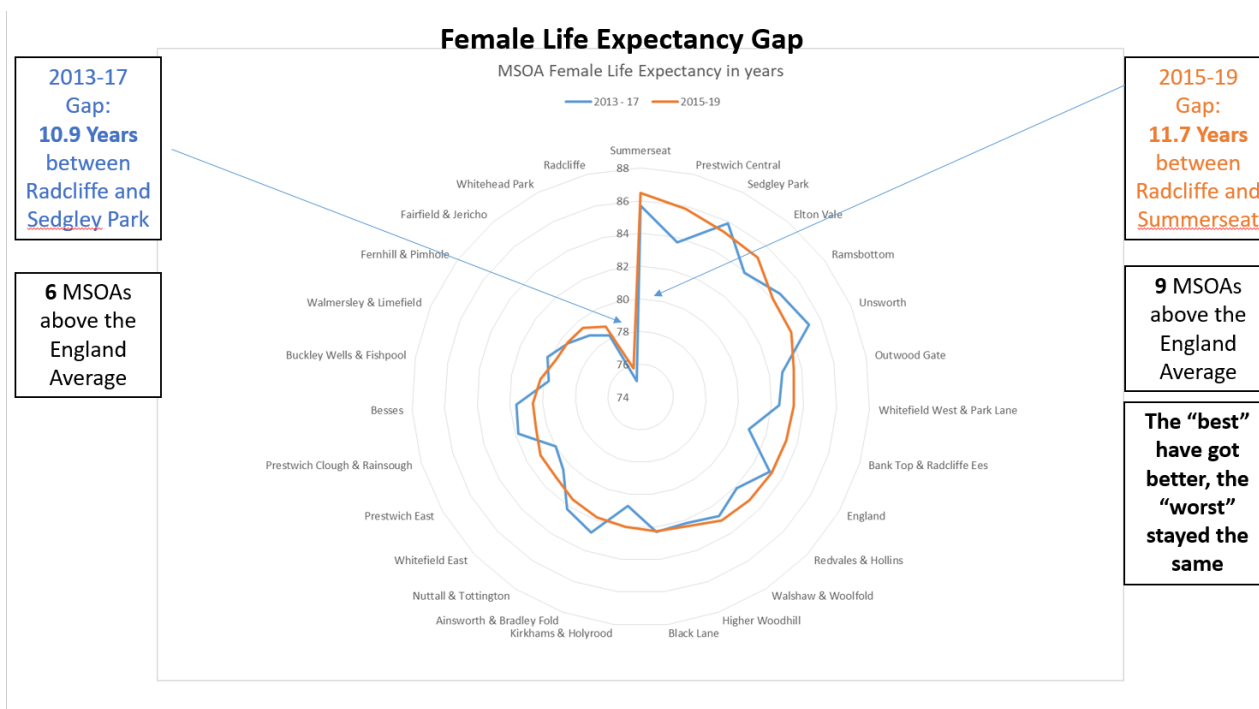
<b>Measure(s):</b>	Gap in life expectancy in years for males and females between the "worst" and "best" MSOAs
<b>Target Statement</b>	Reduce the life expectancy gap between our worst and best performing areas to under 13 years for men and 10 years for women.

	Geography	Latest Data	Trend
<b>Male Life Expectancy in years</b>	Bury	79.1	↑
	GM	av. 78.1	n/a
	England	79.8	↑
<b>Female Life Expectancy in years</b>	Bury	82.1	↑
	GM	av. 81.7	n/a
	England	82.1	↑

Between 2013-17 and 2015-19 the gap in male life expectancy widened from 13 years to 16.7. Therefore currently males living in Sedgley Park can expect to live on average 16.7 years longer than males living in Radcliffe. As with female life expectancy this gap has widened due to improvements in life expectancy in less deprived areas.



Between 2013-17 and 2015-19 the gap in female life expectancy widened from 10.9 years to 11.7. Therefore, currently females living in Summerseat can expect to live on average 11.7 years longer than females living in Radcliffe. The gap has widened due to an improvement in life expectancy in less deprived areas compared to no improvement in more deprived areas.



There are many influences on life expectancy, both behavioural such as physical inactivity, diet and alcohol or drug use; and physiological influences such as high blood pressure and cholesterol, high body mass index and anxiety and depression. There are also wider determinants to general health and wellbeing such as housing, economic status and the environment in which we live. Across the borough, as demonstrated by the above, there are stark inequalities in life expectancy, not only between small local areas within Bury, but also across other areas such as gender, ethnicity, sexuality and having a disability.

There is a strong relationship between deprivation and life expectancy, ill health and disability. It is the economic, social and environmental conditions in the places in which people live that determine patterns of health, morbidity and mortality. The latest Index of Multiple Deprivation for Bury shows that this relationship between deprivation and ill health has become stronger in recent years which is driving more than ever the need for system and partnership response to improve this outcome.

There is a lot to do and the recent COVID-19 pandemic will no doubt influence future data around life expectancy, this is why the future ambition is to try and narrow the gap for both males and females to under 10 years by maintaining the performance of less deprived areas and increasing the performance of more deprived areas. We also wish to maintain a similar relationship with the England average particularly around the number of Bury MSOAs that are above this average.

We are currently looking at our Elective Care provision as this has been significantly impacted by the COVID-19 pandemic. We are looking at this through a neighbourhood lens to understand disease prevalence at a Neighbourhood and Medium Super Output Area (MSOA) level in order to understand how to best target our commissioned services and resources.

## 2.4 Improved Early Years development

<b>Measure(s):</b>	The % of children achieving a good level of development at the end of reception – all children vs children eligible for FSM
<b>Target Statement</b>	Narrow the gap between the school readiness levels of all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to achieve and improve gap in 2016/17 of 8.5 percentage points

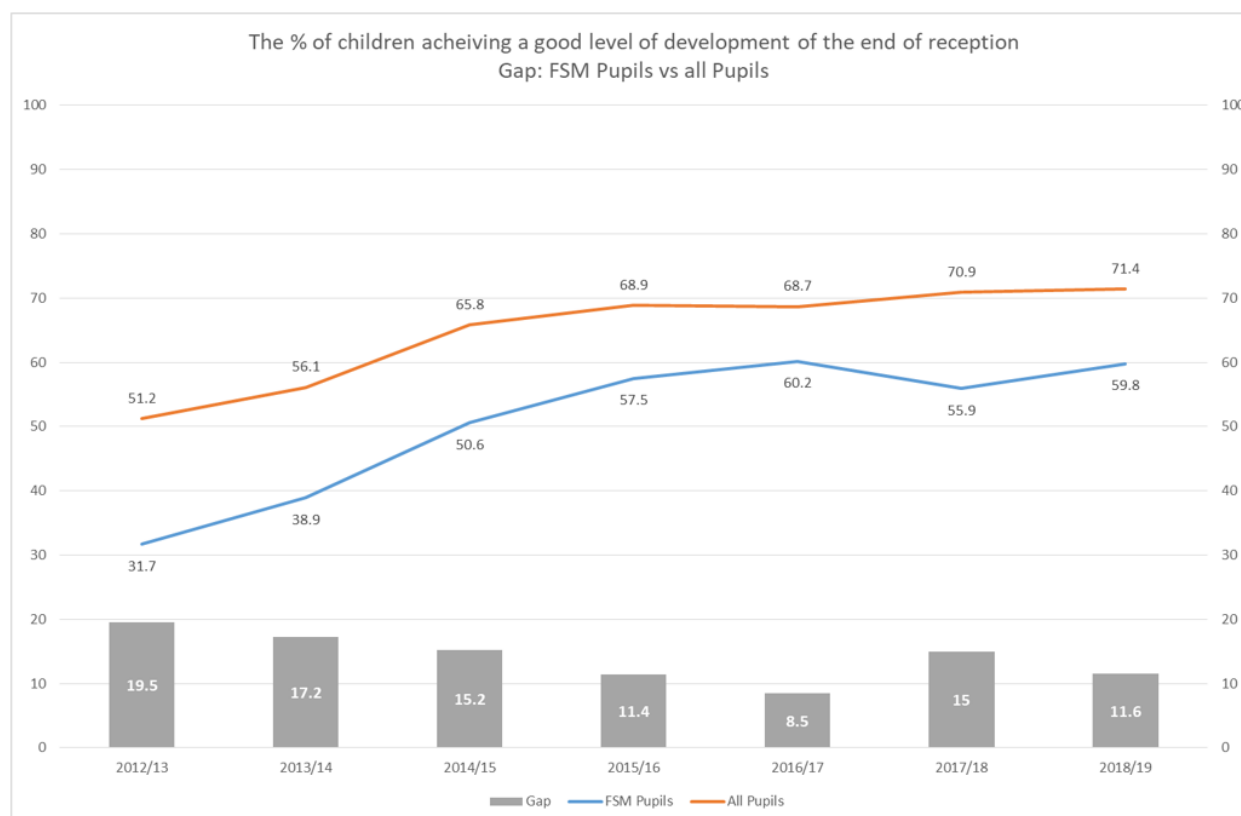
	Geography	Latest Data	Trend
% of all children achieving a good level of development	Bury	71.4	↑
	GM	68.2	↑
	England	7.8	↑
% of all FSM children achieving a good level of development	Bury	59.8	↑
	GM	55	↑
	England	57	↔

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

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

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

Up until 2016/17, Bury was on a trajectory to significantly close the gap between the % of all children and % of FSM children achieving a good level of development at the end reception. There had been steep improvement in the achievement of those children eligible for FSM creating the smallest ever gap of 8.5 percentage points. From 2017 the free childcare funding for 3-4 years was rolled out nationally which may explain the dip in the above figures where there had been some concerns that the 30 hour offer may widen inequalities between children from working and non-working households.



The journey to school readiness begins with a healthy pregnancy/perinatal infant mental health. There is now overwhelming evidence that the first 1001 days (conception to age 2) are critical in determining future school readiness and that if a baby's development falls behind in the first years of life, the child is likely to fall further behind rather than catch up with those who had a better start.

As part of the commissioned maternity services, there is an expectation that women receive a holistic assessment of her health, emotional and social needs in pregnancy before the end of the 12th completed week of pregnancy and the target is for this to take place in at least 90% of cases in order to improve outcomes for both the mother and child. Late presentation to maternity services has been associated with increased rates of neonatal unit admissions, perinatal morbidity and mortality and even maternal death. Although performance can fluctuate, data for 2020-21 shows that 90% of Bury women were assessed in the required timeframe at the two main provider sites.

Eligibility for FSM can be an indication that a child is within a family where there may not be equal opportunities for all. The target here is to aim to achieve and improve the gap of 8.5 percentage points by improving the attainment of the FSM cohort.

Low household income, deprivation and therefore FSM eligibility are key determinants of school readiness often manifested through poor language development. It has been demonstrated that children in more affluent families hear on average 30 million more words than lower income peers by age 3. Poor early language skills are an early predictor of later problems as children develop.

In 2018 Bury closed the gap with the England average and exceeded the average of our statistical neighbours. Between 2012 and 2017 there was an excellent rate of improvement in the proportion of children eligible for free school meals from 32% to 60% and whilst still below the whole population average, the gap had reduced. The percentage of Bury children eligible for free school meals achieving good level of development (GLD) was above the national average. However, in 2017/18 there has been a decline in GLD for those children eligible for free school meals in Bury, Greater Manchester and also with our statistical neighbours. England overall has seen a 0.6% increase.

Nationally girls generally achieve a higher level of GLD than boys, in Bury that is also the case. Children from the BME community in Bury are on average less likely to be school-ready by the age of 5 compared with children from a White ethnic background. BAME children in Bury again do less well compared with BAME children across the GM region, and England. Contributing factors are likely to be worse socioeconomic status and worse health outcomes of the BAME community in Bury as compared to the general population.

There is no one intervention that will improve school readiness and the improvements we have seen in the past are likely to be the result of a combination of factors which is why this remains an important partnership priority.

## 2.5 Improved educational attainment for our children and young people

<b>Measure(s):</b>	The average attainment 8 score (KS4) – gap between all children vs children eligible for FSM
<b>Target Statement</b>	Narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to maintain or improve current gap of 8.8 percentage points.

	Geography	Latest Data	Trend
<b>Average attainment 8 score for all children</b>	Bury	48.1	↑
	GM	48.5	↑
	England	48	↑
<b>Average attainment 8 score for FSM children</b>	Bury	39.3	↑
	GM	37.7	↑
	England	38.6	↑

Currently the gap for this measure is at its narrowest position and been achieved in the past two years by increasing the performance of the FSM cohort. However, the last year of data has to be taken with caution due to the COVID-19 pandemic, the summer exam series was cancelled in 2020. Pupils scheduled to sit exams were awarded either a centre assessment grade based on what the school believed the student would most likely have achieved had the exams gone ahead or their calculated grade using a model developed by Ofqual. The DFE state:

“that the grades awarded to pupils in 2020 will remain with them as they stay on in further education or enter employment. However, the cancellation of summer 2020 GCSE exams and the new method of awarding grades has led to

a set of pupil attainment statistics that are unlike previous years. each of the pupil level attainment statistics have increased – more than would be expected in a typical year...as a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance”.



For this outcome, whilst the proportion of each cohort achieving the average attainment 8 score has increased significantly in the last year, the gap has stayed roughly the same compared to the previous year. It is the gap that we are interested in improving in this outcome and the inequalities between most and least deprived communities (with FSM being an indicator of this) will most likely have been widened due to the COVID-19 pandemic.

## 2.6 Increased adult skill levels and employability

<b>Measure(s):</b>	The gap between the proportion of adults with no qualifications and those with NVQ level 3 or higher qualifications.
<b>Target Statement</b>	Widen the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications. Improve latest gap of 57.9 and improve upon the best position of 58.5 percentage point seen in 2017.

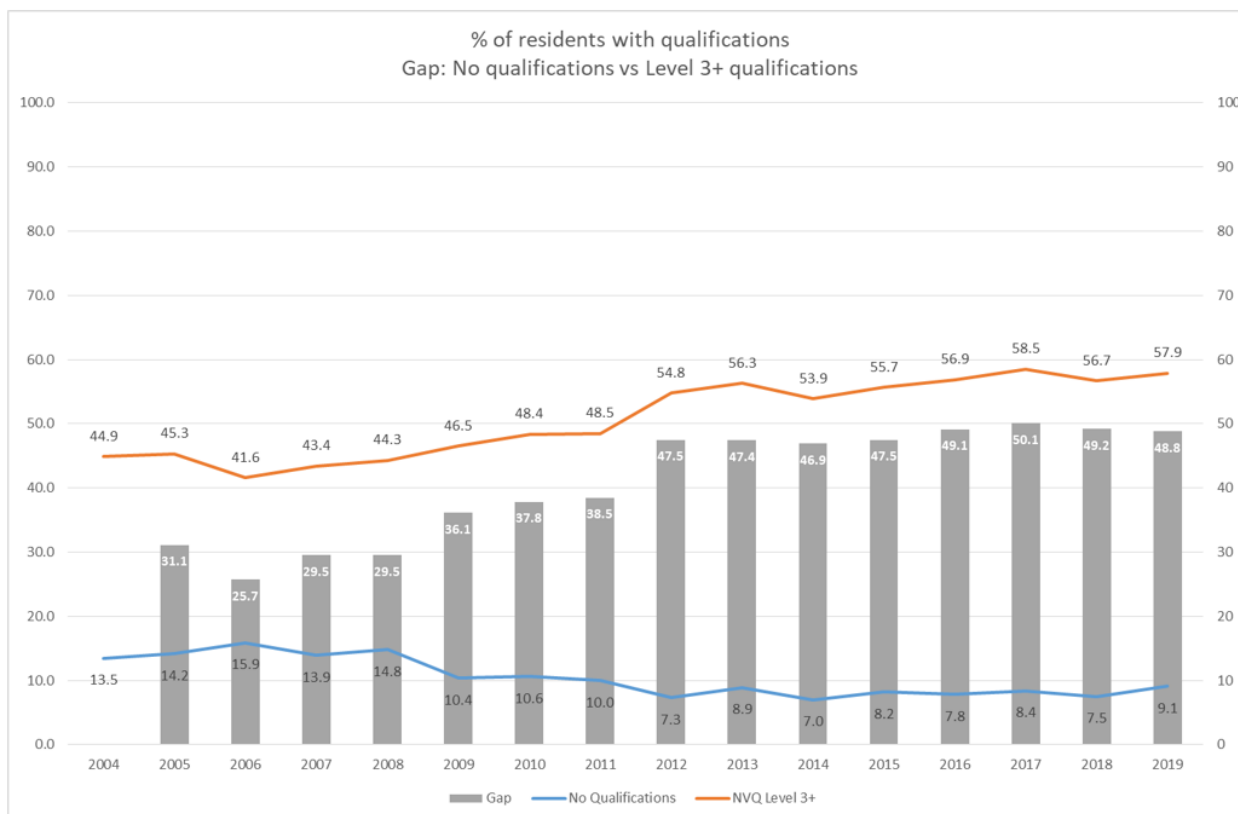
	Geography	Latest Data	Trend
<b>Proportion of adults with NVQ3+ qualifications</b>	Bury	57.9	↑
	GM	55	↑
	England	58.5	↑
<b>Proportion of adults with no qualifications</b>	Bury	9.1	↑
	GM	9.4	↓
	England	7.5	↓

The proportion of Bury's working age population with no qualifications is lower than GM and GB averages. The performance of Bury high schools has traditionally exceeded regional and national outputs, with local key stage 4 students generally performing favourably in contrast to students outside the borough. Duplication of low skills intervention, particularly targeting 16-24 year olds, is evident locally and regionally, with less provision available to adults nearing retirement age.

The supply and demand of local provision is steered by national and regional funding/policy. Further opportunities through devolution will drive inclusive economic growth. Although the majority of Bury residents have the necessary qualification attainment, there is a concentration of residents aged 35-64 (the 35-49 age bracket is most affected), that may move further from the labour market. The older no skills populace could partially be attributed to the historical economic context, whereby low paid manufacturing was a big local employer.

Although Bury's low skilled populace data is low, this is still a reflection of inequality gaps within the borough as these residents are statistically more likely to be:

- Unemployed
- In low pay employment
- Claiming in and out of work benefits
- At risk of developing health related barriers



Bury has academically high performing high schools and colleges, which exceed the GM and UK average and that Bury benefits from a wide variety of training providers, which offer learning opportunities at all levels however the number of local traineeship opportunities is low. We have a variety of employment programmes such as Working Well and other employment support provision, supporting residents (with no skills) to develop. This is undertaken by systematically removed barriers to employment, which includes poor health and wellbeing, lack of transferable skills, limited/no work experience and no qualifications.

Apprenticeship reforms enable employees to retrain in subjects that had not previously been studied. In contrast to old apprenticeship guidance, the reforms encompass retraining at levels preceding and superseding the highest previous level of attainment.

Further education remains the default destination for the vast majority of high school students. The Raising Participation Age encourages students to progress into on the job learning or education until their 18th birthday, without it being enforced.

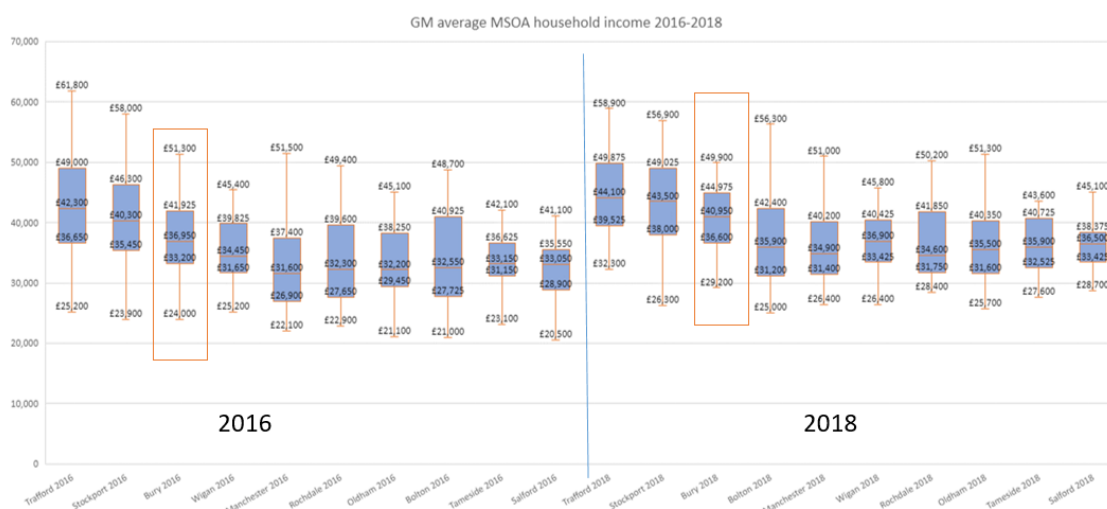
Despite low levels of young people not in employment, education or training (NEET), Bury's youth unemployment remains high in relation to the proportion of overall unemployment (one of the highest figures across GM). This reinforces a disconnect between the education system and the skills employers require, alongside inconsistencies within careers information, advice and guidance at all levels of the education system.

## 2.7 Delivering inclusive economic growth

<b>Measure(s):</b>	Average total household income
<b>Target Statement</b>	Maintain position in Top 3 GM ranking for average total household income and increase range of income by improving those incomes in the top quartile.

	Geography	Latest Data	Trend
<b>Average total household income</b>	Bury	£40,950	↑
	GM	£38,528	↑
	England	£43,491	↑

For the past two data points Bury has remained the third highest average household income in GM following Trafford and Stockport respectively. In 2018 the average total household income was £40,950, ranging from the lowest at £26,300 to the highest of £49,900. Whilst the average income had increased from 2016 the upper quartile of this range had decreased slightly which may be an indication of a future declining or stagnant trend in the average income. The target for this outcome is to ultimately increase the average household income by increasing the range of incomes by improving those in the top quartile.



This would usually be a challenge and will be even more so during the recovery from the COVID-19 pandemic. Unemployment rates before COVID-19 were relatively low but these have now increased along with claimant count numbers which have increased twofold exceeding levels seen in the previous recession.

The average household income has been traditionally above the GM average where Bury's housing market provides value for money, with strong local amenities and leisure options. This encourages highly skilled people, with high paid jobs, to reside within the borough. However, a high proportion of Bury residents continue commute to work outside of the borough. The impact of COVID-19 on such employment due to furlough and other support mechanisms may influence this in future data points.

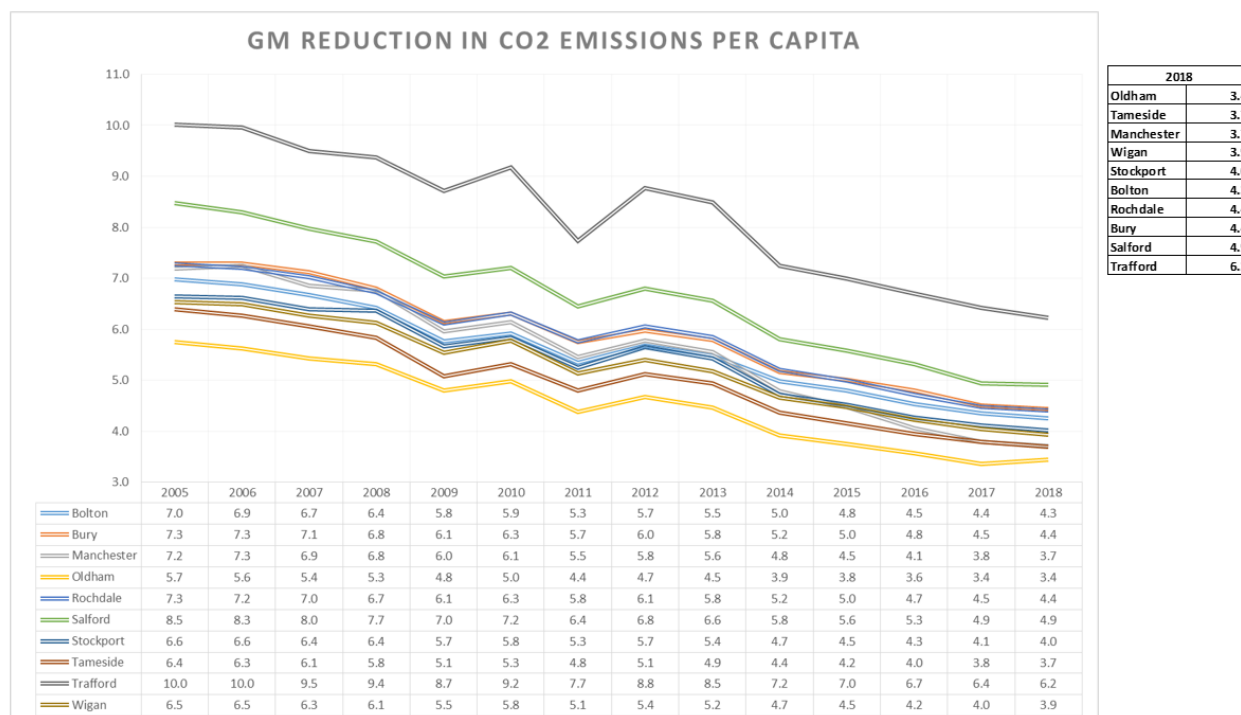
Before COVID-19, a quarter of economically inactive residents of Bury were inactive due to long term sickness. (April 2018 to March 2019). Anecdotally, a high proportion of Bury's unemployed cohort have deep rooted barriers to entering the labour market, highlighting why there is a plethora of programmes that target those in work and at risk of leaving employment i.e. Working Well: Work and Health Programme. In terms of developing the economy within Bury as an attractive place to work, data from 2020 shows that currently the average annual full time salary for Bury workplaces is £26,752. The same salary for Bury residents who may work both inside and outside of the borough is £32,173. This demonstrates that perhaps residents travel out of the area for higher paid employment opportunities.

## 2.8 Delivering carbon neutrality by 2038

<b>Measure(s):</b>	CO2 emissions per capita
<b>Target Statement</b>	By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in GM with the lowest emissions

	Geography	Latest Data	Trend
CO2 emissions per capita	Bury	4.4	↓
	GM	av 4.3	↓
	England	av 5.8	↓

In 2018, Bury ranked 7 out of 10 for the lowest CO2 emissions per capita in GM. This ranking has been similar for the past 13 data points and whilst Bury has achieved a significant reduction in emissions from 7.3 to 4.4 this hasn't been a great enough reduction to improve on GM rankings. The Let's Do It strategy has an aim to be carbon neutral by 2038.



## 2.9 Improved digital connectivity

<b>Measure(s):</b>	% of people over 16 who used the internet over 3 months ago / never used the internet
<b>Target Statement</b>	Improvement in the borough rank within GM – baseline position for NES 6.7%

	Geography	Latest Data	Trend
% of people who have never used the internet / not used the internet in the past 3 months	Bury (NES)	6.7	↓
	GM	av. 8.9	↓
	UK	7.5	↓

This data is only available currently at a NUTS level (Nomenclature of Territorial Units for Statistics) across GM. This is broken down into North and South sectors and a central Manchester sector. Bury resides in the North East Sector which also includes Rochdale and Oldham.

This sector currently has the second lowest proportion of people who have not used the internet, seeing the highest, consistent reduction since 2017 out of all of the sectors.

## 3 Conclusion and Next Steps

This is the first performance report of the joint Corporate Plan. Work is underway to design and automate this reporting into a clear, concise and visual document to provide ease of interpretation for the next iteration. It is anticipated that this report will be produced on a quarterly basis with explanation and assurance within the reports of how our departments are managing their own performance and the process of which issues and risks are escalated when and where required. The seven outcomes will be revisited in detail on an annual basis which is in line with the longer time lags on data release for those measures.

## 4 Recommendation

That Cabinet is asked to:

- note the progress against 2020/21 Corporate Plan delivery objectives
- note the baseline position detailed in this report for future performance monitoring
- approve Performance Management Framework (PMF) for the Bury Let's Do It Strategy and Corporate Plan.

**Appendix 1****Detailed Q3 Delivery Commitments by Department****Corporate Core**

<b>Complete as planned Q3 20/21</b>	<b>Implementation continues into Q4 and 21/22</b>	<b>Timescale realigned to 21/22</b>
<ul style="list-style-type: none"> <li>• Let's do it strategy consultation</li> <li>• Corporate plan &amp; departmental business plan process updated</li> <li>• Council constitution updated</li> <li>• Transformation partner &amp; planning commissioned</li> <li>• Brexit planning</li> <li>• Performance data dashboard &amp; reporting implemented</li> <li>• Homeless strategy developed</li> <li>• Neighbourhood model – community established</li> <li>• Relationship with STH</li> <li>• VCSE strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>• i-Trent/transactional HR review</li> <li>• Business support review</li> <li>• Armed Forces Covenant Refresh</li> <li>• Agile working strategy</li> <li>• Boundary Commission Review</li> <li>• Microsoft 365 rolled out</li> <li>• HR policy review</li> </ul>	<ul style="list-style-type: none"> <li>• Talent Strategy (Capacity reprioritised to deliver wellbeing strategy)</li> <li>• Health &amp; Safety Strategy</li> </ul>

**Business Growth and Infrastructure**

<b>Complete as planned Q3 20/21</b>	<b>Implementation continues into Q4 and 21/22</b>	<b>Timescale realigned to 21/22</b>
<ul style="list-style-type: none"> <li>• Town Centre Recovery Boards</li> <li>• GMSF planning</li> <li>• Bury Local Industrial Strategy developed</li> <li>• Council Strategic Asset Management Strategy</li> <li>• Business relationship and engagement function developed</li> <li>• Working well strategy developed</li> <li>• Approval of enhanced disposal programme</li> </ul>	<ul style="list-style-type: none"> <li>• Prestwich village regeneration delivery</li> <li>• Radcliffe SRF delivery</li> <li>• Bury Interchange</li> <li>• Bury Town Centre Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>• Private Rented Strategy</li> <li>• Economic Recovery Plan including Barclays Thriving Local Economies programme</li> <li>• Uplands</li> <li>• Estates Strategy / Council Strategic Asset Management Strategy</li> <li>• Growth strategy</li> </ul>

**Children and Young People**

<b>Complete as planned Q3 20/21</b>	<b>Implementation continues into Q4 and 21/22</b>	<b>Timescale realigned to 21/22</b>
<ul style="list-style-type: none"> <li>• Development of early help support for children and families via a community partnership model</li> <li>• Radcliffe School support</li> <li>• Support for children in need of help and protection through the period of Covid-19 restrictions</li> <li>• Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19</li> </ul>		<ul style="list-style-type: none"> <li>• Implementation of early help support for children and families via a community partnership model</li> <li>• Whole system leadership of School improvement to transform outcomes for all children and young people at each key learning stage</li> <li>• Support for children in need of help and protection through the period of Covid-19 restrictions</li> <li>• Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19</li> <li>• Whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs</li> <li>• Development of excellent social work practice, focused on interventions which will have most impact for children and families</li> <li>• Support to the Star Academy Trust to deliver a new secondary school, as part of the wider Radcliffe regeneration</li> </ul>

**Finance**

<b>Complete as planned Q3 20/21</b>	<b>Implementation continues into Q4 and 21/22</b>	<b>Timescale realigned to 21/22</b>
<ul style="list-style-type: none"> <li>• Anti-poverty strategy developed</li> <li>• Community voucher scheme established</li> <li>• Risk Registers and Risk Maturity Assessment refreshed</li> <li>• Capital programme review</li> <li>• Income and Debt Management Review</li> </ul>	<ul style="list-style-type: none"> <li>• Making tax digital</li> <li>• Council tax support scheme</li> <li>• Finance Service Offer</li> </ul>	<ul style="list-style-type: none"> <li>• Financial procedures and policies</li> <li>• Social Value Policy and Procurement Review</li> </ul>

<ul style="list-style-type: none"> <li>and Write-off Policy</li> <li>• MTFS</li> <li>• Procurement review and new CPR</li> <li>• Treasury management strategy</li> <li>• STH VFM</li> <li>• Commercial strategy</li> <li>• HRA strategy</li> </ul>		
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### Operations

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> <li>• FM Strategy &amp; Structure</li> <li>• 12 new waste vehicles</li> <li>• Clean Air and Minimum Licensing Standard Consultation commenced</li> <li>• COVID secure buildings established</li> <li>• Bury market investment</li> <li>• Recycling strategy developed</li> <li>• H&amp;E: Transport plan with 'on the shelf' schemes</li> <li>• Asset Rationalisation plan developed</li> </ul>	<ul style="list-style-type: none"> <li>• Street light dimming</li> <li>• Civics Centre review</li> <li>• Town Hall repairs &amp; maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Change Strategy: Carbon Footprint Report</li> <li>• Climate Change Strategy: Deliver the Housing Strategy action plan in relation to Carbon Management</li> <li>• Leisure reviews</li> </ul>

### One Commissioning Organisation

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> <li>• HWB leadership refreshed</li> <li>• System-wide COVID response &amp; recovery delivery</li> <li>• Staff Wellbeing: Support and Communication plan established</li> <li>• Local outbreak plan developed</li> <li>• Rework of Physical Activity Strategy</li> <li>• Continuing Health Care Arrangements and Review commenced</li> </ul>	<ul style="list-style-type: none"> <li>• System wide COVID response</li> <li>• System-wide COVID response &amp; recovery</li> <li>• Staff Wellbeing: Support and Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Community Based Health and care integration including LCO form and function</li> <li>• New vehicles for mandated and system wide clinical leadership</li> <li>• Children's Integrated Health and Care Commissioning including SEND</li> </ul>

**SCRUTINY REPORT**

**MEETING:** OVERVIEW AND SCRUTINY COMMITTEE

**DATE:** 25 March 2021

**SUBJECT:** Regeneration Budget Plans

**REPORT FROM:** Cllr. Eamonn O'Brien, Leader of the Council

**CONTACT OFFICER:** Paul Lakin

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**1.0 BACKGROUND**

- 1.1 Town centres across the country have, for a number of years, been facing significant challenges that have eroded high street retailing and its role in underpinning the vitality and economic strength of town centres. The economic impact of the Covid-19 pandemic has led to a significant intensification and acceleration of these challenges, and this is likely to have far-reaching consequences for the economies of all town centres.

**2.0 ISSUES**

- 2.1 Plans are in progress to develop regeneration and redevelopment opportunities in the Borough's key town centres to help address the key challenges they face. This will include explore ways in which these centres can appropriately adapt in a way that helps them continue to be key economic drivers for the Borough.
- 2.2 The following summarises the key areas of activity that are being pursued for Bury, Radcliffe, Ramsbottom and Prestwich town centres.

**Bury Town Centre**

- 2.3 For Bury Town Centre, work on a new, commercially-facing town centre masterplan has recently commenced . This will play a key role in delivering a response that will help to support economic recovery in the short-term as well as provide the foundations for Bury town centre to maintain its vibrancy and its status as one of the strongest centres in Greater Manchester for years to come.
- 2.4 Importantly, the masterplan will firm up end uses for some of the key sites in and around the town centre to enable their delivery in the short to medium term, including:
- The former fire station;
  - The former police station;
  - The Interchange;

- Bury markets area;
- Townside (Q Park); and
- Townside (former Pyramid Park).

- 2.5 The masterplan will also have an important role to play in promoting the town centre in general and in attracting development and inward investment by highlighting the major opportunities that exist. At the same time, it will be an important tool in demonstrating that the Council has a cohesive and up-to-date strategy in place to support bids for external funding.

### **Radcliffe Town Centre**

- 2.6 The continued regeneration of Radcliffe remains a priority for the Council. In September 2020, Cabinet approved the Radcliffe Strategic Regeneration Framework (SRF) to guide the future regeneration of the town. Since its approval, significant progress has been made on exploring opportunities to deliver the key priority projects identified in the SRF.
- 2.7 One of the SRF's key proposals for the regeneration of Radcliffe is the creation of a new Civic Hub in the heart of the town centre and this is a major regeneration priority for the Council given the potential for the site to have a fundamental role in driving further economic growth in the town centre.
- 2.8 The challenge and the aspiration for the Civic Hub development is to deliver a mixed use scheme that is distinctive and one that delivers the right products of the right quality within the current market conditions, with the potential to incorporate council services, leisure facilities, high quality retail, food and beverage outlets, community events space and private office space.
- 2.9 Doing nothing and leaving the town to market forces will not change the existing patterns of demand and won't provide the attractions to the centre that is needed to drive footfall and the growth. As set out in the SRF, intervention in the market is required and a development of the scale and nature proposed has the potential to be truly transformational for the town and will act as a catalyst for further development and investment in the town centre and wider Borough.
- 2.10 The SRF is clear in specifying that the preferred location for a new Civic Hub should be in the very heart of Radcliffe town centre and, specifically, identifies the site of the existing 1960's precinct owned by London and Associates Property. This location is strategically linked to the public transportation network, complements the Radcliffe Market proposals and will significantly improve the image and environment of the town centre core. Negotiations over the acquisition of the site from London and Associates are on-going.

### **Ramsbottom Town Centre**

- 2.11 Work is due to start imminently on a Place Management and Movement Plan that will build on Ramsbottom's existing strengths and play a key role supporting the post-Covid economic recovery of town centre businesses and

the town centre in general. It will build increased confidence in the town centre, promoting it as a visitor destination and as a location for inward investment and will explore innovative approaches to current issues around navigation difficulties, pedestrian and vehicular conflict when visitor numbers are particularly high, poor linkages between some attractions and the longstanding problem with the quantity and location of parking for visitors.

- 2.12 The Council is also keen to provide further engagement to the businesses and town centre communities to understand what further interventions can be implemented to help and provide additional resilience with reopening.

### **Prestwich Town Centre**

- 2.13 Significant progress has been made to unlock the development obstacles in Prestwich. Proposals are being developed which will involve the council acquiring the remaining Longfield shopping centre and plans to consult on redevelopment plans which create new homes, civic and commercial spaces along with usable public realm and a new public square. This will seek to create a new, distinct, centre for Prestwich which is fit for purpose for the modern demands for the town.

### **Prioritising the redevelopment of brownfield sites**

- 2.14 The Council is committed to bringing forward new development on brownfield land to help deliver regeneration within the Borough and to reduce the amount of greenfield land that is required to meet longer term development needs.
- 2.15 The on-going work within each of the Borough's key town centres will play a key role in delivering the regeneration of brownfield land.
- 2.16 The Council was also recently awarded more than £1m from the Brownfield Housing Fund to help deliver new homes on brownfield sites at School Street and on the former Millwood School site at Fletcher Fold in Radcliffe with other bids already submitted to secure further monies from this Fund.

### **Funding**

- 2.17 The Council's Strategic Investment Fund will be used to leverage investment from private sector partners and central government and this will also be supported through working alongside other partners, such as Transport for Greater Manchester and Homes England, to deliver key regeneration projects.
- 2.18 The regeneration plans set out above will also be an important tool in demonstrating that the Council has cohesive and up-to-date strategies in place to support other bids for external funding, including the Levelling Up Fund, the UK Shared Prosperity Fund, the Home Building Fund and the Intracity Transport Fund.

## **3.0 CONCLUSION**

- 3.1 If our town centres are to maintain their role as key economic drivers within the Borough, it is now a critical time to develop an informed approach to how

these centres should position themselves and adapt to the challenges they are facing. This includes the need to accelerate regeneration activity which can not only help the centres to adapt but to also act as the catalyst for further investment and regeneration across the centre.

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### **List of Background Papers:-**

### **Contact Details:**

*[Report Author]*

Executive Director sign off Date: \_\_\_\_\_

JET Meeting Date: \_\_\_\_\_



<b>Classification</b>	<b>Item No.</b>
<b>Open</b>	

<b>Meeting:</b>	<b>OVERVIEW AND SCRUTINTY</b>
<b>Meeting date:</b>	<b>25 March 2021</b>
<b>Title of report:</b>	<b>Grant Support in Response to Covid</b>
<b>Report by:</b>	<b>Leader of the Council and Cabinet Member for Finance and Growth</b>
<b>Decision Type:</b>	<b>Non- Key Decision</b>
<b>Ward(s) to which report relates</b>	<b>All</b>

## Executive Summary

### 1 INTRODUCTION

- 1.1 In response to the Covid pandemic, the government has made available grants to local authorities both to support them with managing the costs and loss of income resulting from the pandemic and also to support businesses and other key sectors affected by the pandemic as well as individuals suffering from hardship.
- 1.2 This report sets out the position in relation to grants received and how they have been utilised. It should be note that the position on grants is fast changing with new announcements being made in response to different stages of the pandemic.

### Recommendations

**The Overview and Scrutiny Committee is asked to:**

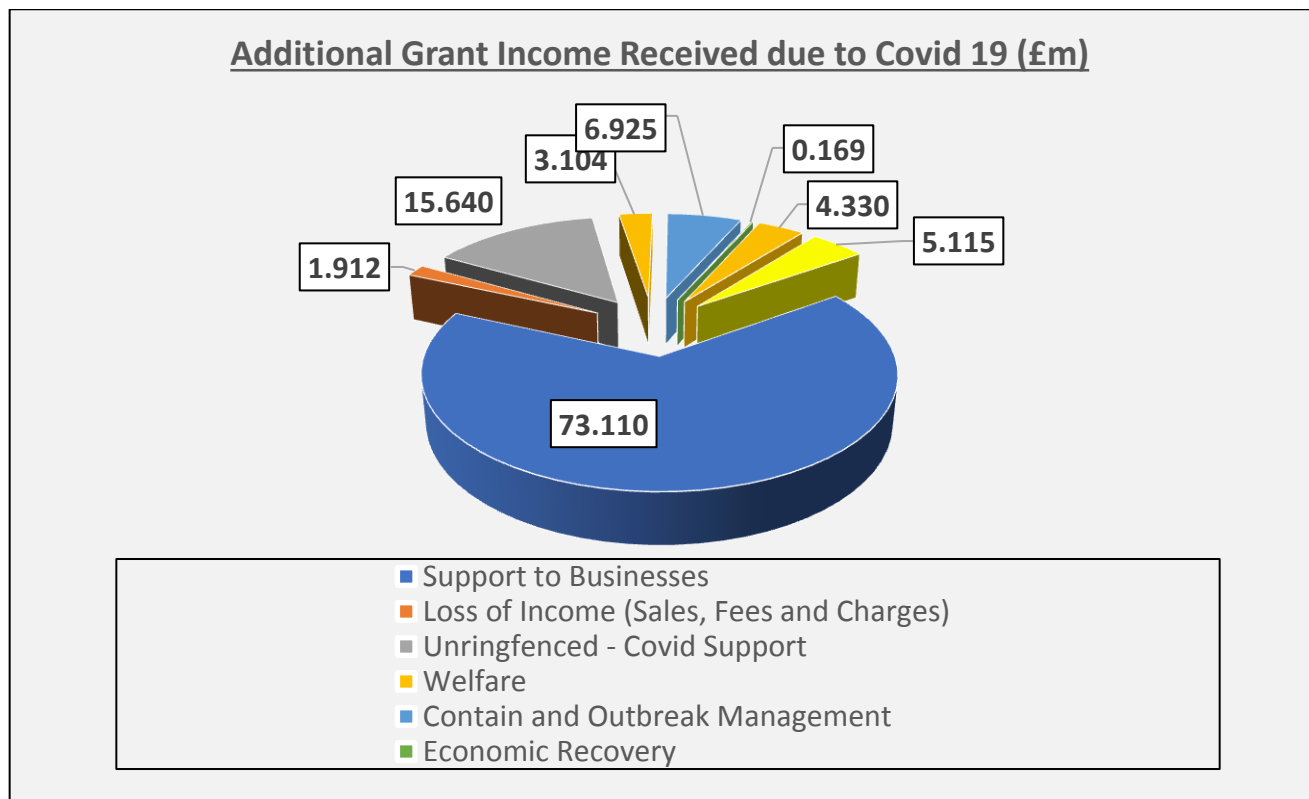
- **Note the totality of the grants received from the government in response to the Covid-19 pandemic;**
- **Note the progress to date in allocating these grants.**

### Background

- 2.1 Bury Council has received a number of grants since the pandemic and a full breakdown is attached at Appendix 1. As the pandemic has continued the government has announced new grant funding streams in recognition of the ongoing pressures on councils and to also fund new requirements. This means that the position on grants continues to change and is

likely to for the remainder of the current financial year. As of 18 March 2021, the Council has received grants for 2021/22 totalling £105.190m and a further £5.115m has been received for schools in Bury giving an overall total of £110.305m. A summary position is set out in the diagram below.

Table 1



- 2.2 Of the £110.305m received, a total of £98.947m has been spent or committed leaving an uncommitted grant of £11.358m. It should be noted that some of the funding has only been received in the last few days as the government continues to make more announcements on funding.
- 2.3 A summary on the financial position on the grant streams, by theme, is set out in Table 2 below. It should be noted that where additional spend is to be incurred, as set out by the government, it has been assumed that this will be spent by the end of the financial year or, where appropriate, will be carried forward into 2021/22 in line with the grant conditions.

Table 2

Financial Position on all Grants Received – As At 22 March 2021			
	Amount Received	Amount Paid/Committed	Uncommitted
	£m	£m	£m
Support to Businesses	73.110	61.752	11.358
Loss of Income (Sales, Fees and Charges)	1.912	1.912	0.000
Un-ringfenced Covid support	15.640	15.640	0.000
Welfare	3.104	3.104	0.000
Economic Recovery	0.169	0.169	0.000
Infection Control to providers	4.330	4.330	0.000
Contain and Outbreak Management	6.925	6.925	0.000
Schools and Education	5.115	5.115	0.000
<b>TOTAL</b>	<b>110.305</b>	<b>98.947</b>	<b>11.358</b>

### Support to Businesses

- 2.4 In total £73.110m has been received to support businesses. These have been allocated in phases in response to lockdown and subsequent Tier restrictions. New grants have been announced for 2021/22 but the details of the allocations are not yet known. This includes further monies for the Additional Restrictions Grant.
- 2.5 In response to Wave 1, Bury received £42.920m to allocate grants of £10,000 and £25,000 to businesses in the retail, hospitality and leisure sectors. Government criteria determined eligibility for the grants. Included in the allocation was the provision for 5% of the grants paid out for a discretionary scheme.
- 2.6 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 leaving a small surplus of £1.151m which, based on current guidance, will be recovered by central government. It should be noted that the Council is only able to pay to those businesses that met the government's grant criteria and therefore there is no other alternative way of utilising this funding. The government's initial allocation to Bury was greater than anticipated and initially it was envisaged that c£3m would be repaid. The Council however worked to ensure that the grant was maximised as much as possible. Representations were made as part of Greater Manchester for surplus funds to be retained however this was not accepted. A summary of the grants paid are set out in the table below.

**Table 3**

Analysis of Covid Business Grants Scheme				
	£10k Grants	£25k Grants	Discretionary Grants	TOTAL
Number Paid	3,056	366	305	3,727
Value Paid (£m)	30.560	9.150	2.059	41.769
Total Paid	39.710		2.059	41.769
Grant Available	(40.865)		(2.055)	(42.920)
Surplus (To be repaid)	(1.155)		0.004	(1.151)

- 2.7 More recently announced grants are the Locals Restrictions Grants (LRSG) and the Additional Restrictions Grant (ARG). The LRSG is made up of multiple grants and eligibility is subject to government criteria. The ARG is available for discretionary payments to business including those not eligible for the LRSG. A summary of these grants is set out in the Table below and a diagram showing the grants and eligibility over time is set out at **Appendix 2**.

**Table 4**

Grant	Details	Calculation per business	Bury Allocation (£m)
Local Restrictions Support Grant Closed (Addendum)	Businesses legally required to close during a national lockdown restrictions (6 Nov to 1 Dec).	Payments cover 14 day periods Based on Rateable Value (RV): <ul style="list-style-type: none"> <li>RV of £15,000 or under: £667</li> <li>RV of £15,000-£51,000: £1,000</li> <li>RV of £51,000+: £1,500</li> </ul>	3.013
Local Restrictions Support Grant (Sector)	Businesses legally closed since March (e.g. nightclubs).		
Local Restrictions Support Grant (Closed)	Businesses in Tier 3 and 4 areas legally required to close.		1.202
Grant	Details	Calculation per business	Bury Allocation

			(£m)
Local Restrictions Support Grant Closed (Addendum)	Businesses legally required to close during a national lockdown restrictions. (5 Jan to 15 Feb)	Payments cover 28 day periods. Based on RV: <ul style="list-style-type: none"> <li>RV of £15,000 or under: up to £2,001</li> <li>RV of £15,000-£51,000: up to £3,000</li> <li>RV of £51,000+: up to £4,500</li> </ul>	4.519
Local Restrictions Support Grant Closed (Addendum)	Businesses legally required to close during a national lockdown restrictions.(16 Feb to 31 Mar)	Payments cover 28 day periods. Based on RV: <ul style="list-style-type: none"> <li>RV of £15,000 or under: up to £2,096</li> <li>RV of £15,000-£51,000: up to £3,143</li> <li>RV of £51,000+: up to £4,714</li> </ul>	4.735
Local Restrictions Support Grant (Open)	Businesses that remain open but who are severely impacted by the restrictions.	Payments cover 28 day periods. Based on RV: <ul style="list-style-type: none"> <li>RV of £15,000 or under: up to £934</li> <li>RV of £15,000-£51,000: up to £1,400</li> <li>RV of £51,000+: up to £2,100</li> </ul>	1.618
Christmas Support Package (Wet Pubs)	For wet-led pubs closed during December 2020.	One-off payment of £1000 per pub. Application deadline 31/1/21 Payments are being made in advance of 31 January as applications are received. Outstanding applications are currently being	0.083
Closed Business Lockdown Payment Jan-Feb 2021	One-off top-up grant for retail, hospitality and leisure businesses closed in national lockdown Jan-Feb 2021.	Additional to other grants. Based on RV, 6 week payment: <ul style="list-style-type: none"> <li>RV of £15,000 or under: £4000</li> <li>RV of £15,000-£51,000: £6,000</li> <li>RV of £51,000+: £9,000</li> </ul>	9.036
Additional Restrictions Grant	Fund for local authorities for discretionary business grants and wider business support measures.	Allocations made on a population basis in November 2020 and January 2021. GM agreed 2 overarching principles for ARG: <ol style="list-style-type: none"> <li>Businesses badly affected by restrictions, but not receiving other grant support.</li> <li>Businesses important for the economy, e.g. because they drive footfall, are a major employer, or part of supply chains.</li> </ol>	5.738
New Burdens	Funds for Local Authorities to administer grants.	Formulaic allocation to all Local Authorities with billing responsibilities.	0.246
<b>Rolling total grant allocations so far</b>			<b>30.190</b>

2.8 A summary of the payments made to date is set out in the table below. The table excludes the new burdens grant of £0.246k which is to support local authorities with the administration of the grants.

**Table 5**

Grant	Amount Received £m	Amount Paid Out £m	Number of Payments Made
Local Restrictions Support Grant Closed (Addendum & Sector)	3.013	2.108	1348
Local Restrictions Support Grant (Closed)	1.202	1.180	1744
Local Restrictions Support Grant (Open)	1.618	1.842	461
Christmas Support Package (Wet Pubs)	0.083	0.087	87
Local Restrictions Support Grant Closed (Addendum 5 Jan to 15 Feb)	4.519	3.165	1344
Local Restrictions Support Grant Closed (Addendum 16 Feb to 31 Mar)	4.735	3.276	1329
Closed Business Lockdown Payment Jan-Feb 2021	9.036	6.345	1351
Additional Restrictions Grant	5.738	1.980	912
<b>Total</b>	<b>29.944</b>	<b>19.983</b>	<b>8576</b>

2.9 Progress on paying the Local Restrictions Support Grants has been good with £18.003m paid out of the available £24.206m, representing 74% of all funding available. Good

progress has also been made contacting businesses that have not claimed for the LRSG Closed (Addendum and Sector) with the unclaimed grants reduced from the last reported figure of £3.4m to £0.9m

- 2.10 Officers in Bury are continuing with the practice of contacting those businesses that are considered to be eligible to encourage take-up.
- 2.11 Cabinet received a report on 24 March 2021 setting out new phases and eligibility for the Additional Restrictions Grant to speed up the allocation of the grant. The government has recently announced that further Additional Restrictions Grant funding is to be made available to local authorities. Some high level guidance has been received w/c 22 March 2021, however allocations have not yet been announced.

### **Other Grants**

- 2.12 All other grants received are either un-ringfenced to support councils in meeting the additional costs of Covid and also loss of income or have specific criteria on how they are to be utilised and spent and are therefore fully committed.

## **3 2021/22**

- 3.1 In recognition of the fact that the impact of Covid is not limited to the current financial year, the government has made some recent announcement for funding that will be received in 2021/22. The extent to which the funding is sufficient to cover demand is not yet known and will require detailed monitoring throughout the year. Key trigger points are likely to be ending of furlough and the ending of support to businesses. Both of these events are likely to create an increase in demand for welfare support and we are anticipating an impact on collection rates for council tax and business rates. All of this will need to be carefully managed in the context of the Council's financial strategy and will feature in monitoring reports to Cabinet throughout the year.

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## **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.

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## **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.*

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### Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The information set out in the report forms part of the Council's financial monitoring process. Covid has had a significant impact on the council's financial position and of residents and businesses across the Borough.	The speed at which the grants are paid is supporting local businesses and individuals who are severely impacted by the Covid pandemic. Monitoring of the grants ensures that the Council's financial position is fully understood and can be reported to cabinet on a regular basis.

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### Consultation:

There are no consultation requirements arising from this report.

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### Legal Implications:

There are no legal implications arising from the report

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### Financial Implications:

The financial implications are set out in the report.

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### Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

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### Background papers:

The Council's Financial Position as at the end of September 2020

**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	
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)	8.358	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
LRSG allocation 16 February – 31 March	4.735		
<b>Sub Total</b>	<b>73.110</b>		

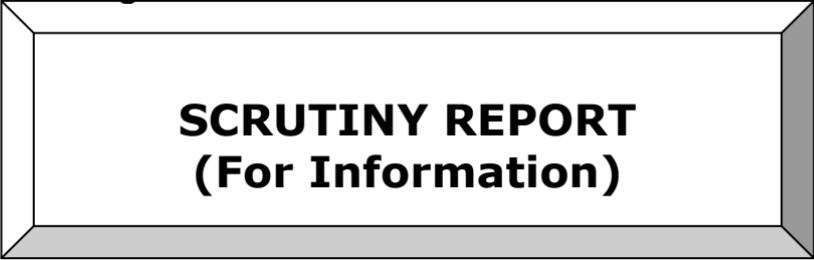
Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	
Sales Fees & Charges compensation scheme 1 <sup>st</sup> round	1.912	No additional costs. This grant is un-ringfenced and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
<b>Sub Total</b>	<b>1.912</b>		
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.	
<b>Sub Total</b>	<b>15.640</b>		
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.	
<b>Sub Total</b>	<b>3.104</b>		
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.
<b>Sub Total</b>	<b>0.169</b>		
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.
<b>Sub Total</b>	<b>4.330</b>		

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	Detail
Test and Trace	1.080	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.
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	0.764	Monitoring assumes that the grant will be offset fully by new additional costs.	Funding received for December 2020
Contain Outbreak Management Fund	0.764	Monitoring assumes that the grant will be offset fully by new additional costs.	Funding received for January 2021
Contain and Outbreak Management	0.764	Monitoring assumes that the grant will be offset fully by new additional costs	Funding received for February 2021
Workforce Capacity Fund	0.408	Yes. 80% allocated to care homes. 20% discretionary.	EPG decision February 2021
Adult Social Care Rapid Testing Fund	0.592	Yes. 80% allocated to care homes. 20% discretionary.	EPG decision February 2021
Community Champions Fund	0.467		EPG decision February 2021
Clinically Extremely Vulnerable	0.162	Monitoring assumes that the grant will be offset fully by new additional costs	
<b>Sub Total</b>	<b>6.925</b>		

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	Detail
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.
Holiday Activities and Food Programme 2020/21	0.073	Allocated to Schools	To be used for FSM and activity over Easter
<b>Sub Total</b>	<b>5.115</b>		
<b>TOTAL</b>	<b>110.305</b>		
The Council is also assuming £5.5m 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.			

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**SCRUTINY REPORT  
(For Information)**

**MEETING: Overview and Scrutiny Committee**

**DATE: 25 March 2021**

**SUBJECT: Greater Manchester Police Inspection - Update**

**REPORT FROM: Councillor David Jones**

**CONTACT OFFICER: Tom Houghton**

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## **1.0 BACKGROUND**

- 1.1 As the Overview and Scrutiny Committee will be aware in December 2020 HMICFRS published 'An inspection of the service provided to Victims of crime by Greater Manchester Police (GMP)'. The focus of this assessment was to understand the experience of the victim.
- 1.2 The report produced by the HMICFRS made a number of recommendations, against which GMP have produced an Action Plan. The proposed plan and its subsequent updates have been brought to the GM Police & Crime Panel for scrutiny and feedback and the Cabinet Member for Communities & Emergency Planning attending to represent Bury.

## **2.0 ISSUES**

The key requirements from the report that required immediate actions were:

### **1. Identify and address gaps in the systems and processes for identifying and recording all reports of crime**

Improvements have been made in the identification of crime at the earliest point, to increase quality assurance of our investigation standards and supervisory oversight and a bespoke training delivery programme for all frontline officers and supervisors to be completed by the end of March 2021.

An interim measure has been put in place to ensure that crime recording methods made by Officers physically attending incidents are correct. The next step is to move this move to a centralised crime recording within the Operational Communications Branch.

### **2. Reinforce requirements to use investigation plans and document where they should be recorded**

A force position has been agreed in relation to the location of investigation plan updates within the recording systems. This clear and consistent message for all

officers and staff is to be included in the investigation standards training to be delivered in January to March to all frontline supervisors and officers.

### **3. Supervisory responsibilities for assessing investigations**

Improvement is being driven as part of the force Crime Standards Board; the newly introduced Investigation standards and victim focus audit and also the supervisory open crime review directive which includes bespoke training for all supervisors outlining the requisite standards and performance requirements

### **4. Introduce effective governance to ensure the above are being completed.**

There are now strong accountable governance lines in each district, chaired by the senior leaders in the relevant areas. These senior leaders feed into the force Crime Standards Board, which currently sits bi-weekly to ensure timely progress and information delivery. This in turn reports to the Gold group.

### **5. Put arrangements in place to make sure that in all investigations the risk to victims has been appropriately assessed and sufficiently documented, and that any risks are mitigated.**

A forcewide response to drive immediate improvement and quality assurance of investigation standards and victim service has also been launched. The purpose of the review is to enable GMP to draw out learning in relation to supervisory support and oversight of said investigations and in relation to reasons for a crime being finalised, the views of the victim at the heart of every decision.

Updates have also been provided against recommendations that required action within 3 months, including:

#### **1. Start crime recording training for all supervisors, officers and staff in a crime recording role, to include the crime recording requirements for harassment, stalking and coercive controlling behaviour offences.**

And

#### **2. Make arrangements to improve the use and supervision of cautions and community resolutions so that they are only applied in appropriate circumstances, taking into account the nature of the offence and the background of the offence**

Bespoke continuous professional development sessions have been authored in direct response to this recommendation. These sessions are an expansion on what was required under the recommendation and are specifically for all staff and officers in crime recording roles across the force.

#### **3. Complete an assessment of the standard and supervision of investigation plans and put in place remedial actions to ensure the plans support a high standard of investigation and a good service to victims.**

Action has been underway to address this recommendation with the introduction of the force-wide Investigation Standards and Victim Focus audit and the supervisory directive and the additional action to identify effective methods of

assessing the more qualitative measures of investigative standards by the Force Crime Standards Team.

**4. Complete a review to understand why GMP uses such a high proportion of outcome 16 (where a victim is recorded as not supporting or withdrawing support for police action) in respect of domestic abuse.**

Qualitative audits in relation to the use of outcome 16 have been completed in relation to cases of domestic abuse and rape. The findings of these audits are being collated to enable identified learning to be cascaded as part of the overarching action plan.

### **3.0 CONCLUSION**

The Police & Crime Panel will continue to challenge Greater Manchester Police to ensure that the Actions proposed meet the requirements contained within the Plan and also that those Actions are achieved within appropriate timescales.

Members will, I'm sure, acknowledge the hard job that the Police have, especially in these times and know that we continue to work in Partnership with them. But members can rest assured that robust, constructive challenge will continue as this Plan is delivered and we will be expecting to see further improvements as time goes on.

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#### **List of Background Papers:-**

HMICFRS - Greater Manchester Police An inspection of the service provided to victims of crime by Greater Manchester Police (December 2020)

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