

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:-

Date:	Tuesday, 26 January 2021
Place:	Virtual (Live Streamed)
Time:	6.30 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

A period of 30 minutes has been set aside for members of the public to ask questions in advance of the meeting on matters considered at the last meeting and set out in the minutes or on the agenda for tonight's meeting. Questions should be submitted in advance to democratic.services@bury.gov.uk no later than Friday 22 January.

4 MINUTES *(Pages 3 - 8)*

The minutes of the meeting held on the 10th December 2020 are attached.

5 BURY 2030 UPDATE *(Pages 9 - 22)*

A presentation will be given at the meeting. Copy of presentation slides attached.

6 CORPORATE PLAN 2020-22 *(Pages 23 - 46)*

A report is attached.

7 COVID RELATED GRANTS UPDATE *(Pages 47 - 70)*

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

8 GREATER MANCHESTER POLICE REPRESENTATIVE - UPDATE

To receive a verbal update from Councillor David Jones, the Council's representative on the GM Police, Fire and Crime Panel.

9 REGENERATION UPDATE

To receive an update from the Leader of the Council.

10 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 December 2020

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

Also in attendance: Councillor E O'Brien and T Tariq.

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

Apologies for Absence: Councillor K Leach

OSC.1 APOLOGIES

Apologies for absence were submitted from Councillor Karen Leach.

OSC.2 DECLARATIONS OF INTEREST

Councillor Walsh declared a personal interest in item 7 as she was employed in the education sector within a local school.

OSC.3 PUBLIC QUESTION TIME

No members of the public were present virtually to ask questions and none had been pre submitted to the committee under this item.

OSC.4 MINUTES

That the Minutes of the last meeting held on the 16th September 2020 be approved as a correct record and signed by the Chair.

That the Minutes of the call-in meeting held on the 2nd November 2020 be approved as a correct record and signed by the Chair subject to the inclusion of three questions raised at the meeting by Councillor Harris being added into the minutes.

OSC.5 COVID 19 UPDATE

The Deputy Chief Executive, Lynne Ridsdale updated Members on the high risk situation Bury found itself in at this moment in time with high Covid infection figures. The first review of tiers would be announced next week by central government and a brief presentation was made on living with Covid and the key priorities to date.

A recap of the recovery programme was explained along with details of the Council's corporate plans for building back better which would be incorporated in the Bury 2030 strategy.

The Bury plan to manage Covid was by delivery of 4 work streams which would be underpinned by the finance.

Councillor Walker commented on Covid figures across GM and while other towns seemed to have reduced, the figures for Bury had increased. It was explained that the data for Bury was steady and whilst some towns had seen a reduction the level across GM was fluid.

The Chair commented on the number of volunteers available at the start of the outbreak and would a similar number be available again if required. It was reported that there was still enough capacity of people on call if required as some had returned to their places of employment. A volunteer strategy would be worked on and there was a need at present for marshals around the testing centres. The Chair added that rough sleepers had been temporarily placed in hotels back in March, would there be a repeat of this. It was reported that a different approach would be undertaken with a dispersal of them across accommodation in the area rather than all in one location.

Councillor Susan Southworth added that volunteers had been invaluable although parents with primary school aged children would be unable to help out if schools were to close again.

It was agreed:

That the contents of the presentation and report be noted.

OSC.6 INITIAL BUDGET UPDATE

Councillor Eamonn O'Brien, Leader and Cabinet Member for finance and growth presented a report about setting the 2021/22 Budget.

The context in which financial planning is being undertaken was perhaps the most complex and difficult of recent times. When the Council's 2020/21 budget was set uncertainties around Government policy and funding through the Comprehensive Spending Review, Local Government Finance Settlement, the Fairer Funding Review, the Business Rates Retention Review and potentially other major reforms existed. Whilst a challenging situation then, this was without the emergence and impact of the Covid-19 pandemic, which would continue to have a significant financial impact on finances and on the wider economic position of the borough and region, for some time to come.

The extent of how long this would last economy wise cannot be predicted but will bring additional pressures in demand for the services provided by the Council and partners. The significant financial impact of Covid-19 cannot be underestimated and as the economic impact of Wave 1 is still unfolding the potential for an even greater impact of Wave 2 and beyond is one which the Council needs to consider and plan for.

Members of the committee were provided with a summary of the report which included:-

- The revised financial position.
- Managing shortfalls via a combination of reserves, budget reductions and

efficiencies through transformation.

- The overall financial position over a 4 year period.
- Levels of reserves.

Councillor Powell commented on the community climate funding and it was reported that partner would be used to deliver more tree planting for less costs.

Councillor Mortenson asked about funding for the regeneration of Radcliffe and it was stated that the finance earmarked for that project would be protected.

Councillor Harris expressed concerns on overspending and the use of reserves. She also enquired if the Council had applied to the Bellwin scheme, which provided discretionary funds to help councils who face an undue financial burden as a result of large-scale emergencies. It was reported that the Council would expect to apply soon and careful consideration would be undertaken in terms of what the claim would be for.

Councillor Harris asked about work undertaken to engage a partner to lead on design and discovery analysis and it was reported that this had been applied for but not awarded to date.

The impact of Covid had also meant an overspend in some departments which would affect the delivery of some services provided. A discussion took place about an external transformation partner and there was a worry from some Members about the high costs of external consultants.

Councillor Smith asked if reserves would be used to make up the income shortfall from the closure of civic venues and car parking. She also had concerns about the possible closure of nurseries in the borough and the regression of children since the first lockdown.

The Leader reported that making savings would be difficult but working more closely with the local community, new partnerships and public sector reforms could help matters.

Councillor Vernon enquired if a full break down of extra Covid related costs would be made available. It was reported that a monthly breakdown was provided to central government

The Chair provided comments on Manchester airport and the loss of a dividend and loan interest repayment due to the impact of Covid on the travel industry which was detailed in the report.

The Chair also enquired about Council tax collection and it was reported that a mid-range scenario would be applied to the position of recovery.

Discussions also took place on the funding created to support transformation with the expectation that long term savings would be delivered via this scheme.

It was agreed:

That the contents of report be noted.

OSC.7 EDUCATION PERFORMANCE UPDATE

Councillor Tamoor Tariq, Cabinet Member for Children, Young People and Skills presented a report to the Overview and Scrutiny Committee about the impact of Covid 19 on education performance.

A summary on day to day running of schools was given along with how measures in place implemented by Head Teachers were working well.

The report focussed on the main areas where the pandemic and response had adversely impacted on the day to day experiences of children and young people across Bury on their educational outcomes and life chances. Despite the best efforts of parents, carers, teachers, professionals and help providers, the pandemic has created daily uncertainty and confusion about the future for young people.

The proposed strategies had been designed to manage and mitigate impact and recognise a need to keep a close watching brief. The effects of socio economic changes can trigger stress reactions and feelings of helplessness and despair which impact the abilities of adults to respond to the needs of children and young people.

The report also covered the following topics:-

- Well-being
- Educational Attainment
- Early Years
- Early Help
- Integrated Youth Service
- Safeguarding and Protection
- Life Chances
- Emerging Vulnerabilities and Strategies
- Funding

A range of issues and challenges had emerged as children and young people had returned to their setting/school in September. Concerns were raised with cohorts of newly identified vulnerable children and young people.

These new vulnerabilities have been attributed to a range of factors by Covid, including social isolation, lack of structure and certainty, bereavement, anxiety, loss of self-confidence and motivation.

Councillor Walsh added her thanks to teams of staff at all schools for their hard work and commented that a change of routine to a child who was classed as vulnerable could have huge implications.

Guidance and information had been provided to schools as well as outreach inclusion service. Working with local specialists and Salford Educational Psychology Service, Bury are implementing the national 'Wellbeing Return to Education' programme across the borough.

Councillor Susan Southworth requested confirmation within the safeguarding and protection part of the report around LAC sufficiency/foster carer availability.

The freedom & flexibilities in terms of changing foster carer approval categories and allowing carers to be able to call upon their own support networks to look after children ended in September. Was an update available as to whether the government would permit the reintroduction of these flexibilities.

Councillor Walker commented on early years and the closure of settings. The long term future was vital and a cause of concern was the impact on school readiness and levels of development measures. Members were happy to look at this item as a future scrutiny topic.

Councillor Stella Smith noted the safeguarding and protection of early years but would like to see data being provided at a future meeting in relation to domestic violence figures.

The Chair asked about educational attainment and the robust and continuing service re-set programme of the Lean Service review. He suggested that this be discussed a future committee and the Councillor Tariq was in agreement.

Julien Kramer, Interim Director of Education and Inclusion stated that over 850 extra laptops had been received for distance learning and would check to make sure these had all been distributed appropriately following some concerns they remained in schools.

A discussion took place on secondary school academies and only 4 remained under the local authority with the rest converted into an academy. The regeneration of Radcliffe included an academy and the Chair indicated that this topic could feature on the agenda for the final committee of the municipal year in March.

It was agreed:

That the contents of the report be noted.

OSC.8 AGILE WORKING

Lynne Ridsdale provided the meeting with a presentation on a flexible working model for both the Council and CCG.

An overview was provided on the Council estate and office space which included an update on the Town Hall building.

An internal transformation programme would provide an agile approach to delivery and flexible working was key to achieve space, reduce costs and provide opportunity for eco leadership via reduced staff travel and large scale facilities management.

Details were provided on why now was the correct timing to investigate agile working which would ease budget pressures and provide an immediate solution for the Town Hall.

Document Pack Page 8

Overview and Scrutiny Committee, 10 December 2020

An update was provided following the Cabinet meeting in mid-October about working from home unless by agree exception.

The proposed flexible model was detailed in the presentation and included information on a structured evaluation and the outlined pilot delivery plan from 2021 was explained.

A number of questions were raised by the committee and these included was the Town Hall a listed building. Whilst the building was not listed there was an understanding of the civic importance to the borough. It was noted that a number of other local authorities had worked this way for some time and Members had found the set up workable.

The Chair asked if the committee could be kept updated over the coming months.

It was agreed:

That the update be noted.

OSC.9 URGENT BUSINESS

No other business was reported.

COUNCILLOR R CASERTA
Chair

(Note: The meeting started at 6.30pm and ended at 9.07pm)

Overview & Scrutiny

2030 Update

26 January 2021

Let's do it ... "Bury 2030???"

We're doing it to see ...

Economic growth

Healthy people

6 thriving towns

Great education

Carbon neutral

Radcliffe

Ramsbottom

One team – one vision

Let's Do It!

Community Engagement & Delivery

Neighbourhood

Community Hub

Early Help

Integrated Health & Care Teams

Tottington

Prestwich

Whitefield

The Conditions and *Capabilities & to do it*

The *motivation and behaviours to do it*

Enterprising

Empowered

Collaborative

Inclusive

People

Place

Ideas

Infrastructure

Business

2030

Further Context since consultation

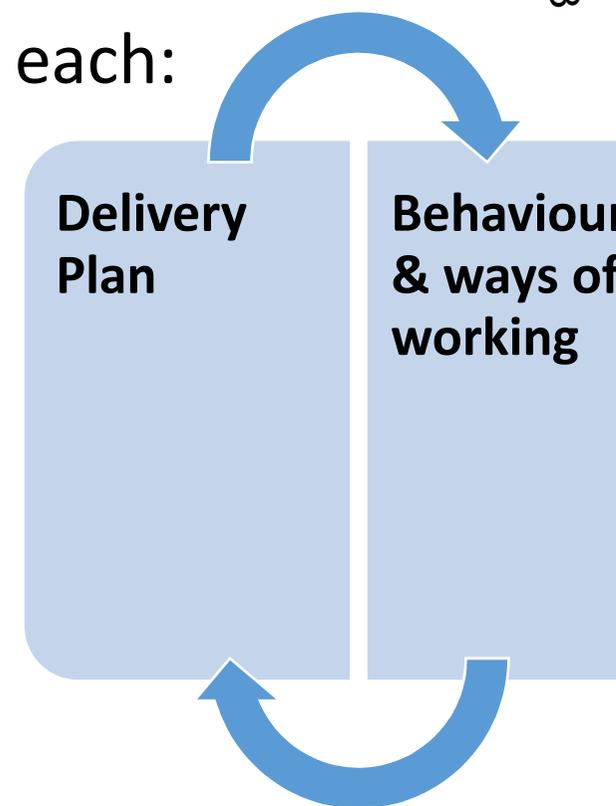
- Major economic downturn now anticipated
- Government language moved away from Local Industrial Strategy – now “Levelling Up”
- GMSF proceeding as a Plan of Nine
- NHS re-organisation consultation – Integrated Care Services; place-based model

Consultation Feedback

- Bury 2030 consultation, including budget conversation, began 31/10/20 and closes 31/1
- 90 community responses returned. Findings & key conclusions
 - Overall strong support - much less confidence this will be delivered
 - understanding of drivers for change & support for our principles, but not everyone can see themselves represented & need to better engage community groups
 - Community comments largely related to GMSF
 - Ranked priorities:
 - **Targetted** resources (evidence to make sure money is spend where needed most) 80%
 - **healthy** lifestyles to reduce demand 78%
 - Changing our fees and charges to encourage people to reduce harm to the **environment**– 62%
 - using more **technology** in how we do things – 55%
 - increase income from **growth** / business rates & T/tax – 34% & 23%
- Exec & Partner feedback positive but strategy needs to be simplified

Proposed final approach

- **Vision** remains: faster economic growth than the national average and lower than national average levels of deprivation
- **Context** is Covid recovery & Levelling up
- **Structure** of 4 principles with plans & behaviours for each:
 - Local neighbourhoods
 - Economic Inclusion
 - Together
 - Strengths
- **Outcomes** & evaluation process defined



Let's do it!

Let's do it

Local neighbourhoods

- Integrated neighbourhood teams
- Place strategies which connect public services; communities & spatial plans
- Carbon neutral
- Housing for homes

Listen
Trust
Collaborate

bury 2030

Economic Growth & Inclusion

- Economic growth strategy
 - Spatial plan
 - All-age skills strategy
 - Business / Social value
- Transport & digital infrastructure
 - Radcliffe SRF
- Township regeneration: Bury; Prestwich & Ramsbottom

Pride
Courage
Innovation

Delivering Together

- Inclusion Strategy
- One Public Estate
- Community engagement: Borough; neighbourhood & ward
- VCFA infrastructure

Dignity
Kindness
flexibility

Skills
Success
Potential

A strengths-based approach

- Population health
 - Early Help
 - A Cultural legacy
- Uplands development
 - Recycling strategy
- Mental health strategy/healthy Young Minds
 - Learning disability strategy

Next Steps

- Strategy finalised early Feb 21 approval
 - Through Council Cabinet
 - By full Council
 - Wider partners
- Outcome measures determined
- Enabled by:
 - Council/CCG transformation strategy
 - Team Bury partnership
 - Ward Councillor roles – Community Hubs

Any Questions?

Overview & Scrutiny

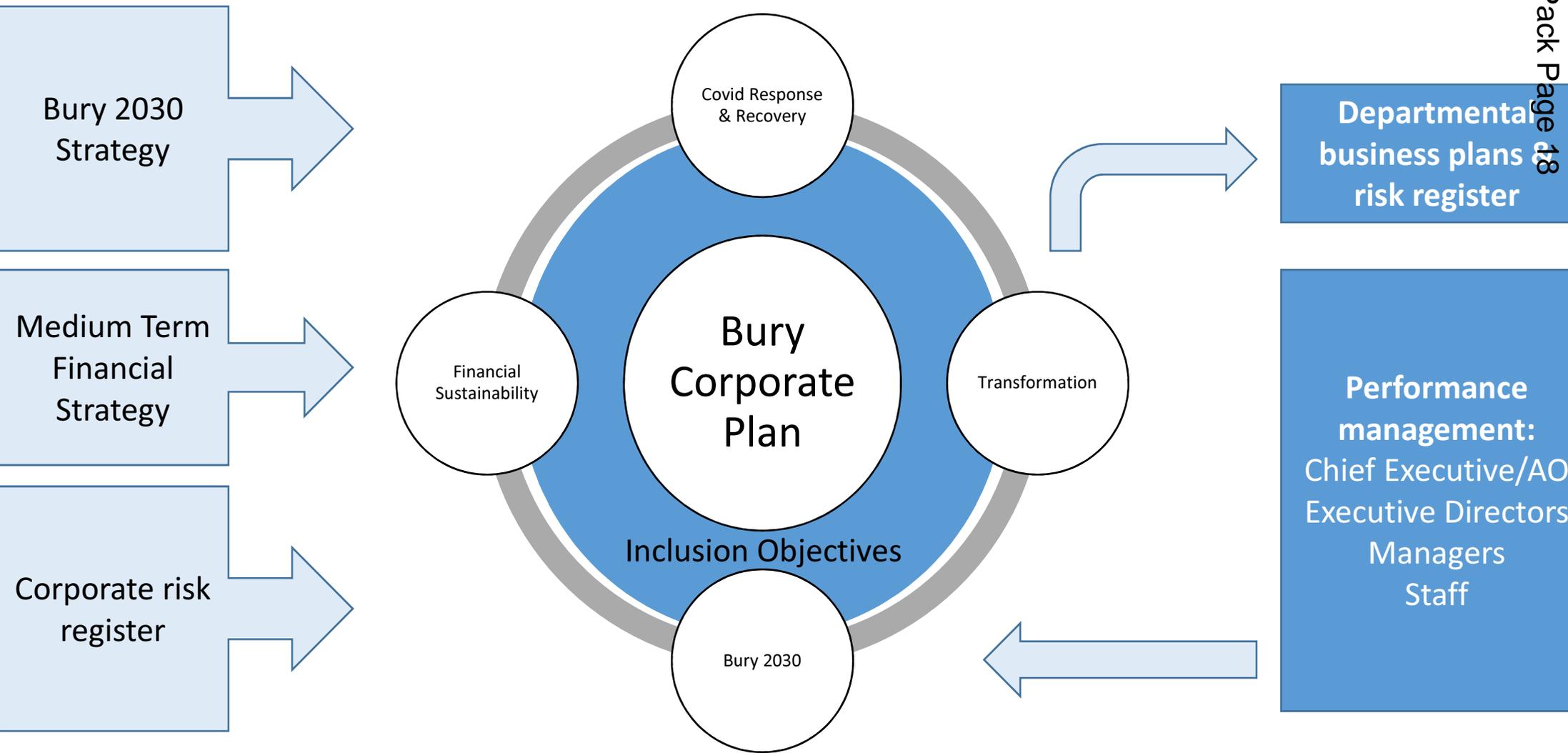
Bury Council & CCG Corporate Plan Update

26 January 2021

Corporate Plan 2020-22

- Council & CCG delivery plan, underpinning 2030 vision
- Plus statutory equalities objectives
- Refreshed annually, normally as part of budget planning
- First draft mid 2020/21; formal adoption from March 2021
- Quarterly performance reports begin Q1 2021:
 - strategic delivery
 - Inclusion
 - Performance measures
- Good progress made but emergency response has stalled some BAU

Bury Corporate Plan “20-2022”



Bury 2030 Strategy

Medium Term Financial Strategy

Corporate risk register

Covid Response & Recovery

Bury Corporate Plan

Transformation

Financial Sustainability

Inclusion Objectives

Bury 2030

Departmental business plans risk register

Performance management: Chief Executive/AO Executive Directors Managers Staff

2020/21 Overview to Date

- Hugely challenging delivery environment – emergency response and BAU
- Significant increase in emergency response scope
 - Mass testing
 - Vaccinations
 - Scope of humanitarian aid
 - Emergent signs of community hardship
 - Extended business grants
- Key progress so far:
 - Local & GM emergency response leadership
 - Spatial planning: GMSF & Radcliffe SRF
 - Financial planning & Strategy, including transformation plans
 - Strategic planning: Bury 2030; Housing Strategy & GMSF
 - Inclusion Strategy
 - Digital strategy: Cloud migration & key systems stabilised

Inclusion Strategy/Equalities Objectives

- Performance & Scrutiny
 - Equalities objectives included in all departmental delivery plans
 - Plans developed by Q4 for “race” focus 21/22
- Equality data & information
 - New joint equality assessment template drafted
 - Training for all managers under specification
- Community Engagement
 - BAME listening events; community engagement strategy produced by end Q4
- Representative Workforce – Priority for 21/22
- Training & learning
 - Inclusion Group developing schedule of “awareness” sessions for all staff as part of development time
- User access & engagement – not yet progressed due to capacity
- Framework Delivery
 - CCG Equalities Submission made

Next Steps

- 2021/22 plan refreshed March 2021
 - Departmental plans
 - Individual performance & development objectives
- First performance report Q1
 - Delivery outturn
 - Inclusion objectives
 - Key performance Indicators

Any Questions?

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CORPORATE PLAN 2020-22

Bury Council and NHS Bury CCG

Our Corporate Plan 2020/22 sets out key themes, principles and deliverables to support the Borough of Bury as it recovers from the local impact of the Covid-19 pandemic and builds a better and brighter future for our people, communities and businesses. Through this plan we set out the foundations from which new relationships, responsibilities and outcomes will emerge to support delivery of the Bury 2030 Strategy.

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Introduction

Welcome to our Corporate Plan 2020/22.

In 2015 NHS Bury Clinical Commissioning Group (CCG) and Bury Council committed to working closer together to integrate health and care services in Bury. The appointment of a single and joint Chief Executive of Bury Council and Accountable Officer for the CCG in 2018 cemented this commitment and enabled us to join up 'everything the Council does' with the CCG and, through shared objectives, to further improve the health and wellbeing of the people in the Borough and bring to bear the full powers, influence, resources and capabilities of both organisations.

The partnership is now working to deliver its role in the Bury 2030 Strategy – the 10-year vision for the whole Borough, which will improve life chances for everyone through:

- five clear commitments to make significant progress in carbon neutrality; healthy lives; economically strong; inclusive and digitally enabled by 2030
- the five delivery themes of the local industrial strategy: people, place, ideas, infrastructure and business environment; and
- four principles of ways of working from which we all operate to drive *inspiration; aspiration; participation* and *collaboration*

This plan describes how, through the joint working of the Council and CCG through the four departments and One Commissioning Organisation, the partnership will work together to contribute to the Borough Strategy over the next two years. It describes the work of our teams; the priorities we are working towards and the outcomes we are committing to achieve.

All of this work is required at a time of great national challenge and uncertainty because of the Covid-19 pandemic. At the time of writing the vaccination programme is in development; infection levels remain highly unstable and there are huge demands on the Council and CCG to lead the local public health response; protect the NHS and support the community in conjunction with private and voluntary sector partners. The economic and health impacts of Covid-19 remain unclear but there is no doubt they will make our mission to reduce inequalities harder and increase the challenges to achieving economic growth and improving the quality of life for local people.

Our response to the Covid-19 pandemic as a health and care system has generated a momentum that we must keep hold of whilst we strive for a safe and sustainable recovery from the emergency. This is a catalyst for change that will create new ways of receiving services, new ways of working and a different relationship with our residents and our communities. The learning from our experiences will help drive and deliver real improvements.

Our Corporate Plan sets out our priority deliverables for the next two years in this context, as a platform to harness the very best of our partnership. It is aligned to the Locality Plan and supports the delivery of the ambition to secure transformational improvement in population health so that residents are in control of their lives and enabled through a joined-up health and care system. There are exciting plans proposed but some tough decisions too. We will track our progress on this challenging journey through a new outcomes' framework and the delivery of our budget strategy.

Let's do it!

Who we are

The Council and CCG partnership is organised as for departments and a One Commissioning Organisation.

The Business Growth and Infrastructure department leads:

- Strategic development strategy and functions of the Council including the Local Plan;
- The Council's capital development programme;
- Town planning and building control functions;
- Housing strategy development including the relationship with the private rented sector.

The Children and Young People's department:

- Provides universal and targeted early help support for the Borough's children, including:
 - Supporting 1136 vulnerable children, including 358 for whom we are their Corporate Parent and a further 140 who are supported into adulthood after leaving care;
 - Providing dedicated support to early years settings and child minders who provide 5,550 places to the Borough's pre-school children;
 - Supporting the leadership of 80 schools across the Borough, enabling head teachers to delivery high quality education for 29,000 children;
 - Providing strategic leadership around inclusion and statutory support for children with additional needs and disabilities;
 - Delivering services targeted at supporting young people through provision of youth work and education, training and employment support.

The Corporate Core:

- Leads the corporate strategy functions across the Council and CCG and co-ordinates the Team Bury network of public, private and community partners;
- Provides professional enabling services including HR, communications, legal services and business support;
- Provides the partnership's governance and democratic functions, including support to the council's 51 Elected Members and the CCG Membership, Governing Body and committees.

Finance sits alongside the Corporate Core and

- Leads on the medium-term financial strategy, providing strategic oversight and guidance on financial sustainability and resilience;
- Provides stewardship over all financial activities across the Council and CCG;
- Provides and delivers effective payment mechanisms for staff, providers and suppliers;
- Delivers an internal audit function to support and report on governance specifically for the Council; and
- Delivers revenue, benefits and welfare services to our residents and businesses.

The **Operations** department is responsible for:

- All environmental services operated by the Council including waste management, street cleansing and grounds maintenance;
- Management of all highways, street lighting and engineering;
- Operation of the Council's leisure, civic and regulatory services;
- A range of commercial services including Bury Markets, Schools catering, caretaking and cleaning;
- Facilities management; and
- Refuse collection.

The '**One Commissioning Organisation**' (OCO) brings together all the health and social care commissioning functions of the CCG and Council into one structure. It is responsible for:

- The health of the Borough's residents through its public health functions and by leading a single strategy for health and care commissioning;
- Managing a pooled budget of all our combined health and care funding;
- Ensuring robust clinical leadership to enable delivery of a wide-reaching health and care transformation delivery programmes;
- Delivery of statutory requirements across primary, secondary and community commissioning, safeguarding practice and quality;
- Ensuring the services that we commission are of a high quality and people have a good experience of their local services;
- Ensuring the public are protected through integrated safeguarding practices and safe services.

What we do

- 

Operate a significant number of individual services from a range of buildings across the Borough
- 

provide leadership to 80 schools and education to 29,000 children
- 

answer 228,075 calls into our services every year
- 

registered 1736 births; 1955 deaths; and 436 marriages last year
- 

receive 15000 contacts each year in relation to Adult Social Care leading to 5000 assessments; provide support to between 3500-4000 adult social care users at any one time
- 

are parents to 358 Looked After Children
- 

employ 5873 staff across all our services

- 

a pooled budget for health and care spend of £0.4bn
- 

manage 660km of carriageway, 300km of footpath, 19,000 street lighting columns, 36,500 street gullies and 400ha of green space
- 

Collected waste from 83,500 households; and recycled 33,090.42 tonnes of waste last year
- 

operate 118 healthcare contracts across the Bury area
- 

purchase a range of health care and services for 190,000 people including 72,880 A&E attendance, 25,435 hospital appointments for planned care, 26,480 treatments on an emergency basis and 157,130 follow-up hospital appointments
- 

own a stock of council houses

Where are we now

This is an exciting time for Bury Council and CCG.

Under the leadership of a new Executive team we have established system-wide leadership of the health and care system including a One Commissioning Organisation and a Local Care Organisation. Together, we have developed a Locality Plan which sets out an ambitious plan to guide this partnership over the coming years.

The Council and CCG have led the wider Borough partnership to develop a strategy and clear plan for the next ten years, **Bury 2030**, which describes the outcomes; activities and behavioural shift we want to achieve to drive life chances for all our residents.

Our hard work is paying off. Major **regeneration** initiatives are beginning to reach a positive conclusion - the strategic regeneration framework for Radcliffe has now been agreed and we are waiting to see if a new high school is approved by the Department of Education.

This year Bury was awarded the accolade of being the first **Greater Manchester Town of Culture** and the quality of our parks and public spaces continues to be recognised through our reaccreditation of **Purple Flag town centres** and **12 Green Flag parks**.

There are, however, significant **challenges** ahead. The gap in healthy life expectancy between those who live in the most and least affluent parts of our Borough is, after decades of improvement, starting to widen; the measure of deprivation in our towns is stagnating and our educational attainment is not as good as it was. We have also made a challenging

commitment to be carbon neutral by 2038 which will require radical change across all aspects of our lives.

The resources we have to be able tackle these issues also continue to be challenging. Council and CCG budgets have reduced year-on-year and the forecast for the next two years is no less difficult. This is further exacerbated by the impact of Covid-19 and the lack of any certainty around future funding.

Based on the latest information:

- savings of c£70m will be required by the Council over the next 4 years, and
- the CCG began 20/21 with a financial gap of £20m and requirement to save c£40m over the next 4 years – the ongoing national changes to financial and contracting frameworks and funding methodologies puts a great deal of uncertainty on these original forecasts, but it is clear that the impact of Covid-19 will result in greater financial pressures to the system

These challenges all become much harder to address in the context of the **Covid pandemic**, of course. Sadly, we expect the health and economic impacts of the emergency to be far-reaching and the practical stretch in Council and CCG capacity between leading the local response and maintaining our focus on wider services and policy work is a challenge

This is the year to tackle these issues, however this require major transformation of the way we deliver our services and manage our resources.

Local people deserve improvements in our local outcomes and the likely requirement to “live with Covid” for some time requires a relentless focus on economic recovery and community care and support.

Where do we want to get to

This plan explains how the Bury 2030 strategy will cascade into the practical delivery priorities of the Council and the CCG, through **four clear objectives** which have been defined for delivery by the partnership during 2020/22. These are to:

- Support the Borough through a robust **emergency response** to the Covid-19 pandemic
- Deliver our role in the Bury 2030 **local industrial strategy** priorities and recovery
- Lead a programme of **transformation** to establish the capabilities required to deliver the 2030 vision and embed the principles of *Inspiration, Aspiration, Participation* and *Collaboration* in all we do
- Secure financial sustainability through the delivery of the agreed **budget** strategy

Underpinning the priorities are the **equality** objectives which have been set by the partnership; are reviewed annually and driven by the Strategic Commissioning Board.

A high-level delivery plan against all priorities is provided, together with the key measures against which we will track our progress. We will measure:

- demonstrable **outcomes** which contribute to the Bury 2030 commitments to:
 - Carbon neutrality
 - Healthy Communities
 - Economic growth/recovery
 - Equalities and inclusion
 - Digital-first

- Improving **outputs**, measured through a new internal performance dashboard to monitor the performance of partnership organisations themselves

Whilst we have set a clear objective in respect to our **emergency response**, we recognise that all of our work, not only in the short and medium term but also the longer term, will need to take account of the local situation and will require careful prioritisation of all activity across the partnership.



Details of our four Corporate Plan objectives are described overleaf.

Our Objectives

Emergency Response and Recovery

We could never have predicted the scale or impact the Covid-19 pandemic. We responded promptly, with a focus on protecting the health and care system and delivery of an initial “ten point” recovery plan. We have now defined four clear priorities for the rest of 2020/21, to take us to the point of a vaccine. These are:

Containing COVID by managing:

- Infection prevention control including outbreak management
- Restrictions, including enforcement
- Tiers of intervention
- Test, trace and supporting self-isolation
- Mortality Planning
- Plans for the vaccination programme

Supporting our Health and Social Care System

- Planned, Urgent & Community based Health & Care
- Support for children in need of help and protection
- Population Health including mental health
- Strategic Finance

Mitigating the impacts by supporting

- children and families deemed vulnerable, to reduce the risks of widening inequalities;
- schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 on learning;
- establishing the Neighbourhood Model of integrated, early help, including community safety and cohesion;
- Business and town centres including local jobs.

Supporting Our Communities including

- Communications and engagement
- The provision of humanitarian aid; a network of volunteers; support to the lonely and those facing hardship through our Community Hubs.

Bury 2030 Local Industrial Strategy

We will drive the delivery of the Bury 2030 vision, with an initial focus only on those activities which drive recovery from the present emergency. This will include:

- the health, wellbeing and connectedness of our **people** through a new physical activity strategy; mental health review and embedding progress with community healthcare; children’s school readiness; early help and educational attainment
- Developing **Place** regeneration plans to the point of business case within Radcliffe, Prestwich and Bury town centre, including a One Public Estate
- Harnessing **Ideas** by implementing our inclusion strategy; strengthening the Youth Cabinet; a refresh of the Armed Forces’ Covenant and new strategy for the voluntary & community sector
- **Infrastructure** improvements including 5G roll out; progression of the Highways Investment Strategy and the creation of more cycling and walking routes. We will implement the housing strategy, including homelessness prevention
- Local **Business** will benefit from large-scale land release in the Northern Gateway; a skills strategy and a Covid-19 economic recovery strategy, with a focus on local spend

'Business Excellence' Transformation

To deliver improved outcomes and secure financial sustainability, an internal and external transformation programme will begin, according to the principles of business excellence:

Investment in **Leadership** will include Elected Member and senior officer development strategies; the development of a clear joint vision and identity and staff engagement plan;

Partnership resources will be corralled in a neighbourhood model within each township, to mitigate demand and take pressure off statutory services through joined-up, all-age “early help” and mainstreamed community hubs;

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; and

All **processes** will be reviewed to establish integrated and efficient business processes which enshrine the five Bury 2030 Commitments, in particular a digital-first approach.

Financial Sustainability

The Council is facing a forecast financial gap of c£21m by 2022 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 2030 pledges, 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.

Carbon Neutrality	Healthy Communities	Economic Growth	Equalities and Inclusion	Digital First
<ul style="list-style-type: none"> • reduction in the Council's fleet ; • more efficient waste collection rounds; • streetlight dimming; • introduction of district parking charges 	<ul style="list-style-type: none"> • development of community-based health model to keep people well for longer and reduce demand for and provision of statutory social care packages; • a review of all children's social care services to take every opportunity for efficient provision 	<ul style="list-style-type: none"> • creation of opportunities for all Bury people to access the wealth that economic growth brings and thereby reduce demand for reactive services 	<ul style="list-style-type: none"> • review of the provision for vulnerable people including all-age learning disability • deliver efficiencies by transforming our offer, targeting resources and continuously improving what we do 	<ul style="list-style-type: none"> • number of office locations will be reduced and staff enabled to work flexibly; • Full use of digital technologies to maximise the efficiency of our operations • extended reach into the community to reduce the costs of our processes and communication

Inclusion at our Core

Between 2016 – 2020 the Council has been working to the equalities objectives of taking action to 1) tackle unwanted behaviour; 2) reduce the proportion of unknown workforce data and 3) work to digital include more of our employees. A report against progress was produced in 2019: “Three years on” which set out the further work required.

The CCG has been working to 1) Improved equality monitoring data collection across all NHS services; 2) Develop an effective partnership approach to delivering robust responsive Services; 3) Being an employer who embraces the concept of work life balance and 4) Being an Inclusive Leader.

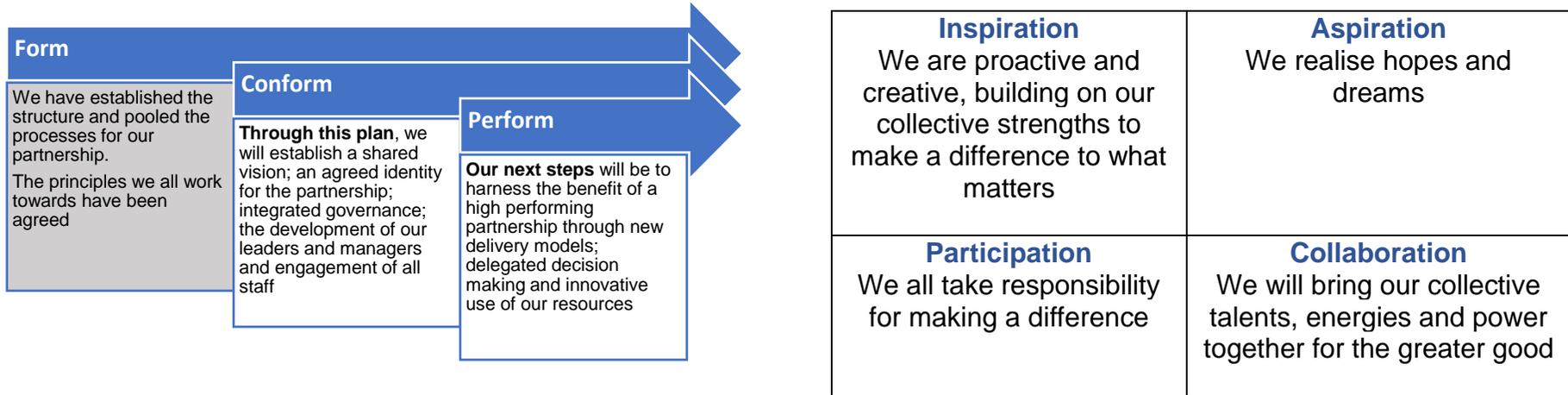
Both partners recognised that there is more to do to make progress to fulfil these objectives. A joint, independent equalities review was therefore undertaken in 2020, from which an Inclusion strategy was agreed, and the following equalities objectives have been set as required by the Equalities Act 2010. Detailed actions are included in the action plan appended:

1. **Performance and Scrutiny:** establish effective governance arrangements in order to ensure there is a robust performance and scrutiny function;
2. **Equality Data and Information:** To use data more effectively to promote equality in all decisions made by the Council and the CCG and to help ensure they give due regard to the general equality duty;
3. **Community Engagement:** develop inclusive community engagement structures in order to strengthen community engagement opportunities for the Borough’s diverse communities;
4. **Representative Workforce:** to take steps towards having workforces that are representative of the diversity of the local population;
5. **Training and Learning:** to raise awareness of people’s rights and responsibilities and to aid the delivery and embedding of the Inclusion Strategy;
6. **Improve user access and experience:** by seeking effective assurance from providers, where appropriate and embedding EDHR into commissioning;
7. **Framework Delivery:** take action to adopt and ensure real progress is made on the implementation of Workforce Race Equality Standard (WRES), the Workforce Disability Equality Standard (WDES), Equality and Delivery System2 (EDS2) and Equality Framework for Local Government (EFLG)

How we will deliver

The Bury 2030 strategy sets out a clear set of principles which will be the basis of all work across the partnership: **Inspiration, Aspiration, Collaboration and Participation**.

The Council and CCG will lead by seeking to lead by example in demonstrating these principles in all work to deliver this plan. A phased programme of organisation development (OD) will be designed to determine what this really means and to equip leaders, managers and staff with the skills and understanding to adopt the new approach. A multi-year programme of change across our people, systems and processes is proposed to *form* the partnership, establish and *conform* to a corporate approach and then achieve high *performance* through optimised processes, systems and structures.

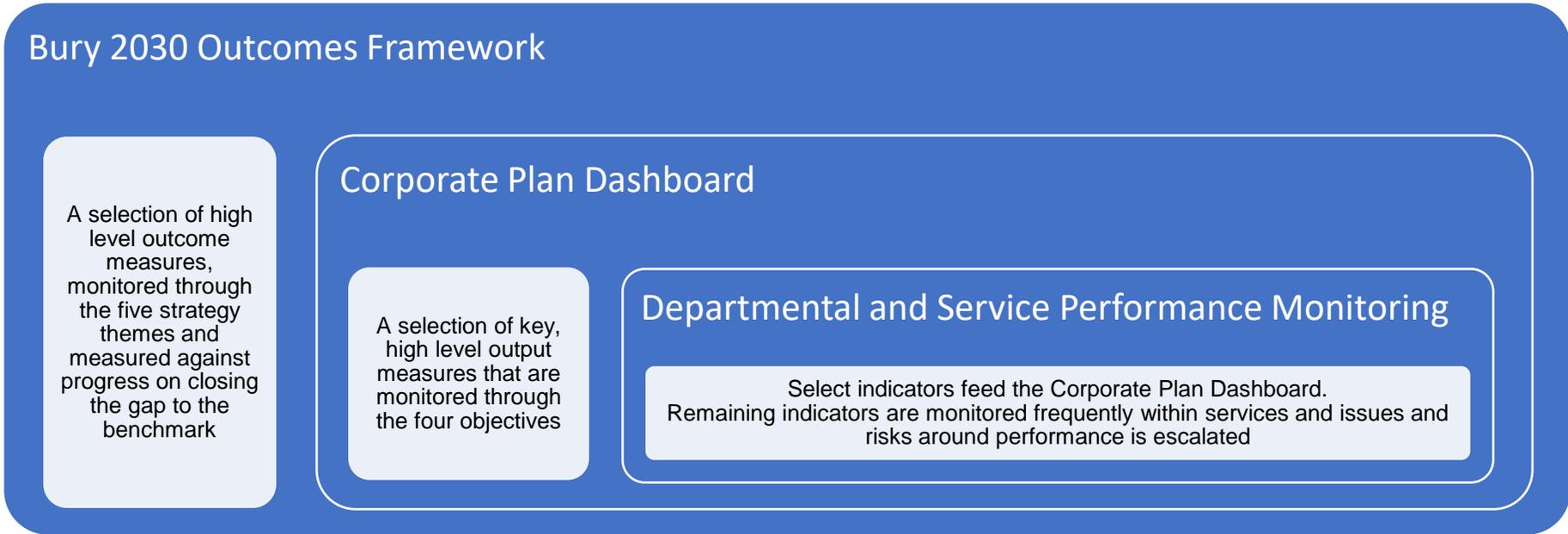


The journey to **high performance** begins as this plan is set, with a series of expectations about how we will work including:

- The performance management of all staff, led from the top, which evaluates behaviours as well as outputs
- Effective governance that ensures transparent decision making and management of delivery
- Evidence-based investment only
- An evidence-led understanding of risk and impact to ensure the right intervention at the right time
- Business cases for savings or investment tracked, delivered and evaluated
- Improvement targets monitored and achieved

Our Measures of Success

A **Corporate Performance Dashboard** will be implemented with this plan, which also follows the business excellence model and evaluates the result of the plan on people; society; customers and the organisation. Outputs and outcomes will be monitored quarterly and reported to the Council’s Cabinet and CCG’s Governing Body.



We will monitor our success against a range of metrics which have been presented against our four objectives overleaf.

Emergency Response and Recovery

- 1) Monitoring R number and Infection levels
- 2) Number of rough sleepers currently being supported
- 3) Number of rough sleepers moving into suitable accommodation
- 4) Visits to libraries and archives
- 5) Number of Kickstart placements
- 6) Attendance at targeted youth support groups
- 7) Numbers of children using fit and fed clubs
- 8) IMC Bed Occupancy
- 9) Residential and Nursing Care Bed Occupancy
- 10) Number of referrals to Adult Social Care
- 11) Number of Looked After Children
- 12) Number of Children In Need
- 13) Number of Child Protection Plans
- 14) Medically Optimised Awaiting Transfer
- 15) Number of Clinically Extremely Vulnerable supported through Community Hubs
- 16) Numbers accessing self isolation £500 benefit scheme

Bury 2030 Local Industrial Strategy

Infrastructure

- 1) Annual housing completions
- 2) Highway repairs completed on time
- 3) Street lighting faults completed on time

People

- 1) Breastfeeding prevalence at 6-8 weeks
- 2) School Readiness
- 3) Smoking prevalence in adults (18+)
- 4) Emergency hospital admissions due to falls
- 5) Dementia diagnosis rate (65+)
- 6) Live Well Services including BEATS referrals
- 7) Flu immunisation uptake high risk

Ideas

- 1) % parks and recreation grounds with friends of groups
- 2) New Personal Health Budgets
- 3) Numbers of volunteers engaged through the VCFA
- 4) Number of local offers on TBD

Place

- 1) Carbon emissions from council vehicles
- 2) All materials sent for Recycling, Composting and reuse
- 3) Green flags ?
- 4) Number of ASB complaints received by the council
- 5) Number of residential burglaries
- 6) Total number of violent crimes by young people

Business

- 1) Net business growth rate (start-ups minus dissolutions)
- 2) Number of business contacted through the Workplace Health
- 3) Number of individuals who have stayed in work or found a new role due to accessing the support of the Workplace Health Programme

'Business Excellence' Transformation

- 1) % Invoices paid within 10 and 30 days
- 2) Payment days for SMEs
- 3) Average time taken to repair street lighting
- 4) Average number of days in temporary accommodation
- 5) Number of housing complaints completed within 20 days
- 6) Number of empty properties brought back into use
- 7) High and medium food standards inspections completed
- 8) % uptake of primary school meals per school
- 9) Sickness absence: average number of days lost per FTE per year
- 10) Staff turnover
- 11) Employee engagement: overall satisfaction with Bury Council as an employer
- 12) FOIs completed on time
- 13) SARs completed on time
- 14) Complaints responded to within timescale / escalated to ombudsman
- 15) Contact centre – number of contacts
- 16) Prevent – Volume of Training for Council and CCG Staff

Financial Sustainability

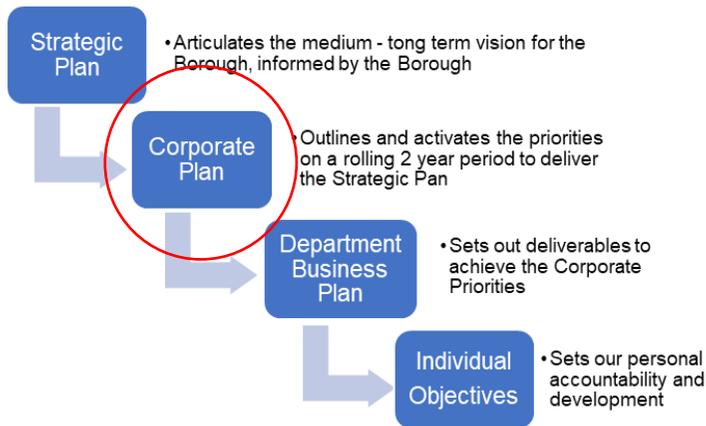
- 1) PCN collection rates
- 2) Council tax collection
- 3) Business rate collection
- 4) Debtor days above 30 days
- 5) Capital projects completed
- 6) Capital slippage
- 7) Departmental savings achieved
- 8) Total amount cashable savings from Health and Care Recovery schemes
- 9) Actuals against plan: CCG, Council, Pennine Care, Pennine Acute

Our Delivery Framework

This corporate plan drives the cascade of strategic objectives into tangible delivery. It translates both the Bury 2030 vision and operational priorities into detailed corporate and departmental plans and performance objectives for every member of staff to help us to:

- Clearly articulate our priorities and desired outcomes
- Prioritise what gets done within the resources available
- Provide and demonstrate value for money
- Provide good services and satisfaction for users and the local community
- Improve performance
- Motivate and manage our staff

The process begins in February each year when the Corporate Plan is presented for approval alongside the annual budget. The approval of strategic objectives forms the basis of the annual performance review of the Chief Executive/Accountable Officer, following which all other performance reviews can begin on the basis of cascaded objectives.



During the year the progress and impact of the Corporate Plan will be managed through quarterly reports to the Council’s Cabinet and CCG Governing Body. Reports will:

- **track delivery** to confirm plans are being delivered; consider new priorities and revise work plans
- **report on outcomes** to evaluate the impact of our work on in improving the lives of our residents

“Deep dive” challenge on particular work plans will be welcomed through the Scrutiny function and CCG Sub Committee structure.

Our Corporate Plan 2020/22 – Delivery Plans by Department

Business Growth and Infrastructure

Priorities	Timeframe	Our Commitments					Our Objectives			
		CN	HC	EG	IN	DF	ER	FS	TR	IS
Growth Strategy	Q3 2020/21			✓				✓		
Council Strategic Asset Management Strategy	Q4 2020/21									
Housing Strategy (including review of affordable housing)	Q3 2020/21		✓	✓					✓	
Private Rented Strategy	Q4 2020/21		✓						✓	
GMSF	Q3 2020/21			✓						✓
Northern Gateway	Q3 2020/21			✓						✓
Preferred option in respect to Bury Interchange to be approved	Q3 2020/21			✓						✓
5G network	Q4 2020/21			✓						✓
Economic Recovery Plan including Barclays Thriving Local Economies programme	Q2 2020/21			✓			✓			
Town Centre Recovery Boards	Q2 2020/21			✓						✓
Ramsbottom Town Centre Development	Q2 2020/21		✓	✓						✓
Prestwich Village Regeneration	Q4 2020/21		✓	✓						✓
Bury Town Centre Masterplan	Q4 2020/21		✓	✓						✓
Radcliffe SRF	Q4 2020/21			✓						✓
Estates Strategy	Q3 2020/21								✓	
Investment proposition approved to improve performance of the commercial estate	Q4 2020/21			✓				✓		
Proposals approved in respect to One Public Estate programme	Q4 2020/21			✓						✓
Complete feasibility study of Uplands	Q3 2020/21			✓						✓
Approval of enhanced disposal programme	Q3 2020/21		✓	✓					✓	
Identification of suitable council space for business incubators	Q3 2020/21			✓						✓
Business relationship and engagement function	Q3 2020/21				✓					✓
Inward investment approach	Q3 2020/21			✓						✓
Working Well programme	Q3 2020/21		✓				✓			

Children's and Young People

Priorities	Timeframe	Our Commitments					Our Objectives				
		CN	HC	EG	IN	DF	ER	FS	TR	IS	
Support for children in need of help and protection through the period of Covid-19 restrictions	Q3 2020/21		✓				✓				
Support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 on children and young people's learning	Q3 2020/21		✓				✓				
Focused support children and families deemed vulnerable to reduce the risks of widening inequalities and narrowing of life chances	Q3 2020/21		✓				✓				
Development of early help support for children and families via a neighbourhood management model of delivery integrated with social care and community health teams	Q3 2020/21		✓	✓						✓	
Preparation for SEND	Q3 2020/21				✓				✓		
Support to the Star Academy Trust to deliver a new secondary school in Radcliffe or deliver on a contingency plan Free School Presumption application to the Department for Education	Q4 2020/21				✓				✓		
Education Improvement Strategy to rebase the performance profile of each Key Stage in Learning in mitigation of the impact of Covid and Focus on the imperatives of a Schools-Led improvement programme.	Q4 2020/21		✓	✓						✓	
Improvements to children's social care practice and partnerships in response to the findings of the September 2020 Ofsted focused visit and preparation of ILACS inspection	Q4 2020/21				✓				✓		
Delivery of 4 million of savings and robust management of the Dedicated Schools Grant recovery plan	Q3 2021/23						✓				
Leadership of the Borough's contribution to delivery of the Greater Manchester Children's Plan	Q3 2020/23		✓							✓	
Establish the principles and practice of co-production in the areas of special educational needs and community safeguarding prevention	Q3 2020/22		✓							✓	

Corporate Core

Priorities	Timeframe	Our Commitments					Our Objectives			
		CN	HC	EG	IN	DF	ER	FS	TR	IS
Corporate Plan & departmental business planning process launched	Q3 2020/21				✓				✓	
Homeless Strategy 2020/21 (No rough sleepers ABEN 2020/21)	Q4 2020/21				✓		✓			
HR policy review	Q3 2020/21				✓				✓	
Joint Equalities Review and Strategy agreed	Q3 2020/21				✓				✓	
i-Trent/transactional HR review	Q3 2020/21				✓				✓	
Boundary Commission Review	Q3 2020/21			✓						✓
Development of VCFA requirements including volunteer strategy	Q3 2020/21		✓		✓				✓	✓
Microsoft 365 rolled out	Q3 2020/21					✓			✓	
Council constitution updated inc. member Development Plan	Q3 2020/21				✓				✓	
Transformation partner commissioned & planning begins	Q3 2020/21					✓	✓	✓		
Brexit Planning	Q3 2020/21			✓			✓	✓	✓	
Agile working strategy	Q3 2020/21					✓	✓	✓	✓	
Health & Safety Strategy (inc centralised resource)	Q3 2020/21				✓				✓	
Talent Strategy including Apprenticeships	Q3 2020/21				✓				✓	
Business support review	Q4 2020/21				✓				✓	
IG strategy review	Q4 2020/21				✓				✓	
Culture Strategy (inc events and blue plaques)	Q4 2020/21		✓	✓						✓
Joint Communication Strategy updated	Q4 2020/21				✓				✓	
Performance data dashboard & reporting begins	Q4 2020/21				✓				✓	
Armed Forces Covenant Refresh	Q4 2020/21				✓				✓	
Social Value Policy and Procurement Review	Q4 2020/21			✓						✓
Local Election Planning and Delivery	Q4 2020/21				✓					✓
Digital Strategy	Q4 2020/21					✓			✓	
Neighbourhood Model defined and programme plan developed	Q1 2021/22			✓				✓		
Domestic Violence Strategy	Q1 2021/22		✓		✓				✓	

Finance

Priorities	Timeframe	Our Commitments					Our Objectives				
		CN	HC	EG	IN	DF	ER	FS	TR	IS	
Risk Registers and Risk Maturity Assessment	Q3 2020/21				✓				✓		
Procurement Strategy	Q4 2020/21			✓					✓		
Financial Procedures and Policies	Q4 2020/21				✓				✓		
Capital Strategy	Q4 2020/21			✓					✓		
Medium Term Financial Strategy and Delivery	Q4 2020/21			✓					✓		
Treasury Management Strategy	Q4 2020/21			✓					✓		
Making Tax Digital	Q4 2020/21					✓			✓		
Council Tax Support Scheme	Q4 2020/21		✓	✓				✓			
Finance Service Offer	Q4 2020/21				✓				✓		
Financial Management Code of Practice Compliance	Q4 2020/21				✓				✓		
Section 75	Q4 2020/21				✓			✓			
Contracts Register refresh	Q3 2020/21				✓				✓		
Anti-poverty Strategy	Q2 2020/21		✓		✓		✓				
Capital Programme review	Q3 2020/21			✓					✓		
Commercial Strategy (Including Traded Services)	Q3 2020/21			✓					✓		
Income and Debt Management Review and Write-off Policy	Q3 2020/21			✓					✓		
Six Town Housing VFM Strategy	Q4 2020/21			✓				✓			
Community voucher scheme	Q2 2020/21		✓		✓			✓			
Housing Revenue Account Strategy	Q3 2020/21			✓				✓			

Operations

Priorities	Timeframe	Our Commitments					Our Objectives				
		CN	HC	EG	IN	DF	ER	FS	TR	IS	
Accommodation Review <ul style="list-style-type: none"> Develop Asset Rationalisation plan Town Hall Maintenance and Repairs COVID secure buildings FM Strategy and Structure 	Q4 2020/21 Q3 2021/22 Q3 2020/21	✓ ✓	✓ ✓					✓ ✓	✓ ✓		
Bury Markets investment and improvement	Q3 2021/22	✓	✓	✓				✓	✓	✓	
Civic Venues Review	Q4 2020/21			✓				✓			
Clean Air and Minimum Licensing Standard Consultation	Q3 2020/21	✓	✓						✓		
Climate Change Strategy <ul style="list-style-type: none"> Produce Carbon Footprint Report Recruitment of additional resources Develop strategy for consultation Deliver the Housing Strategy action plan in relation to Carbon Management 	Q3 2020/21 Q3 2020/21 Q4 2020/21 Q3 2021/22	✓ ✓ ✓ ✓	✓ ✓ ✓		✓			✓ ✓ ✓ ✓	✓ ✓ ✓	✓	
Environmental Quality <ul style="list-style-type: none"> Reduce contaminated bins and maximise recycling Strategy in respect of community ownership – keeping the Borough clean and tidy 	Q3 2021/22 Q3 2021/22	✓ ✓	✓ ✓		✓			✓ ✓	✓ ✓		
Green Space Strategy <ul style="list-style-type: none"> Implement the playing pitch strategy, including 3G pitch plan Play areas strategy Green Flag improvement programme Accessible allotments strategy Promoting our physical strategy in green spaces Tree planning in conjunction with City of Trees Country parks sustainability projects 	Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22	✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓		✓ ✓ ✓ ✓ ✓			✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓	✓ ✓	
Highways and Engineering											

<ul style="list-style-type: none"> Highways Investment Tranche 2 Cycling and Walking Infrastructure Transport plan with 'on the shelf' schemes 	Q3 2021/22							✓	✓	
	Q3 2021/22	✓	✓		✓			✓	✓	
Leisure Review										
<ul style="list-style-type: none"> Determine options re: the viability of a facility as part of the Bury Town Centre Masterplan Determine options re: the viability of a facility as part of the Strategic Regeneration Framework plans in Radcliffe Determine the options re: the viability of a facility as part of the Ramsbottom Town Centre development 	Q3 2021/22	✓	✓	✓	✓			✓	✓	
	Q3 2021/22	✓	✓	✓	✓			✓	✓	
	Q3 2021/22	✓	✓	✓	✓			✓	✓	
Waste and Transport										
<ul style="list-style-type: none"> 3 Year Vehicle Replacement Programme 12 new refuse collection vehicles ready for use Waste collection review including optimisation and balancing 	Q4 2020/21	✓								✓
	Q3 2021/22							✓	✓	

One Commissioning Organisation

Priorities	Timeframe	Our Commitments					Our Strategy				
		CN	HC	EG	IN	DF	ER	FS	TR	IS	
Urgent Care System Transformation	Q2 2020/21		✓						✓		
Primary Care Programme including Primary Care Network Development	Q2 2020/21		✓						✓		
Children's Integrated Health and Care Commissioning including SEND	Q2 2020/21		✓						✓		
Health and Care System Recovery into Transformation	Q2 2020/21		✓						✓		
Local Outbreak Plan	Q2 2020/21		✓						✓		
Physical Activity Strategy	Q3 2020/21		✓						✓		
Community Health Service potential re-procurement	Q3 2020/21		✓						✓		
Adult Social Care Transformation Programme	Q3 2020/21		✓						✓		
Learning Disabilities Commissioning - Transformation	Q3 2020/21		✓						✓		
Discharge to Assess arrangements	Q3 2020/21		✓							✓	
Clinical and financial led rationalisation of secondary care services	Q3 2020/21		✓							✓	
Tackling loneliness	Q3 2020/21				✓					✓	
Population health and health inequalities	Q4 2020/21		✓						✓		
Mental health reform and integration	Q4 2020/21		✓						✓		
Planned Care System Transformation	Q4 2020/21		✓						✓		
Quality and Assurance Frameworks review	Q4 2020/21		✓						✓		
Health and Care System Enabling Frameworks - Estates, Workforce, Digitalisation,	Q4 2020/21				✓					✓	
Governance Review of OCO	Q4 2020/21				✓				✓		
Community Based Health and care integration including LCO form and function	Q4 2020/21				✓				✓		
DFG, Aids & Adaptations Strategy	Q3 2021/22		✓		✓					✓	
Extra care/community care	Q1 2021/21		✓		✓					✓	

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Classification	Item No.
Open	

Meeting:	OVERVIEW AND SCRUTINTY
Meeting date:	26 January 2021
Title of report:	Grant Support in Response to Covid
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Non- Key Decision
Ward(s) to which report relates	All

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:

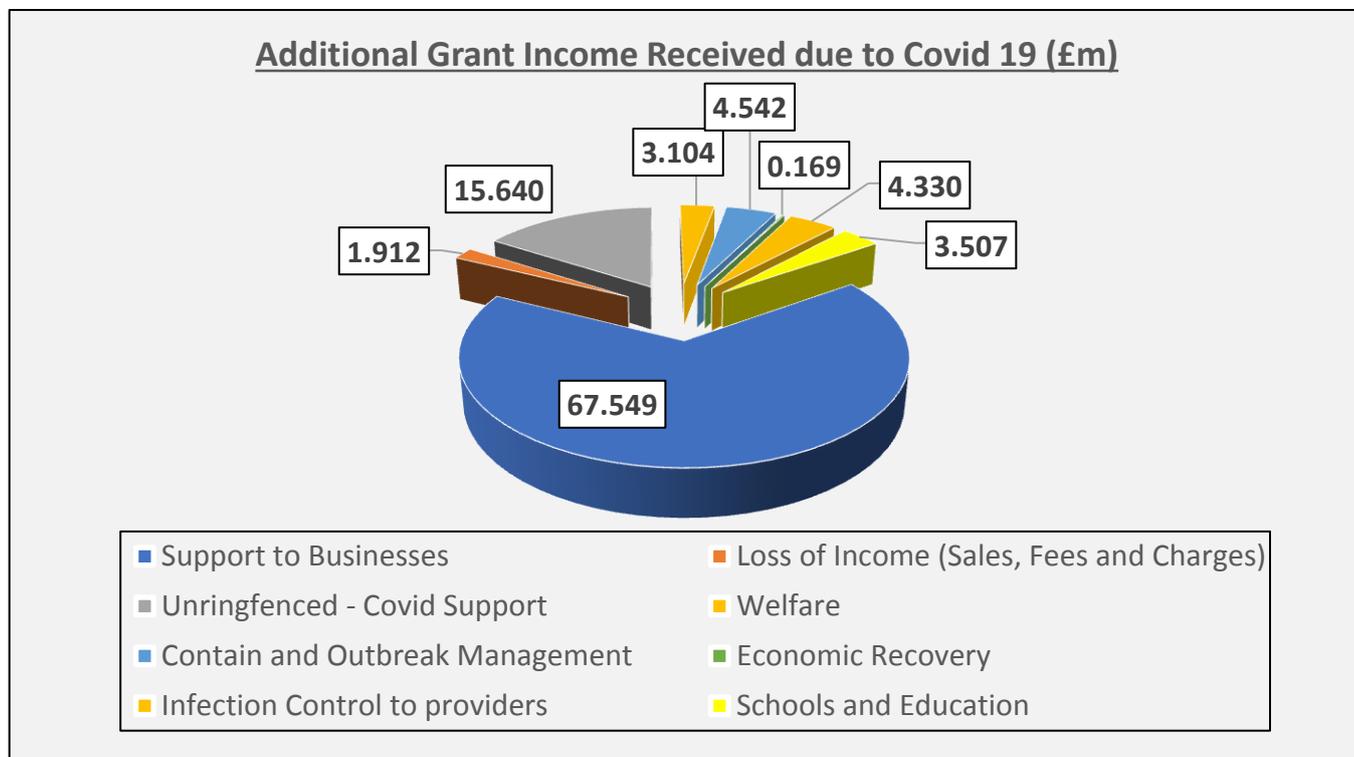
- **Note the totality of the grants received from the government in response to the Covid-19 pandemic;**
- **Note the progress to date in allocating these grants.**

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 January 2021, the Council has received grants totalling £97.246m and a further £3.507m has been received for schools in Bury giving an overall total of £100.753m. A summary position is set out in the diagram below.

Table 1



- 2.2 Of the £100.753m received, a total of £86.283m (86%) has been spent or committed leaving an uncommitted grant of £13.084mm. It should be noted that some of the funding has only been received in the last few days and further information is set out later in the report.
- 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.

Table 2

Financial Position on all Grants Received – As At 18 January 2021			
	Amount Received	Amount Paid/Committed	Uncommitted
	£m	£m	£m
Support to Businesses	67.549	53.903	13.646
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	2.280	0.824
Economic Recovery	0.169	0.169	0.000
Infection Control to providers	4.330	4.330	0.000
Contain and Outbreak Management	4.542	4.542	0.000
Schools and Education	3.507	3.507	0.000
TOTAL	100.753	86.283	14.470

Support to Businesses

- 2.4 In total £67.549m has been received to support businesses. These have been allocated in phases in response to lockdown and subsequent Tier restrictions and c£16m has been received since the middle of January including £1.697m Additional Restrictions Grant and £14m Local Restrictions Support 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.	Payments cover 14 day periods Based on Rateable Value (RV): <ul style="list-style-type: none"> RV of £15,000 or under: £667 RV of £15,000-£51,000: £1,000 RV of £51,000+: £1,500 	7.532
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.		0.376
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"> RV of £15,000 or under: up to £934 	1.618

		<ul style="list-style-type: none"> RV of £15,000-£51,000: up to £1,400 RV of £51,000+: up to £2,100 	
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
Grant	Details	Calculation per business	Bury Allocation (£m)
National Lockdown Top-Up Grant 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"> RV of £15,000 or under: £4000 RV of £15,000-£51,000: £6,000 RV of £51,000+: £9,000 	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"> Businesses badly affected by restrictions, but not receiving other grant support. Businesses important for the economy, e.g. because they drive footfall, are a major employer, or part of supply chains. 	5.738
New Burdens	Funds for Local Authorities to administer grants.	Formulaic allocation to all Local Authorities with billing responsibilities.	0.246
Rolling total grant allocations so far			24.629

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)	7.532	4.150	2,229
Local Restrictions Support Grant (Closed)	0.376	0.948	1,016
Local Restrictions Support Grant (Open)	1.618	1.544	460
Christmas Support Package (Wet Pubs)	0.083	0.038	38
National Lockdown Top-Up Grant Jan-Feb 2021	9.036	5.021	1,095
Additional Restrictions Grant	5.738	0.338	205
Total	24.383	12.134	5,566

2.9 Progress on paying the Local Restrictions Support Grants has been good with £11.796m paid out of the available £18.645m, representing 64% of all funding available. Of the unallocated amounts, £4.015m relates to funding and criteria that was only received on 15 January 2021 and is expected to be paid out relatively quickly. There is however c£3.4m on the Local Restrictions Support Grant (Closed) Addendum and Sector that has not been issued. Bury is experiencing lower than anticipated applications for these grants and this is a problem that is currently being experienced in many other Authorities across the country,

2.10 The issue has been raised with the Department for Business, Energy and Industrial Strategy (BEIS) who are in the process of establishing why this may be the case and looking at ways to improve take-up. Potential barriers are the complexity and number of the schemes announced and also state aid limitations and in response to this, a publicity campaign is being considered by BEIS to support Local Authorities. In the meantime, officers in Bury are in the process of contacting those businesses that are considered to be eligible to encourage take-up.

- 2.11 Cabinet received a report on 20 January 2021 setting out new phases and eligibility for the Additional Restrictions Grant to speed up the allocation of the grant. A copy of the report is attached at Appendix 3 for information.

Welfare Grants

- 2.12 The government has announced a number of welfare related grants which for Bury total £3.104m. Some of the grants have specific criteria on how they should be used and others provide an opportunity for Local Authorities to develop schemes that address local and emerging issues related to welfare. A summary of the position is as follows:
- **Hardship Fund (£1.880m)** All working age claimants eligible for the Local Council tax Support Scheme have received a £150 reduction in their council tax bill. This was applied at the start of the year and is also currently being applied to any council tax payers that become eligible during the year. The criteria is mandated by the government and applied locally. Some of the funding was added to the welfare scheme and the criteria expanded to support 'working poverty'.
 - **Food and Essentials Grant (£0.229m)** This grant was received in the Autumn and it was agreed that £140k would be targeted as a food offer for the Borough and the remaining £89k was added to the Council's Welfare Scheme, the criteria for which was expanded to provide support for those suffering hardship as a result of isolation but who did not qualify for the government's scheme. Of the allocations:
 - £95k was spent on a free school meals provision for the October 2020 half term,
 - £10k on support to foodbanks and the council is actively working with the Bury Community Support Network (to identify new and emerging groups of people and families in need of support).
 - Demand for support as a result of self-isolation has not been as high as anticipated and this is thought to be directly affected by the extension of the furlough scheme (which had been expected to end in November when the allocations were received) and further top-up funding for the scheme by the government. A review of the position is therefore underway to establish other opportunities.
 - **Covid Winter Grant Scheme (£0.619m)** This scheme has mandated criteria set by the government. Within the allocation, Bury has and will spend c£350k on free school meals provision over the Christmas and February half term breaks. The remaining amount is being targeted to those families that meet the government criteria and is expected to be fully spent by the end of the financial year.

Other Grants

- 2.13 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. A summary of the latest return (December 2020) is set out below for information and shows additional costs for the year of £23.1m and losses of income of £22.6m. This position will change to reflect the new grants received since the return was submitted. It should also be noted that from a monitoring perspective, some of the impact of the income losses will affect future years.

Table 6

December 2020 MHCLG Return - Estimated Additional Spending Pressure in 2020/21 due to Covid		
Service Area	Full Financial Year (£m)	% Split
Adult Social Care	14.746	64%
Children's Social Care	0.723	3%
Education	0.462	2%
Public Health	3.068	13%
Housing (excl HRA)	0.377	2%
HRA	0.017	0%
Cultural & Related	0.136	1%
Environment & Regulatory	0.163	1%
Finance & Corporate	0.989	4%
Other	2.405	10%
Total	23.086	100%

Table 7

December 2020 MHCLG Return - Estimated Income Losses in 2020/21 due to Covid		
Service Area	Full Financial Year (£1M)	% Split
Highways & Transport	1.794	8%
Culture & Related	2.795	12%
Sales, Fees & Charges - other	2.479	11%
Commercial Income	8.513	38%
HRA	0.579	3%
Business Rates	2.571	11%
Council tax	3.875	17%
Total	22.606	100%

3 Transparency and Governance

- 3.1 BEIS and MHCLG are committed to transparency and governance and returns are currently being submitted on a weekly basis. At the same time the Council is also bury of a fraud assurance framework and must comply with set criteria to minimise fraudulent claims. Bury is complying fully with the requirements set by the Government including data sharing and more detailed analysis and checks. Updates are being provided to the Council's Audit Committee to provide assurances on the controls in place and any findings that emerge.
- 3.2 The complexity and speed at which grants have been announced is placing considerable burdens on Revenues and Benefit and Economic Development Teams across all Local Authorities. In some cases, system changes are needed to make the payments and to ensure compliance with the government's criteria and these have to be developed before they can be uploaded onto local systems. Despite this, the teams across Bury including Revenues and Benefits, Economic Growth, Internal Audit, Accounts Payable, Treasury Management, ICT, Communications and the Contact Centre have worked together to ensure that payments can be issued to businesses and families as quickly as possible.

Community impact / Contribution to the Bury 2030 Strategy

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

Equality Impact and considerations:

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

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

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

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

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The 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.

Consultation:

There are no consultation requirements arising from this report.

Legal Implications:

There are no legal implications arising from the report

Financial Implications:

The financial implications are set out in the report.

Report Author and Contact Details:

Lisa Kitto

Interim Director of Financial Transformation (S151 Officer)

Background papers:

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

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

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	Detail
Self-Isolation Grant	0.171	Grant payments to eligible claimants who are self-isolating	Government Criteria
Self Isolation Grant Top Up	0.124	To Up Grant	Received January 2021
Next Steps Accommodation Programme	0.081		
COVID Winter Grant scheme	0.619	To support families/vulnerable households particularly with food, energy and water bills to the end of March. Is being utilised to fund free school meals since Christmas holidays and for the remainder of the financial year.	
Sub Total	3.104		
Re-Opening High Streets	0.169	New costs will be incurred. Monitoring assumes that the grant will be offset fully by new additional costs.	This grant will be paid in arrears on qualifying expenditure.
Sub Total	0.169		

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Costs	Detail
Infection Control Tranche 1	2.396	New Costs will be incurred. Monitoring assumes that the grant will be offset fully by new additional costs.	All of the grant received has been allocated to care home and other organisations as specified in the grant criteria.
Infection Control Tranche 2	1.934	New Costs will be incurred. Monitoring assumes that the grant will be offset fully by new additional costs.	All of the grant received has been allocated to care home and other organisations as specified in the grant criteria.
Sub Total	4.330		
Test and Trace	1.084	New Costs. Monitoring assumes that the grant will be offset fully by new additional costs.	Additional costs will be reflected within the OCO department
Test and Trace Enhanced Support	0.150	Monitoring assumes that new costs will be incurred. Focus on communications and approval for additional support obtained.	Report approved.
COVID Marshall Funding	0.104	Monitoring assumes that new costs will be incurred.	Report approved via Emergency Powers Group.
Test, Track & Contain grant	1.528	Allocation of resource has been submitted to MHCLG.	Additional costs will be reflected within the OCO department
Clinically Extremely Vulnerable (CEV) funding	0.142	Monitoring assumes that the grant will be offset fully by new additional costs.	Additional costs will be reflected within the OCO department
Contain Outbreak Management Fund	0.767	Monitoring assumes that the grant will be offset fully by new additional costs.	Funding received for January 2021
Contain and Outbreak Management	0.767	Monitoring assumes that the grant will be offset fully by new additional costs	Funding received for February 2021
Sub Total	4.542		
TOTAL	97.246		

Diagram of C19 Restrictions Business Support Grants and Eligibility Over Time

Grant	Business type	Eligible payment date onwards				
		05-Aug	23-Oct	01-Nov	05-Nov	02-Dec
(Sector)	Nightclubs and sexual entertainment venues (SEVs)					
Tier 2 (OpenV1)	Hospitality, hotel, bed & breakfast (B&B), leisure businesses and Tier 3 (Open)					
Tier 3 (ClosedV1)	Pubs, bars, casinos, adult gaming establishments, betting shops and soft play centres					
ARG	LRSG not eligible severely impacted buisnesses					
National (Closed)	ClosedV1 businesses, non-essential retail, leisure and sports facilities, hospitality accommodation, entertainment venues, personal care facilities and community centres					
ARG	LRSG not eligible severely impacted buisnesses					
Payment cycle (type)						
	28 days (OpenV1): RV less than 15K = £934; 15,001 to 50.999K = £1400; 51K or above = £2100					
	Pro-rata (National Closed): From eligible date up to 4 November 2020					
	Exclude: Non essential retail, personal care facilities. Include: Hospitality, hotel, B&B, leisure, (Sector) 14 days (ClosedV2): RV less than 15K = £667; 15,001 to 50.999K = £1000; 51K or above = £1500					
	28 days (National Closed): RV less than 15K = £1334; 15,001 to 50.999K = £2000; 51K or above = £3000					
	One-off discretionary: (National Closed) RV or fixed costs below £15K = £1,500; £15K or above = £3,000					

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Classification	Item No.
Open / Closed	

Meeting:	Cabinet
Meeting date:	20 th January 2020
Title of report:	Additional Restrictions Grant – Phase 2
Report by:	Cllr E O’Brien – Growth Portfolio
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

Following updated Government announcement following the third National lockdown the Council is now working proactively to bring forward a package of support to go to critical businesses in the first quarter of the new-year. This Cabinet paper is seeking approval to bring forward a major package of support to key strategic businesses and employers.

Key considerations

1. Background

- 1.1 Greater Manchester has been allocated £60m Additional Restrictions Grant (ARG), a payment from Government under a national formula. Bury’s share is £4.1m to allocate over 20/21 and 21/22 financial year. Since the advent of the third national lockdown there has been a commitment to further financial support, we are still working through the implications of this.

- 1.2 This paper gives an update on the current allocation of grant and further proposals for consideration on how the grant is allocated strategically to support further cohorts of business sectors, introducing a specific scheme to be able to apply discretion in accordance with our economic landscape.
- 1.3 The Government advised Local Authorities at the start of November that the funding was available for support up to March 2022 and that top up funding would not be made available should authorities overspend, even if there was a move back into a higher level of restrictions at a later date.
- 1.4 The Council worked at rapid speed to bring forward an initial grant implementation programme and to develop Phase 1 criteria for the utilisation of the grant. This approach reflected that which had previously been adopted when discretionary funds had been made available earlier in the year and had proven to be an effective approach as it enabled funds to be allocated in a planned way and provided an opportunity to bring in new cohorts of businesses in later phases as new and emerging needs arose. The recommendations approved on 23rd of November following consultation with the Emergency Powers Group (EPG) and began administering the programme from the 2nd of December.
- 1.5 Phase 1 criteria focussed on some of the key businesses in the borough including Market Traders, childcare organisations and those in the supply chain of businesses forced to close. Those businesses who were eligible have been receiving payments, and will continue to receive an automated payment every 28-days until such time lock-down is removed or the funding envelope is exhausted.
- 1.6 However, it became clearer in December that the context under which the business grants had been considered was rapidly changing. In mid-December infection rates were falling across Greater Manchester, there was speculation of parts of GM moving to Tier 2 and the new vaccine had added to hopes the economy could begin re-opening in the new-year. By the advent of Christmas week it had become clear the new South African strand of the virus was having a devastating impact on infection rates across the UK. This resulted in a further national lockdown and restrictions that have impacted further on our businesses.
- 1.7 In response to this, the Chancellor announced in January that top-up funding to the Additional Restrictions Grant will be made available. Additional grants through the Local Restrictions Grants process have been announced. This announcement signalled a significant change in the funding position for Additional Restrictions Grant.
- 1.8 The Council is now working proactively to bring forward a package of support to go to critical businesses in the first quarter of the new-year. This Cabinet paper is seeking approval to bring forward a major package of support to enable key strategic businesses and employers survive to a point where we are hopeful the economy can begin to reopen.

- 1.9 There is considerable pressure from Government to distribute the Additional Restrictions Grant at speed. This is a clear change of position from the advice we received in November. It is clear there is a strategic case to move to distributing the funding at a faster rate, but the fact remains that the Council must ensure that we guard against fraud and protect the funds to ensure they both go to those in the most need and to those businesses which are strategically important to the future of the Borough.
- 1.10 Despite saying that no further grant awards would be made to support local discretionary grant, the Government has changed policy on this as well, allocating further funding on the announcement of the third national lockdown. The final sum has not been confirmed, but we believe it will be in the region of £2m.

2 Current Position

- 2.1 The initial roll out of ARG which opened for applications on the 2 December 2020 supports the following businesses:
- Bury and Radcliffe market traders;
 - Companies within the events sector;
 - Companies in the retail, hospitality and leisure sectors - who are legally required to close, occupy a rateable premise, but do not pay rates;
 - Companies whose main service is supplying businesses legally required to close in the retail, hospitality and leisure sector; and
 - Childcare organisations within commercial settings.
- 2.2 As of 14 January 2021, a total of £120,000 has been allocated to business eligible from the Phase 1 criteria. (There do however remain a small number of applications pre 24th December still to process). All of these allocations will receive a further payment for the subsequent periods of restrictions that will be repeated until restrictions are lifted. All successful applicants will have their payments backdated to the 23rd of October.
- 2.3 The number applications has not been as high as the initial Discretionary Grant operated from March 2020 until August 2020. This is because the ARG is more focused to reflect the LRSG (which has a lower payment level). In dialogue with other GM districts it is also anecdotally noted that the smaller amount of grant funding may be a factor. Prior to launching the last wave of ARG we took the decision that the funding awards should be aligned to those distributed by Government to closed businesses.
- 2.4 In agreement with the Business Rates Team we have agreed that they can refer applications from their Local Restrictions Support Grant (LRSG). These are refused applications that they are not able to support because of national eligibility criteria but where they feel there is a case for a discretionary award. If they can be supported through ARG then we will allocate grant funding.

3 Options for Consideration

- 3.1 This section presents some additional scope for the ARG in Bury including the forthcoming additional discretionary fund flowing from the third lockdown period.
- 3.2 Our strategic approach has changed in line with a changing national picture. We had planned on using the discretionary grants over the next 12 months to support businesses in the economy move towards recovering and reopening. But with a new national lock-down upon us we are now prioritising the distribution of grants over the next few months to help companies at threat of closure of severe retraction because of the lockdown measures.
- 3.3 We are proposing that the 'Bury Business Grants Programme' now contain three new groups of target beneficiary. These are:
1. Key strategic businesses who if they were to close would harm the Borough's economic capacity
 2. Key employment generators. Companies who support the employment base of the Borough
 3. Micro businesses who have not previously benefitted from support programmes

3.4 'Strategic Businesses Support Fund'

This is a fund targeted at Bury businesses who trade in sectors which are driven primarily by either national or international markets and are severely impacted by restrictions. This is economic activity which if it were to be lost would represent a permanent loss of productive capacity within the Bury economy. These could be businesses in manufacturing or production sectors, or businesses which can demonstrate their principal income is not derived through the local economy.

The businesses must demonstrate the impact that the lockdown has had on their business. The grant award will be based on safeguarding jobs and payments of up to £25k per-business entity may be made. The company must be located in Bury and not be part of a multi-national or international organisation unless there is evidence that without support local jobs will be at risk and a declaration of any other grant awards received by the company (or its parent company or subsidiaries in the UK)

This fund will be capped and allocated on a first come first allocated basis. The Council will review the fund and makes strategic decisions if demand outstrips the funding envelope allocated to it.

The funding formula:

Rateable Value	Grant Payment Amount
Up to 15,000	£10,000
£15,000 - £51,000	£15,000
> £51,000	£25,000

There is a requirement for all grants made under this scheme to be state aid compliant.

We are proposing to cap the fund at £1m. The Council reserves the right to vary the terms of the scheme at any time, and without notice, should it be necessary to do so.

3.5 Key Employment Generators Support Programme

This is a fund is targeted at businesses that are critical to retaining the employment base of the Borough. This is a top up fund allocated to those businesses who may have received support through the LRSB (closed) scheme.

Priority for this fund is based on published key sectors that are crucial to the Bury economy and employ a significant number of employees. Businesses must directly employ more than 10 employees.

- Manufacturing
- Logistics
- Creative and Digital
- Business Financial and Professional Services

The businesses must demonstrate the impact that the lockdown has had on their business. The company must be located in Bury and not be part of a multi-national or international organisation unless there is evidence that without support local jobs will be at risk.

This fund is capped at £1m. The Council reserves the right to vary the terms of the scheme at any time, and without notice, should it be necessary to do so.

The proposed funding formula is as follows:

Rateable Value/equivalent fixed cost	Grant Payment Amount
--------------------------------------	----------------------

Up to 15,000	£10,000
£15,000 - £51,000	£15,000
> £51,000	£25,000

3.6 Small and Micro Business Support Fund

This is a fund to support those businesses that fall outside of the scope of Local Restrictions Support Grant and Additional Restrictions Grant. This fund is to support those businesses that do not have monthly commercial property costs but can provide evidence of monthly fixed asset costs that is fundamental to the operating of the business. This may be:

- A company vehicle that belongs to the business and is crucial to operating the business
- Storage space that belongs to the business and is crucial to operating the business
- Rent of specialist equipment or software that is crucial to the business
- Rent of chair/beauty couch/massage table within a health, beauty or male grooming business.

This fund will require evidence of such costs and financial records such as bank statements to demonstrate severe impact to their business. Applicants will also need to provide proof of identity, driving licence/passport. Applicants in receipt of tax credits and/or other benefits which are assessed based on income, must notify the relevant agency immediately if they are awarded as grant as this may affect their entitlement.

The latest evidence shows that there are 7,755 businesses that employ between zero and nine people. 75% (5,865) of these are estimated to have no employees at all (other than the owner).

The funding formula will reflect payments made to business that have a rateable value under LRSG (closed) and (open).

Business related fixed asset costs	ARG Payment (Closed)	ARG Payment (Open)
Under £15k pa	£1,334	£677

Payments will be made every 28 days until restrictions are lifted and the business can return to trading or at the point there is no more discretionary funding available. Applications will be dealt with on a first come first served principle, but with projects only logged into the system if all the required information is provided.

The grant is not a wage supplement. The JRS and SEISS is the Government programme to support wages. Applicants are asked to agree to be referred to the Greater Manchester 'Enterprising You' programme. This is funded programme to support the self-employed, those working in the Gig economy and small business owners. The referral is intended to give applicants access to support to grow or maintain their business.

4. RISKS

The risk of not deploying support effectively and at pace will have a negative impact on the local economy, in terms of business closures, redundancies and a reduction in business rates and council tax revenue now and in the future. This support will contribute to safeguarding local jobs and maintain some spend in the local economy.

There is a risk that Council's under pressure to 'spend the money' fail to undertake proper checks and due-diligence on applicants. A balance between administrative efficiency and proper safeguards of public money is important to achieve.

5. FINANCIAL IMPLICATIONS (estimated)

Name of Grant	Current	Recurrent until April 2021
ARG Phase 1	£100,000	£600,000
Strategic Businesses Support Programme (£1m)	Capped at £1m	Reviewed when reached capped amount of £1m
Local Discretionary Grant	Capped at £600k	Reviewed when allocated
Local Employment Support Programme	Capped at £1m	Reviewed when reached capped amount of £1m

The figures presented above are estimations.

We will keep under regular review the level of funding allocated through the four funds, and based on the delivery performance of each fund, will allocate the residual funds remaining from the c£6m grant award once we have reviewed performance.

It will be made clear that the monthly recurring payments will only be made for so long as we are in a high level lockdown or by the point at which we have exhausted the resource envelope.

The Council will reserve the right to vary the terms of the scheme, at any time and without notice, should it be necessary to do so.

6. LEGAL IMPLICATIONS

As set out in this report. Grants will be issued on a wholly discretionary basis.

7. RECOMMENDATIONS

This approach has been trialled with the Bury Business Leadership Group who have requested that we work with them to design administrative processes that are streamlined as possible. Depending upon the steer of informal Cabinet it is proposed that this paper be modified and presented to full Cabinet on the 20th of January. We will use the time ahead of this to make progress on designing forms and systems, creating a PR strategy to encourage uptake and to ensure our Business Support Team has adequate capacity to manage the funds.

Community impact/links with Community Strategy

Equality Impact and considerations:

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

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

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

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

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

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

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The grant allocation is not defrayed to eligible Bury businesses in an efficient and speedy manner. Strategic allocation of grant with regular reviews of funding envelope.	Additional resources are made available to the Economic Development Team. A Finance officer is assigned to the Economic Development Team..

Consultation:

Informal Cabinet and Scrutiny Committee briefed.

Legal Implications:

The proposals are in line with the Council's ongoing response to the current Covid situation. They do not give rise to any legal implications, but clarity around the eligibility criteria for certain elements will be required due to the discretionary nature of the grants. The potential for a funding gap will need to be monitored. The risks noted in the report must be addressed and a failure to do so could lead to legal challenge, financial and reputational risk.

Financial Implications:

The cost of the proposals can be met from the grant available. The thresholds set in the report for the individual workstreams provide additional controls and governance and ensure that the overall position can be monitored as and when streams are fully allocated.

Report Author and Contact Details:

Paul Lakin
Director Of Regeneration and Capital Growth

Background papers:

Previous EPG and Cabinet Papers

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

Term	Meaning