

AGENDA FOR

CABINET

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

To: All Members of Cabinet

Councillors : E O'Brien (Leader and Cabinet Member, Finance and Growth) (Chair), C Cummins (Cabinet Member, Housing Services), R Gold (Cabinet Member, Communities), C Morris (Cabinet Member, Culture and the Economy), A Quinn (Cabinet Member, Environment, Climate Change and Operations), A Simpson (First Deputy and Cabinet Member, Health and Wellbeing), T Tariq (Deputy Leader and Cabinet Member Children, Young People and Skills) and T Rafiq (Cabinet Member, Corporate Affairs and HR)

Dear Member

Cabinet

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

Date:	Wednesday, 1 September 2021
Place:	Bury Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

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

Notice of any question must be given to Democratic Services by midday on Friday, 27 August 2021. Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MEMBER QUESTION TIME

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

Notice of any Member question must be given to the Monitoring Officer by 9.30am Friday, 27 August 2021.

5 MINUTES *(Pages 5 - 24)*

Minutes from the meeting held on 21 July 2021 are attached.

6 ITEMS CALLED-IN BY OVERVIEW AND SCRUTINY - ACCELERATED LAND AND PROPERTY DISPOSALS PROGRAMME - PHASE 2 *(Pages 25 - 30)*

Minutes of the Overview and Scrutiny Committee meeting held on 29 July 2021 are attached.

7 THE COUNCIL'S FINANCIAL POSITION AS AT JUNE 30 2021 *(Pages 31 - 68)*

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

8 TREASURY MANAGEMENT OUTTURN 2020/21 *(Pages 69 - 86)*

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

9 ESTATES TRANSFORMATION: BURY HUB PROPOSALS - PHASE 1 HUMPHREY HOUSE - PART A *(Pages 87 - 94)*

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

10 LUF PROJECTS - PROCUREMENT UPDATE - PART A *(Pages 95 - 104)*

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

**11 BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT
QUARTER ONE 2021-22 DELIVERY UPDATE** *(Pages 105 - 134)*

A report from the Cabinet Member for Corporate Affairs and HR is attached.

12 ESTABLISHING THE BUSINESS AND EXECUTIVE SUPPORT SERVICE
(Pages 135 - 148)

A report from the Cabinet Member for Corporate Affairs and HR is attached.

13 REAL LIVING WAGE IMPLEMENTATION *(Pages 149 - 166)*

A report from the Cabinet Member for Corporate Affairs and HR is attached.

**14 MINUTES OF ASSOCIATION OF GREATER MANCHESTER
AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY**
(Pages 167 - 202)

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 28 May and 25 June 2021.

15 URGENT BUSINESS

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

16 EXCLUSION OF PRESS AND PUBLIC

To consider passing the appropriate resolution under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, that the press and public be excluded from the meeting for the reason that the following business involves the disclosure of exempt information as detailed against the item.

**17 ESTATES TRANSFORMATION: BURY HUB PROPOSALS - PHASE 1
HUMPHREY HOUSE - PART B** *(Pages 203 - 210)*

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

18 LUF PROJECTS - PROCUREMENT UPDATE - PART B *(Pages 211 - 238)*

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

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Minutes of: **CABINET**

Date of Meeting: 21 July 2021

Present: Councillor E O'Brien (in the Chair)
Councillors R Gold, C Morris, A Quinn and A Simpson

Also in attendance: Councillors N Jones, M Powell, M Smith, C Birchmore and J Rydeheard

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

Apologies for Absence: Councillor C Cummins, Councillor J Mason, Councillor T Tariq, and Councillor T Rafiq

CA.105 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Clare Cummins, Councillor Tahir Rafiq, and Councillor Tamoor Tariq, and Councillor Mike Smith was substituting for Councillor James Mason.

CA.106 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.107 PUBLIC QUESTION TIME

The following question was submitted in advance of the meeting by a member of the public, Krisila O'Neill:

How do you see closing another home to make savings in the long term this will affect other services? What happens to the social care portion of council tax because it keeps going up but this sector has more and more cuts year after year.

Responding, Councillor Andrea Simpson reported that Council tax does increase each year and so does the cost of caring for adults in the borough. Each year the cost of supporting adults goes up more than the council tax so in the absence of government funding each year we have to make savings to balance the budget.

The Council's overall aim is to keep providing current level of service but find less expensive and better ways of doing this. Data has shown that demand for both day care and short stay/ respite service has been on the decline since 2018 and we cannot continue to pay for provision that is not fully utilised.

Decommissioning capacity that is not used means savings can be delivered without reducing the amount of care and support we provide.

The following question was submitted in advance of the meeting by a member of the public, Francine Millar:

I am paying 1.99% more for council tax along with everyone else for social care. Can you explain where this money is going to? Plus you do have reserve money for rainy days this is surely a rainy day and needs to be released. People whom I have spoken to don't understand why social care is being treated in this way to close down an important home. Plus they didn't hear about this until I shared this with them.

Responding, Councillor Andrea Simpson reported that each year we spend £80m supporting vulnerable adults with care and support. Every 1% added to council tax for adult social care raises £860,000.

To ensure our care providers could pay the National Living Wage increases as mandated by Central Government and manage other inflationary pressures we need at least an extra £2.5m.

Therefore, you can see the adult social care precept does not keep pace with the cost of care and therefore each year we find savings to balance the budget. This has been the case each year for many years and we await the long-awaited central government plan to rescue Adult Social Care. Until we see this then our need to deliver savings will likely continue and depending upon what the plan says may need to continue even longer.

The council does have some reserves and is using them to reduce the amount of savings made already.

Considerable effort was made to advertise the consultation, this included:

- A detailed letter and survey, sent to 701 Persona customers.
- Information published on the Council's Consultation and Engagement site One Community.
- A Council press release issued on the 24th May.
- Published the consultation on Council social media platforms.
- Information on the consultation launch was shared with local councillors, social care workforce, care providers, a range of stakeholders and via various networks, encouraging them to share the information.

The proposal to reduce the unused beds in short stay/ respite was built on data indicating there is an over-supply of beds. Data for the period 2018/19 and 2019/20 shows a trend of declining occupancy at both buildings.

The following question was submitted in advance of the meeting by a member of the public, Laura Faulkner:

Public consultation report has been issued and the outcome is that 77% of the public voted against the closure and yet the proposal is still going ahead. What is the point of a public consultation if the public's voice isn't being listened too? Basically it sounds like the decision had already been made before the public consultation and this was just a process that the council had to go through!

A further supplementary question was submitted: The building was left/donated by former councillor Fred Spurr on the provision that it stays as an older adults'

hostel. Apparently bury council can have this lifted which is going to cost money! Where Fred's loyalty in this?

Responding, Councillor Andrea Simpson reported that yes, the feedback to the 'yes/no' question is negative. We know that this question was answered multiple times by a small number of individuals, and we must take this into account when considering it.

The proposal is to decommission beds that are not fully used which the council pays for. The council cannot afford to pay for services it does not need and are not fully used therefore the recommendation is still to decommission these services.

In response to the supplementary question, she reported that the council would take into account the land covenant when it identifies a future use for the land.

The following question was submitted in advance of the meeting by a member of the public, Sean Hall-Moore:

What gives you the right to dismiss a 10,000 strong petition to save the greenbelt?

A further supplementary question was submitted: When will this council listen to the people of the borough?

Responding, Councillor Eamonn O'Brien reported that, for clarification, the Council has not received a petition with 10,000 signatures on this issue, but we do take listening to people seriously and this is exactly why this plan has been consulted on, on a number of occasions, and will be again following decision tonight.

There is opportunity for members of the public to have their say. Not only do they have their say through the consultation, but there is a robust public examination of this plan as part of the process whereby evidence is brought forward, listened to by the planning inspectors who are experts and independent of the council, and make a judgement ultimately on the soundness of the plan. Representations of the public can be made through that forum as well.

Ultimately, we do need a plan, primarily because if we don't have one, we are at the whim of the government intervening in our planning authority and we're at the whim of developers who would have the opportunity for a free-for-all on not just some parts of the borough and its greenbelt, but all of it. And that's why this report proposes to meet the requirement of having a plan and why it's so important. We've tried, twice, in 2011 and 2014, to produce a local plan that did not release any greenbelt but this did not meet housing targets set at that time and would not have been accepted.

So it's clear that while public can continue to have their say on this, we have a job in hand, one that must be continued.

The following question was submitted in advance of the meeting by a member of the public, Julie Halliwell:

Bradshaw Road has no footpaths, cottages directly adjacent to the road, blind and sharp bends, single track sections and is unsuitable for HGVs. It has been described as 'dangerous' by Bury MBC officers and as 'notorious' by a senior fire officer. It is however used as a main route from the Walshaw direction towards north Bolton, Edgeworth, Blackburn etc and is a route sat navs advise. Despite the growing list of issues nothing within the proposed PfE has any form of relief for traffic heading in this direction despite a proposed additional c5000 houses. The only mention of Bradshaw Road, despite the concerns, is the designation of the road as a 'cycle route'. What assurances can members provide that the concerns of residents, officers and the fire service have/will be taken into account should any housing developments be proposed?

Responding, Councillor Eamonn O'Brien reported that in considering the proposals and formal planning applications for new housing developments, the planning and highways officers are required and compelled to consider highway and fire safety issues. Developments will be required to ensure that appropriate mitigation will be put in place where required.

With specific reference to the Bradshaw Road area, the Council is aware of the incidents referenced and Highway Officers have already met with residents to discuss plans and potential mitigations.

We are looking at our current road safety programme, which we hope to deliver over the next few years and consideration will be given to all of these sites of concern.

Additional measures and mitigation will further be developed and implemented as required.

The Council can therefore give the assurance that the concerns of residents and other stakeholders will be given full regard if and when future developments come forward.

The following question was submitted in advance of the meeting by a member of the public, Stephen Cluer:

Back in 2018 Bury Council put together a local housing topic paper using the 2016 ONS housing projection figures which outlined 6500 homes would be required between 2017 to 2037. Since then even more up to date figures have been released by the office of national statistics which now project 5,949 homes between 2022 to 2037 in a 15 year plan. I am fully aware that the national planning policy framework is based upon 2014 projections which are now 7 years out of date but as stated numerous times they are not mandatory and are just a starting point for councils to work from. Where constraints exist like greenbelt land that prevent a council from meeting their targets these should be considered and accepted by a housing inspector. Why does this council cabinet continue to support a plan to release vast areas of greenbelt land to accommodate excessive development unnecessarily?

A further supplementary question was submitted: Does the council cabinet consider the places for everyone plan to be positively prepared, justified, effective over the period of the plan and in accordance with national planning policy?

Responding, Councillor Eamonn O'Brien reported that with regards to the housing figures we are expected to be used and through which the government has set us the target of, it's true that in the 2018 topic paper we were looking at more recent figures than those initially at 2016, however, that topic paper was prepared prior to the introduction of the government's standard method for assessing housing need. It was overridden by changes from the government.

Since then, the government has introduced the standard method for assessing housing need and that comes are part of their commitment that can be found in the government's manifesto to deliver 300,000 homes nationally. Development plans, including those like the one before us this evening, must be prepared in accordance with national planning policies which are what the plan will be tested on at the examination stage.

The Government's policy is therefore clear that local planning authorities are expected to follow the standard method, based on the 2014 household projections and should only depart from this in exceptional circumstances. The suggestion from the questioner that these are not mandatory sadly is not the case. In fact, a letter in April from the Senior Planning Officer from the Ministry of Housing, Communities and Local Government, who are essentially the people who determine these policies and who would effectively determine the fate of these plans, says, in relation to a letter of concern about their housing targets: "to get enough homes built in the places where people and communities need them, a crucial first step is to plan for the right number of homes. The standard method for assessing housing need was introduced to simplify the process of assessing housing need. The current standard method provides a minimum number of homes, not a maximum." And so we can debate the nuances of language, but it's clear when the Senior Planning Officer from MHCLG says this is a minimum, that this is a target.

The letter goes on to say, in relation to concerns about the figures specifically: "In relation to your points about the use of more recent household projections, the government has carefully considered whether to use the household figures from 2018 and has concluded that, in the interests of stability for local planning and for local communities, it will continue to expect only the use of the 2014 based projections." So not only does this letter from April from the Senior Planning Officer from MHCLG confirm they are minimum target it confirms the figures must be based on the 2014 set of household projections.

It would be wrong to work under the assumption that these are not mandatory and that these are not, at the very least, a minimum target. Therefore, whilst working with these projections and these targets, we do find ourselves with the constraints of releasing greenbelt. I understand Mr Cluer's concerns because there is relatively strong language in some of what the government says about protecting the greenbelt and how that may be considered a method through which plans can be set without releasing it. However, recent evidence from a few weeks ago that would be of concern to anybody who thinks the government will protect the greenbelt by rejecting plans. The Senior Planning Inspector in the case of

Hertfordshire Council, who are trying to set their own local plan, recently determined that housing need trumped the protection of greenbelt. These were his words in the debate he was having in that Council over their own local plan, in talking about the consideration of housing need he says: "the release of greenbelt does not negate the overarching consideration that the principal of greenbelt land release is justified by the scale of unmet housing need and this can only be fulfilled by this course of action." In effect he's saying 'you can't produce a plan, as this Council was seeking to do, that did not meet the housing need and hide behind reasons of the greenbelt. He says: "If the Council were to continue with this," or [he] did not hear anything further about their plan, he would have to: "write a report confirming that the submitted plan is unsound and so cannot be adopted."

This is not unfamiliar territory. This is precisely the position we were in back in 2011 and 2014 when the Council tried to set two different local plans both of which released no greenbelt, neither of which met the government's housing target. So we cannot view the figures as not mandatory, owing to the evidence from the Senior Planning Officer, and we cannot say greenbelt is a reason not to meet our housing need, owing to the evidence from the Planning Inspector.

In response to the supplementary question, Councillor Eamonn O'Brien reported that yes, the places for everyone plan is considered to be positively prepared, justified, effective over the period of the plan and in accordance with national planning policy. It is this which will be tested at the public examination which is precisely why we should be continuing through this process, following the eight-week consultation, as it is only at that examination we will get the clarity, away from politics, from the independent planning inspectors who will make the determination as to whether or not this plan is sound.

CA.108 MEMBER QUESTION TIME

The following question was submitted in advance of the meeting by Councillor Carol Birchmore:

For some time now Bury Council has been claiming that it is committed to a brownfield first policy. However I would like you to consider the following:

- Out of the £97 million Greater Manchester Brownfield Housing fund Bury Council have so far only managed to secure only £1.4 million whereas Bolton, Manchester, Rochdale and Wigan have all secured over £10 million each.
- Bury Council failed in its bid to secure funding from the Brownfield Housing Fund for the largest brownfield site in Bury i.e. 400 houses on the East Lancashire Paper Mill site.
- Despite identifying brownfield sites for over 4,000 homes in Bury, the Council has failed to meet its Housing Delivery Targets and at 52% of target it has achieved the poorest performance amongst all the Greater Manchester councils.
- The topic papers for both the Elton Reservoir and Walshaw greenbelt sites, talk about first completions on those sites in 2025. Considering how long it takes to put planning applications through the system and site land

preparation this would indicate a proposed immediate start on the process of building on greenbelt as soon as Places for Everyone is approved.

Considering this the following questions need to be asked:

1. Why has more effort not been put in by the Council to ensure that brownfield sites are in a shovel ready state for development?
2. Why is the Council not using its own brownfield sites to build affordable homes by setting up wholly owned house building company similar to the one set up by Salford Council? (Derive)
3. Do you agree that the claim of a brownfield first policy as at best questionable?

Responding, Councillor Eamonn O'Brien reported that the Council has brought several reports around our brownfield strategy including the success we've had in applying for brownfield funding and in starting on site as much as possible needs to happen in an accelerated time. Underneath all of that the Council has been developing its own Business Growth and Infrastructure directorate, something that did not exist for a number of years. The capacity, the resource, the skills, the expertise we've brought into that have now put us in the position where we are far more capable of delivering these brownfield sites. Prior to that in-house capacity, much of the Council's strategy relied on disposal of the land directly to housing providers for development. We wanted to make sure we were taking a more active approach, intervening in these brownfield sites, developing as much affordable and eco-friendly housing as we can.

One of the reasons we have secured less money than some of our neighbours is because we have less brownfield land than they do. Boroughs with larger brownfield sites are able to bid for larger sums of money. Our biggest brownfield site is 400 homes; our neighbours have multiple sites of well over 1000 homes. Considering our starting point and our present circumstances, we have competitively bid and been successful in five cases, which is approximately the same as our neighbours albeit smaller.

We have made progress on the East Lancashire Paper Mill site, a report on the partnership and collaboration with Homes England came to Cabinet, and one of the benefits of working so closely with them is that they can access funding that we can't, can use their resources and skills to do so., and that their sole purpose is to get on with the delivery of these housing sites and are therefore best placed to chase down that funding. We do have to acknowledge that it is a complicated site and therefore using their expertise, skills and capacity as well as their connections with government funding streams is sensible and will produce far better results for us and allow us to focus our efforts in other places.

With regards to a Council-owned housing company, it's an interesting idea and one we have discussed over the years and is an option available to us. One of the reasons we have not, at this stage, pursued it is because it is naturally something that takes time, effort, new capacity, resources, and skills that we would have to build into it. We've decided to go a different route, but by going down a company route we would have to use even more time to get it up and running before we could start to deliver. We've accepted that we want to get on with this as quickly as possible.

In addition, we may not need a company to secure the outcomes we would like to see. Much of what Salford are producing we can deliver ourselves in our current set up. We have ALMO and Six Town Housing arm and are working closely with them, having just re-established that relationship through the housing review. There is a lot we can achieve together and now we have a strategic housing group to bring together both sides of that from a housing services and strategic housing purpose where we can work together on schemes where there is mutual interest, getting the best of both worlds in terms of growth and housing service.

We are still in a strong position to get the outcomes that Salford are getting, acknowledging that they have much more brownfield land than we do and they have more capacity to deliver on bigger sites. Overall, there is our town centre masterplan work, we're bringing forward Bury town centre, we already have the Radcliffe one, we're working on Prestwich as well, alongside East Lancashire Paper Mill and other brownfield sites, and the accelerated land disposal scheme – we are taking our commitment to brownfield first incredibly seriously and wouldn't accept it is a questionable thing. Where we are in control of doing brownfield first, that is precisely what we're doing. I'm sure we'd all like to see brownfield first be a national policy as not all sites are in the Council's ownership, there are private sites as well we should be encouraging to come forward. That would take action from the government and unless they're willing to act and establish brownfield first as the national plan, we will be in this position where a Council can have it as a policy but can't insist upon it at a planning application stage.

The following question was submitted in advance of the meeting by Councillor Jackie Harris:

Can the Cabinet member for operations please provide details of the highways and Infrastructure forward plan for the Borough including details of road resurfacing, street gullies clearing and pothole repairs.

Responding, Councillor Alan Quinn reported that the resurfacing schemes 2021/22 (completed, committed, planned) represents around £4m of resurfacing works. Please be aware not all proposed schemes may go ahead as many issues can frustrate the programme (e.g. utility companies).

Bury has 660km of roads, for that we should get around £6m from the Department of Transport to keep them in a standstill state. Since 2010 we've received a third of that, and therefore we took the decision to borrow £20m over two years for the Highway Infrastructure Strategy One and Highway Infrastructure Strategy Two.

Completed (Department of Transport monies)

- Lever Street , Radcliffe
- Alma Street, Radcliffe
- Meadowcroft, Radcliffe
- Walshaw Road, Bury
- Harlech Avenue, Prestwich
- Hastings Road , Prestwich
- Hillcrest Road, Prestwich
- Ravensway, Prestwich

- Sandy Meade , Prestwich
- Heywood Road, Prestwich

Completed (funded by Highway Infrastructure Strategy)

- Westminster Avenue, Radcliffe
- Woodhill Road, Bury West
- Alston Street, Bury West
- Mitchell Street, Bury West
- Stewart Street, Bury West
- Woodbank Drive, Bury West
- Monmouth Ave, Bury East
- Mosley Avenue, Bury East
- Tennyson Ave, Bury East
- Townside Row, Bury East

Underway/Committed (Department of Transport monies)

- Wood Road Lane, Ramsbottom
- Radcliffe Road, Bury East

Underway/Committed (funded by Highway Infrastructure Strategy)

- Cornwall Drive, Bury East
- Glebelands Road, Prestwich
- Park Road, Prestwich
- Derby Way, Bury East

Planned (Department of Transport monies)

- Albert Street, Ramsbottom
- Tor Avenue, Ramsbottom
- Bury Old Road, Radcliffe

Planned (funded by Highway Infrastructure Strategy)

- Moorway, Ramsbottom
- Westgate Ave, Ramsbottom
- Buckingham Drive, Bury West
- West Ave , Whitefield
- Bass Lane, Ramsbottom
- Walmersley Road, Ramsbottom

Growth Deal 2 Schemes (£4-5m funding by GMCA)

- Market Street/Angouleme Way CYCLOPS Junction - underway.

Gully cleansing

- We operate a cyclic gully cleansing regime whereby we endeavour to attend to all 44,000 highway gullies annually. In order to maximise efficiency we do not deviate from this cyclic regime to attend to blocked gullies unless there is a risk of flooding to adjacent properties or to the highway in a manner that endangers road users.

Potholes

- Highway safety defects, including potholes are repaired in accordance with our formally approved "Highway Safety Inspection Policy". So far this financial year, Streetscene have completed in excess of 3,000 pothole repairs.

Mayor's Challenge Fund/Active Travel Schemes (some dependent on consultation outcomes)

- Roch Valley Greenway Bridge (Gigg Mills) - MCF
- Filtered Neighbourhood (Fishpool) - ATF2
- 5 crossings (Sheepfoot Lane, Heys Road, Thatch Leach Lane, Ainsworth Road, Church Street) - SSSL
- Jubilee Way/Manchester Road junction - MCF
- Bury Old Road/Heywood Road junction - MCF

CA.109 MINUTES

It was agreed:

Minutes of the meeting held on 30 June 2021 be approved as a correct record and signed by the Chair.

CA.110 MINUTES OF OVERVIEW AND SCRUTINY COMMITTEE

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the minutes of the Overview and Scrutiny meeting held the previous evening which had been tabled for Members.

The Committee had agreed the following resolution: "The scrutiny committee advises the Cabinet to reject the Places For Everyone model like Stockport has and pursue a Bury local plan."

The Leader advised this would be addressed during discussions of the next item on the agenda.

It was agreed:

Minutes and resolution of the Overview and Scrutiny meeting held on 20 July 2021 be noted.

CA.111 PUBLICATION OF THE 'PLACES FOR EVERYONE' PLAN

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which presented proposals for the Publication of a joint Development Plan Document of nine Greater Manchester (GM) districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan), to be known as 'Places for Everyone' (PfE).

With regards to the recommendation from Overview and Scrutiny Committee, it was noted that working collaboratively had enabled Bury to off-set 2,228 homes from our Local Housing Need to other districts which would otherwise have to be

accommodated within the Borough. To withdraw from the plan would therefore result in further pressures on greenbelt land to site those homes. The collaborative plan also secured infrastructure investment from developers, which was lost if Bury withdrew from the joint plan.

In response to Members' questions, it was noted that not every brownfield site was appropriate for housing development, with some (such as the former fire station site) better utilised in developing the local economy. In response to further questions, it was noted that residents' views were being listened to, and this plan addressed the long-term needs for communities whilst protecting the vast majority of the greenbelt. The plan benefitted Bury, allowing us to shift our housing needs to other areas and prevent further need to release greenbelt land, and giving us greater power to dictate to developers.

With regards to the consultation, the plan would be subject to an eight-week period of public consultation, including online engagement methods as well as a range of other steps to ensure sections of the community that don't have internet access can get involved in the process. Following this consultation, and subject to the approval of Council, the Places for Everyone plan would be formally submitted to the Government alongside all supporting evidence and responses received during consultation. The Government will then appoint a Planning Inspector (or a panel of Inspectors) to undertake a Public Examination of the plan and this would also take into account all consultation responses and evidence submitted by residents. It was noted that the Council were unable to make changes to the plan but the Planning Inspectors can make alterations based on this evidence.

Decision:

That, subject to the Joint Committee agreeing that the plan has substantially the same effect and recommending the plan to the districts, Cabinet:

1. Approves the Places for Everyone: Publication Draft 2021, including strategic site allocations and Green Belt boundary amendments, and reference to the potential use of compulsory purchase powers to assist with site assembly, and the supporting background documents, for publication pursuant to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 for an 8-week period for representations to begin not earlier than 9 August 2021; and
2. Delegate to the Director of Economic Regeneration & Capital Growth authority to approve the relevant Statement of Common Ground(s) required pursuant to the National Planning Policy Framework 2019.

Reasons for the decision:

It is considered that working with the other eight participating districts on PfE 2021 brings a number of important advantages including an up-to-date plan, a stronger local economy, significant infrastructure investment, and reduced impact on the Green Belt. It is important to recognise that if the PfE Joint Plan did not exist or if Bury were not a participant in the process, the strategic matters that are currently dealt with through the GMSF would still need to be covered by the Local Plan. However, the advantages of collaborative working would be lost.

Other options considered and rejected:

For Bury to withdraw from the PfE process and to only produce a Local Plan. The Council has tried to get a replacement Local Plan in place in both 2011 and 2014 but were met with significant challenge as to whether these plans met Bury's housing needs. The Council chose to pursue the approach recommended by the

Inspector undertaking the examination of the Local Plan in 2014 and focus efforts on the preparation of the GMSF before making significant progress on a Local Plan.

CA.112 THE COUNCIL'S FINAL OUTTURN POSITION FOR 2020/21

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which set out the final financial position for the Council for 2020/21, covering the position for both revenue and capital and providing an analysis of the variances, both under and overspending.

In response to Members' questions, it was noted that grants received over the past year covered the initial cost implications from Covid but were a one-off and so ongoing challenges and budgetary pressures remained. Internal governance was improving, reflected in audit reports, and would be finalised now the permanent Director of Finance post had been appointed to. Finally, it was noted that the Council needed to get back to collecting as much Council Tax and Business Rates as possible, whilst still being sensitive to the ongoing impacts the pandemic had on residents, businesses and communities.

Decision:

That Cabinet:

1. Note the final underspend on the revenue budget of £13.605m. It should be noted that £11.1m was always planned due to the reduced contribution to the pooled fund of £10.5m and the £567k planned contribution to the general fund. The balance is as a consequence of the very late receipt of Government funding during 2020/21 to support the financial impacts of the pandemic.
2. Note that the £10.5m reduced contribution to the pooled fund was agreed at the end of the last financial year, when the Council made an additional contribution to the pool of the same value as a mechanism of accessing additional funding for the CCG;
3. Approve the net allocation to reserves of £48.982m and note that this is factored into the out-turn position;
4. Note the Covid 19 reserve for future use for Covid 19 cost pressures in addressing the ongoing impacts of the pandemic on the vulnerable residents of our population and supporting Council services where there are losses of operating income;
5. Note the final position on the collection fund;
6. Note the final position on reserves of £130.172m at the end of 2020/21, split £74.849m general, £67.885m earmarked and (£12.562m) schools;
7. Note expenditure of £27.233m on capital programmes during the year and the outcomes achieved;
8. Note the slippage of £13.297m on the capital programme and approve that this can be carried forward and added to the 2021/22 capital programme.
9. Note that the final treasury management outturn report will be presented to Cabinet in September 2021.

Reasons for the decision:

The continuation of the Covid pandemic and the additional measures that have been put in place, both nationally and across the Greater Manchester region, in response to this has impacted significantly on demand for services and loss of income. There remain some considerable challenges as a result of COVID-19 and the use of available funding and the impact on the financial position in 2021/22 will need continuing close monitoring.

Other options considered and rejected:

N/A

CA.113 CAPITAL PROJECT STAGE II APPROVAL, DERBY HIGH SCHOOL, PHILIPS HIGH SCHOOL - PART A

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which set out capital projects at The Derby High & Philips High schools, for which financial provision is made through the 2021/22 and 2022/23 Children's Services Capital Programme.

Decision:

That Cabinet note the programmes of investment.

Reasons for the decision:

The project costs are within the identified capital programme budget.

Other options considered and rejected:

N/A

CA.114 BUSINESS GROWTH AND INFRASTRUCTURE DEPARTMENT

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which sought approval for the next stage of development of the Business Growth and Infrastructure (BGI) department.

Decision:

That:

1. The Council's housing functions be organised within the Business Growth and Infrastructure department, as set out in this report.
2. The post of Director of Housing and Development be deleted.
3. A new post of Assistant Director of Housing be established. The post has been evaluated at Chief Officer (Band C).
4. The structural changes to housing functions, as detailed in section 4 of this report be approved.
5. The structural changes within the regeneration and development functions of the Business Growth and Infrastructure department in, detailed in section 5 of this report be approved.

Reasons for the decision:

- The changing policy context, especially the Housing White Paper and the responsibility it will place on the Council.
- The appointment of an experienced senior housing leadership within the Council will provide focus for the service and for other partners including the ALMO.
- The appointment of an experienced Assistant Director (Regeneration Delivery) in BGI has opened the route to better enable the Council to deliver residential growth through partners and the private sector whilst generating receipts.
- A strengthened intelligent client function will enable a clearer understanding of performance in both the ALMO and in housing services.
- A comprehensive housing service allows depth in housing knowledge to join up both physical and people-based strategies across public services.
- It allows a focus on residential development across all tenures and sectors and enables a much broader base of partners to be engaged.
- By enabling residential development rather than direct delivery, the service will lever external funding and skills and places risk in the right places.

Other options considered and rejected:

To carry on as is with transfer of all Housing functions apart from development to Six Town Housing (STH). This option has been rejected for a number of reasons, including the current policy context; Let's Do It; the new Housing Strategy; and the Housing White Paper, the low performance of residential development by the Council, the unique nature of the proposal and risk i.e., there are no other ALMO's that have taken on this scale of service in one single transfer, an underlying lack of understanding around ALMO performance and cost, and that the Housing Revenue Account is coming under pressure and it is vital that the Council is able to take a more proactive role in developing its HRA 30-year Business Plan than it has done to date in order to ensure any investment decisions are affordable.

CA.115 PROPOSED SAVING OPTIONS FOR ADULT SOCIAL CARE: OUTCOMES OF THE PUBLIC CONSULTATION

Councillor Andrea Simpson, the Cabinet Member for Health and Wellbeing, presented the report which outlined the details, findings, and recommendations of the public consultation regarding the council's arm's length provider Persona Care and Support Limited.

Members discussed the report in the context of social care as a national issue and lack of central government funding. In response to questions, it was noted financial and legal details surrounding the covenant on Spurr House could be circulated outside the meeting.

Decision:

That Cabinet approve the following proposals:

- **Proposal 1 – day care**
Reduce the number of unused places in the day care service. Close Pinfold Lane Centre and relocate the dementia day service to a designated area at Grundy.
- **Proposal 2 – short stay/ respite**
Reduce the number of unused places in the short stay service, closing Spurr House leaving Elmhurst open for short stay care.
- **Proposal 3 – all age disability services**
Further explore a multigenerational disability assessment and care management service and if co-production indicates bring forward an options paper.

Reasons for the decision:

Due to the significant financial challenge facing the Local Authority, Adult Social Care has proposed savings schemes totalling £12.4million. Understandably as a large proportion of the Adult Social Care budget is spent on our arm's length provider Persona Care and Support Limited, this contract must be reviewed and reduced to help achieve the savings. The current savings requirement for Persona Care and Support Limited is £2.5m over the next two financial years.

Other options considered and rejected:

Alternative savings proposals submitted would not deliver the amount of savings required and would not ensure the council did not continue to pay for capacity within a block contract that was not needed or used.

CA.116 TRANSFORMATION STRATEGY

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which summarised the Council's work to establish the foundations for a Let's Do It! Internal transformation strategy to be delivered during 2021/22 and 2022/23.

In response to questions, it was noted that user experience improvements would be more than front-end changes, with wider system developments being a part of the improvements being made to the digital infrastructure. It was agreed that the Cabinet Member would meet with the Leader of the Opposition to discuss the strategy.

Decision:

That Cabinet:

1. Note the internal progress to date in developing the transformation strategy.
2. Endorse the overall proposed approach as a basis for action and approve investment proposals.
3. Note an updating report will be provided to cabinet in January 2022.

Reasons for the decision:

This report provides the 'blueprint' for the delivery of an ambitious transformation programme for Bury Council over the financial years 2021/22 and 2022/23. It includes the feedback and recommendations from Ameo and sets out the strategic objectives for the programme; the proposed architecture for the next two years and an outline cost/benefit analysis. This report builds and draws on all existing projects and work relating to transformation and brings it into a single programme.

Other options considered and rejected:

None.

CA.117 GM CLEAN AIR FINAL PLAN

Councillor Alan Quinn, the Cabinet Member for Environment, Climate Change and Operations, presented the report which set out the progress made on the Greater Manchester Clean Air Plan.

In response to a Member's question, it was noted that small businesses were vulnerable, but £5,000 grants were available to support retrofitting of vans. There might be a shortage of some models, the proposed final Plan will achieve compliance with the legal limits for Nitrogen Dioxide within Greater Manchester and by 2024 at the latest as required by the Ministerial Direction. but an extra year's grace has been secured to allow the market to develop and for supply to increase.

Decision:

That Cabinet:

1. Note the progress of the Greater Manchester Clean Air Plan;
2. Note the progress in the distribution of Bus Retrofit funding;
3. Note Ministers' agreement to include the sections of the A628/A57 in Tameside which form part of the Strategic Road Network within the Greater Manchester's Clean Air Zone (CAZ) and their request for Tameside MBC, TfGM and Highways England to establish the most appropriate solution for the charging mechanism to be applied on this section of the Strategic Road Network (SRN);

4. Approve the GM Clean Air Plan Policy, at Appendix 1 noting that the policy outlines the boundary, discounts, exemptions, daily charges of the Clean Air Zone as well as the financial support packages offered towards upgrading to a compliant vehicle, including the eligibility criteria to be applied.
5. Agree the Equalities Impact Assessment, as set out at Appendix 2;
6. Agree the AECOM Consultation Report, as set out at Appendix 3;
7. Agree the proposed Response to the Consultation at Appendix 4 which has been prepared by TfGM on behalf of the ten GM local authorities;
8. Agree the Impacts of COVID-19 Report, as set out at Appendix 5;
9. Agree the Modelling report of the final CAP package, as set out at Appendix 6, and in particular that the modelling outputs of the final plan scheme show the achievement of compliance with the legal limits for Nitrogen Dioxide in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction;
10. Agree the economic implications of the CAP Report, as set out at Appendix 7;
11. Note the update on the GM Minimum Licensing Standards, set out in section 3.1, and in particular that licensing conditions will not be used to support delivery of the GM Clean Air Plan;
12. Approve a 6-week public consultation on the inclusion of motorhomes classified as MSP1 in the GM Clean Air Zone and on the inclusion of the A575 and A580 at Worsley commencing on 1 September 2021 and delegate authority to the Executive Director of Operations in consultation with the Cabinet Member for Environment, Climate Change and Operations to approve the consultation materials;
13. Note that the GM Clean Air Charging Authorities Committee has the authority to make the Charging Scheme Order which establishes the GM Charging Scheme in line with the agreed GM Clean Air Plan Policy;
14. Note that the GM Charging Authorities Committee has the authority to vary the Charging Scheme Order if this is established as the most appropriate charging mechanism to be applied on sections of the A628/A57 part of the Strategic Road Network (SRN) in Tameside;
15. Note that the Air Quality Administration Committee has the authority to agree the final form of the Operational Agreement for the Central Clean Air Service, and to authorise the making of the Agreement, on behalf of the ten GM local authorities;
16. Note that the Air Quality Administration Committee has the authority to:
 - a) establish and distribute the funds set out in the agreed GM Clean Air Plan policy;
 - b) approve the assessment mechanism agreed with JAQU to ensure that Clean Air Funds can be adapted if necessary;
 - c) keep the use of the funds under review and to determine any changes in the amounts allocated to each and their use and
 - d) Monitor and evaluate the joint local charging scheme.
17. Approve the reallocation of funding from the Try Before You Buy scheme to provide additional electric vehicle charging points dedicated for use by taxis;
18. Delegate to the GM Charging Authorities Committee the authority to determine the outcome of the consultation on both the inclusion of motorhomes classified as MSP1 within the scope of Clean Air Zone charges and on the inclusion in the GM Clean Air Zone of the A575 and A580 at Worsley following the conclusion of that consultation;
19. Agree the Clean Air Zone ANPR and signage locations, as set out at Appendix 10;
20. Agree a delegation to Executive Director of Operations in consultation with the Cabinet Member for Environment, Climate Change and Operations to approve the submission of the Interim Full Business Case if required and the Full Business Case (FBC) to the Government's Joint Air Quality Unit to support the GM Clean Air Plan and any supplementary information to that Unit.

Reasons for the decision:

The ten Greater Manchester local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as "GM", have worked together to develop this Clean Air Plan to tackle

NO2 Exceedances at the Roadside, referred to as GM CAP. The core goal of the GM CAP is to address the legal requirement to achieve compliance with the legal Limit Value (40 µg/m³) for NO2 identified through the target determination process in Greater Manchester in the "shortest possible time" in line with Government guidance.

Other options considered and rejected:

Throughout the development of the plan GM has considered a range of options to deliver compliance, overseen by the GM Steering Group, and to understand the type and scale of intervention needed to reduce NO2 to within legal Limit Values in the "shortest possible time" across Greater Manchester.

CA.118 ADOPTION OF FIXED PENALTY NOTICES (FPNS) FOR FLY TIPPING OFFENCES

Councillor Alan Quinn, the Cabinet Member for Environment, Climate Change and Operations, presented the report which regarding new powers introduced into the Environmental Protection Act 1990, which allow authorised officers of local authorities to issue on the spot fixed penalty notices (FPN's) offering offenders the opportunity to pay up to £400 for anyone caught in the act of fly-tipping, as an alternative to being prosecuted.

Decision:

That Cabinet:

1. Notes the contents of the report.
2. Approves the introduction of a Fixed Penalty Notice regime as provided for under section 33ZA of the Environmental Protection Act 1990 and sets the penalty charge at £400, with no reduction for early payment, and the option to pursue the matter in court.
3. Delegates to the Executive Director of Operations the power to authorise appropriate officers for the purposes of giving FPN's pursuant to this regime.

Reasons for the decision:

The Council can prosecute where there is evidence of fly tipping, but this is a lengthy process. We must meet both the evidential and public interest test when deciding to prosecute and a prosecution has to be proportionate to the offence, in line with our enforcement policy. This will allow the Council to take swifter action to tackle fly tipping in the borough and provides an alternative remedy to prosecutions where appropriate.

Other options considered and rejected:

The FPN could be set at a low fine level, or no amount set, where the default amount would be £200 as set out in the legislation. However, it is felt it needs to be set at the maximum to ensure it is a deterrent to fly tippers and the figure proposed is in line with other GM authorities.

CA.119 URGENT BUSINESS

There was one item of urgent business.

CA.120 DISTRIBUTION OF ADULT SOCIAL CARE INFECTION PREVENTION AND CONTROL AND TESTING FUND JULY 2021-SEPTEMBER 2021

Councillor Andrea Simpson, the Cabinet Member for Health and Wellbeing, presented the report which set out the urgent nature of the report. The Council is required to disseminate grant monies.

Decision:

That Cabinet approve the request to disseminate the grant monies in line with Department of Health and Social Care Grant requirements as follows:

- 70% of the Infection Prevention and Control Fund to Care Homes and Residential Drug and Alcohol settings (57.5%) and Community Care Providers (12.5%) such as high-risk Supported Living and Care at Home.
- 70% of the Rapid Testing allocation to Care Homes

This is in-line with the grant conditions set by the Department of Health and Social Care that also requires Local Authorities to disseminate the above within 20 days of receipt. Bury Council received these monies on 13th July 2021.

To distribute the remaining discretionary amounts of 30% and 30% respectively:

- Infection Control Fund – 30% (£153,939)
Allocated proportionately between the following:
 - Communal Neighbourhood Housing Support Services
 - Extra Care Services
 - In-borough day services
- Rapid Testing Fund – 30% (£82,986)
Allocated proportionately between the following:
 - Care at Home providers
 - Supported Living providers

Reasons for the decision:

Urgent approval is requested from cabinet to disseminate the grant monies within 20 days of receipt.

Other options considered and rejected:

No other options have been considered as action proposed is the only one in line with grant conditions.

CA.121 EXCLUSION OF PRESS AND PUBLIC

Decision:

That the press and public be excluded from the meeting under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, for the reason that the following business involves the disclosure of exempt information as detailed against the item.

CA.122 REDEVELOPMENT OF FERNHILL TRAVELLER SITE - PART B

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the Part B report which outlined the recommended route to invest and redevelop the site as a permanent traveller's site for the current occupiers.

Decision:

That Cabinet approves the recommendations in the report.

Reasons for the decision:

Councils are required by the Housing Act 2004 to undertake regular assessments of the accommodation needs of Gypsies and Travellers either living in, or travelling through, their area.

Other options considered and rejected:

There have been several attempts to find suitable alternative sites within the Borough. All other options have been investigated and discounted.

CA.123 CAPITAL PROJECT STAGE II APPROVAL, DERBY HIGH SCHOOL, PHILIPS HIGH SCHOOL - PART B

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the Part B report which set out the financial details for the capital projects at The Derby High & Philips High schools.

Decision:

That Cabinet note the programmes of investment.

Reasons for the decision:

The project costs are within the identified capital programme budget.

Other options considered and rejected:

N/A

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.00 pm and ended at 8.37 pm)

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Minutes of: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 29 July 2021

Present: Councillor R Bernstein (in the Chair)
Councillors C Birchmore, L Dean, U Farooq, G McGill, K Peel,
M Powell and L Smith

Also in attendance:

Public Attendance: 13 members of the public were present at the meeting.

OSC.9 APOLOGIES

Councillors Boroda, Vernon and Walsh

OSC.10 DECLARATIONS OF INTEREST

Councillor G McGill declared a personal interest in item OSC.XXX Call in – accelerated land and property disposals programme – phase 2 as his lives near one of the areas of land, identified for disposal.

OSC.11 PUBLIC QUESTION TIME

The following questions from members of the public were received in advance of the meeting:

Question one: The green on old hall park estate was purchased from barretts in 1979 with no onerous covenants and leisure controlled whatever that means. its service use is described as leisure. For over 45 years it has been used by the community continually and the residents committee have planted bulbs fruit trees and purchased a memorial bench which is in daily use. In the current covid pandemic it has been a real life saver as a safe place for exercise fresh air and socially distanced contact with neighbours. So why has it been placed on this list?
Yvonne Moore

Supplementary question: Can the Leader confirm if the land has been earmarked for disposal because the Council does not wish to continue to cover the maintenance costs?

In response Councillor O'Brien, Leader of the Council reported that the Cabinet report considered on the 24th November 2020 approved the Council taking active steps to rationalise its land and property assets that are surplus to the requirements of the Council and are non-strategic; but which continue to need a continuous injection of revenue funding to maintain them.

The Council expects to generate capital receipts of £8 million pounds as a result of the land disposal. The land is disposed of in one tranche, for efficiency purposes, the Leader reported that this does not mean the land does not have any value or that it is not important or that it should not be protected.

Question Two: Were valuations done to ascertain the estimated level of capital receipts from the sale of the assets in the report and if so have they been prioritised? What monetary value are the Council seeking for the land? **Lois Clements**

Supplementary Question: Are members aware of how this area has been used and much loved by residents over the last 40+ years? Do they know it has been planted with trees and bulbs by residents, a commemorative bench provided, community events such as the recent VE Day celebrations have taken place here and election cabins located for Pilkington Park ward?

Bury's vision statement includes the following priority "Drive forward through effective marketing and information, proactive engagement with the people of Bury to take ownership of their own health and wellbeing". Would the members explain how the removal of a much loved amenity green space will improve residents wellbeing, particularly those who are older and less mobile?

In response Councillor O'Brien, Leader of the Council reported no formal valuations have been carried out and the Council will in the first instance look to test the interest in the sites, which will include interest from the community. The Council is not looking to remove the area, it is looking to taking active steps to rationalise its land and property assets that are surplus to the requirements of the Council and are non-strategic; but which continue to need a continuous injection of revenue funding to maintain them.

Question three - When the current estate was completed, the Council refused the builder's further planning permission request for additional building on the land at Rye Croft - known as "the Green" to generations of our children who have played there for some 45 years and has been a valued open space to residents who live within a stone's throw of what has become one of the busiest and heaviest polluting motorways in the UK. Why is it now possible to consider building there? **David Moore**

The Leader reported that the Council is not considering building on the asset, the report agreed at Cabinet only indicates the intention to dispose of the land.

Question four – There are four areas of green space in my estate that are proposed for disposal as part of the Accelerated Land sale; why were the residents, who would be most impacted by the proposed disposal, not consulted and why don't we know anything about it? **Karen Harrison**

The Leader of the Council reported that on the 16th June Elected Members were sent at email (with a report attached) identifying the sites in their ward boundaries, for disposal. It was the responsibility of those ward Members to use this information and consult with their constituents.

Following this email the report was considered at Cabinet on the 30th June 2021, in considering the report at Cabinet the document was made available on the Council's website.

The Leader reported that this is now the consultation stage, no decisions have been made other than the decision to dispose of the sites. Members of the public are therefore encouraged to contact their ward members to voice objections or

contact the Leader, and the Council or express interest in using a site for community services or otherwise.

The Leader apologised that the resident was not aware of the plans and reported he would review what the Council can do to improve communication and will look at introducing similar engagement/processes for the land disposal sites as the Council currently undertakes when dealing with a planning application.

Question five - The Council declared a Climate emergency in 2019 and in doing so made a commitment to protect green spaces for the health and wellbeing of its residents. A memorial bench is within these grounds, and I would like to go on record and state the family will not support the moving/removal of the memorial bench, a bench opened by the Mayor, with other Councillors present and paid for by the local community. **Yigal Landey**

The Leader reported that some sites identified for disposal would not be appropriate for a housing development and local groups may wish to take them on for community use. The Council recognise that there are assets of community value, and it may be appropriate to pursue the option of a community asset transfer (C.A.T.). The Leader reported that no decision other than the disposal of the land has yet been made, if residents would like to get involved in the C.A.T. process more than happy to utilise Council resources, officers and advice to provide guidance to explore that route.

Question six - The land at Ryecroft is a place of wellbeing for the whole estate and if removed the nearest park is over 2 miles away, what will the Council do to replace the land? **Lorraine Munford**

Responding the Leader reported that despite cuts to Council budget all parks in Bury have managed to maintain their green flag status. As stated previously if the community expressed an interest in a Community Asset Transfer the Council will provide officers and resource to assist.

The Chair thanked the members of the public present for their attendance and advised that responses would be made available on the Council's website following the meeting.

OSC.12 *CALL IN - ACCELERATED LAND AND PROPERTY DISPOSALS PROGRAMME - PHASE 2

OSC.03 CALL IN – ACCELERATED LAND AND PROPERTY DISPOSALS PROGRAMME – PHASE 2

(A) Call in members to present their reasons for Call in

Following the receipt of a Notice of Call-in within the required deadline, from Councillor N Jones calling in the decision of the Cabinet set out in Minute CA.94 of the meeting held on the 30th June 2021; Councillors Jones and Harris were invited to present their reasons for calling the matter in for further consideration. In presenting their reasons the following points/issues were raised:

- The importance of the land at Ryecroft, Whitefield to the local community.

- Lack of consultation, lack of trust and confidence in the consultation process and poor engagement with local residents.
- Concerned that green spaces would be built on.
- Clarification as to the process for selection of the sites to be disposed of
- Clarification as to whether the land could be offered to the community as a Community Asset transfer in the first instance.

Responding to the issues raised, the Leader of the Council reported that it is important for Elected Members to raise objections as early as possible, there were several opportunities for Members to raise objections, including when the Accelerated Land Disposal reported was considered at Cabinet.

The Leader reported that he is not prepared to make determinations on individual pieces of land at this meeting, this would be unfair, wrong, out of process and not in keep with policy established in Nov 2020. There are several routes open to the community and he will encourage residents if they wish to do so, to progress a Community Asset Transfer.

The Executive Director reported that in deciding the sites for disposal, Council Officers considered if the land was a) part of a regeneration programme, b) parkland or formal recreation area and c) the typology of the sites. Some of the site identified will generate Capital receipts for the Council some, but not will be used for new housing.

The Leader report that the Council adheres to the Gunning Principles when undertaking a consultation exercise. The Leader reported that Councillors and Members of the public may disagree and may have differing views, but Members can be assured that these principles are adhere to.

The Leader reported that CAT has been utilised successfully in the past and is open to members of the community and residents to pursue supported by Officers from the Council.

(B) Questions and comments from committee members

In response to the Call in and also the comments by members of the public present as well as the Leaders statement, Committee members raised the following issues:

- Responding to Councillor Kevin Peel, the Leader of the Council reported that there is continued pressure on the Council's revenue budget, the capital receipts generated from the sale would help to lift the burden of some of the investment needed to underpin day to day running costs, including digital infrastructure, energy efficacy roads and green spaces.

- In response to a Councillor Lucy Smith, the Leader reported that he is happy to look at different ways to engage with members of the public. The Council will need to take important steps to rationalise the stock while at the same time look to invest in different areas within the Borough.
- In response to Councillor Birchmore the Leader reported that the Council can look at resources to support community assets, the CAT process is not always about outbidding an opponent, Councillor budgets can support these improvements, as well as Township and community hubs and pitch funding.
- Responding to a question from Cllr Dean, the Leader confirmed that he will ask officers to review if consultation in relation to land disposal could be undertaken in the same way as it is for planning applications, for example notices on streetlights etc
- The Leader reported that Cllr Quinn with the national cycling academy, has led the consultation in relation to the site at Philips Park. Discussions are ongoing with the environment agency, forest of trees, the Council and friends of Phillips Park to develop a proposal for this site. The site is unusual in that it is a brownfield site in a green belt area, this will be however further examined if plans proceed to the planning stage.
- The Leader reported that it is difficult to choose specific sites for C.A.T. the intention however is clear, the Council believes that they can generate capital receipts to invest into Council assets. It is important to say the CAT is at the heart of the proposals as much as is a land sale or a managed disposal or development all have an equal weighting. Some sites will be much more appropriate to progress a C.A.T.

Councillor LJ Dean moved, and Councillor Birchmore seconded, that the following recommendation

"The scrutiny committee advises the Cabinet to put on hold the planned disposal of land sales until full consultation is undertaken with local residents."

Be forwarded from Overview and Scrutiny to Cabinet, and **On being put, with 3 voting for, 5 against, the motion was lost.**

Councillor K Peel moved, and Councillor L Smith seconded, that the following recommendation

The Overview and Scrutiny Committee strongly support Community Asset Transfers and recommend to Cabinet that policies are reviewed and strengthened to incorporate earlier communication with residents.

Be forwarded from Overview and Scrutiny to Cabinet, and **On being put**

It was agreed unanimously, that

The Overview and Scrutiny Committee strongly support Community Asset Transfers and recommend to Cabinet that policies are reviewed and strengthened to incorporate earlier communication with residents.

COUNCILLOR R BERNSTEIN
Chair

(Note: The meeting started at Time Not Specified and ended at Time Not Specified)

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Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	1 September 2021
Title of report:	THE COUNCIL'S FINANCIAL POSITION AS AT JUNE 30 2021
Report by:	LEADER OF THE COUNCIL
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

This report outlines the forecast financial position of the Council at the end of 2021/22 based on the information known at the end of the first quarter, 30 June 2021. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

Recommendation(s)

That: Cabinet is asked to:

- Note the forecast overspend of £3.053m within the revenue budgets at quarter 1 and the need for Directorates to work with their finance business partners to identify mitigating actions to bring budgets back into line;
- Note the use of the Covid Outbreak Management Fund and Departmental Reserves in line with the criteria and one off departmental priorities
- Approve the use of the Corporately held waste levy reserve for the items specified against this funding in Appendix 2
- Note the position on the Dedicated Schools Grant, Collection Fund and the Housing Revenue Account;
- Note forecast position on the capital programme

Reasons for the decision:

To ensure the Council's budgetary targets are achieved.

1. PURPOSE OF THE REPORT

- 1.1. This report outlines the forecast financial position of the Council at the end of 2021/22 based on the information known at the end of the first quarter, 30 June 2021. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

2. Background

- 2.1. These are unprecedented times for LA budgets with huge volatility and uncertainty caused by Covid. This is affecting all LAs. The Government's financial support last financial year was welcome but was one-off funding which spanned the 2020/21 and 2021/22 financial years. We expect to have ongoing resource gaps caused by additional services, additional demand on existing services and reductions in income. More work will be undertaken to better understand the risks as part of a review of the medium term financial strategy which will be reported in the autumn. It should be noted that the Covid financial uncertainty is on top of the pre existing uncertainties in the future of Adult Social Care funding and the Fair Funding Review.
- 2.2. In response to the COVID-19 crisis the government made significant funding available to Bury Council in the 2020/21 financial year to cover additional costs that were incurred, or where income was not achieved as a result of the pandemic. The funding allocations of £10.523m which were not utilised last financial year were carried forward into 2021/22 via reserves in accordance with the guidance and various individual grant conditions. These funds are available to contribute to ongoing costs in the 2021/22 financial year and are restricted to specific eligible expenditure which meet the criteria of the individual grant conditions.
- 2.3. As the nation and the Borough start to emerge from the pandemic there is lots for the Council to do to start to recover. This includes recovery of the savings and efficiency programmes that the Council put in place within its 2020/21 budget, some of which were unachievable last financial year and have therefore, been carried forward and added to this financial years programme. The finance regime and budget reset of 2020/21 means that all Council budgets were redressed to be appropriately resourced and it is incumbent upon all budget holders to manage within their budgets and where pressures emerge they identify mitigations from other areas. The Council when setting its 2021/22 budget utilised £12m of reserves to balance its budget and therefore cannot afford to fund any in year overspends.

- 2.4. There are a number of overspends identified within this report at quarter one. Finance business partners are working with Directorates to identify mitigating actions. These will be updated in future reports.

3. FINANCIAL OVERVIEW – REVENUE

- 3.1. The forecast out turn position is set out in Table 1 below and shows a forecast overspend at quarter 1 of £3.053m. Work now needs to take place between Directorates with their finance business partners to identify mitigating actions to bring budgets back into line.

Table 1

Directorate	Approved Budget	Revised Budget	Forecast	(Under)/Over Spend
	£m	£m	£m	£m
One Commissioning Organisation	79.171	79.171	79.132	(0.039)
Children and Young People	40.214	40.156	40.664	0.508
Operations	18.007	18.007	17.695	(0.311)
Corporate Core	11.110	11.179	11.352	0.173
Business, Growth and Infrastructure	2.977	2.977	2.966	(0.011)
Housing General Fund	0.705	0.705	1.288	0.583
Non Service Specific	19.667	19.656	21.806	2.150
TOTAL	171.851	171.851	174.903	3.053

One Commissioning Organisation – Underspend £0.039m

Table 2

2021/22 Forecast Revenue Position – as at 30 June 2021			
One Commissioning Organisation	Approved Budget	Forecast	Forecast (Under)/Over Spend
	£m	£m	£m
Adult Social Care Operations	8,261	8,186	(0.075)
Care in the Community	42,397	42,535	0.138
Commissioning & Procurement	16,251	16,191	(0.060)
Public Health	10,755	10,755	0
Departmental Support Services	1,427	1,386	(0.041)
Workforce Modernisation	78	78	0
TOTAL	79,171	79,132	(0.039)

- 3.2. The OCO budget is forecast to underspend by £0.039m. The material variances by OCO service areas are analysed below.

Care in the Community

The Care in the Community budget is forecast to overspend by £0.138m. The forecast includes a £0.314m pressure regarding non-achievement of savings. It is anticipated that c£0.2m of the unachieved savings will be met and further work is underway to confirm, and it is anticipated the M4 savings forecast will show an improved position reflecting the £0.2m. The forecast captures the Infection Control and Rapid Testing grant programmes both of which are a net nil cost to the care in the Community budget. Also, £1.6m of funding is built into the forecast regarding the Hospital Discharge Programme (HDP) which helps cover some of the cost of post-discharge recovery and support services, rehabilitation and reablement care following discharge from hospital.

- **Adult Social Care Operations** -The Adult Social Care Operations budget is largely balanced with a reported underspend of £0.075m which is largely driven by small staffing underspends.
- **Commissioning & Procurement** -The Commissioning and Procurement budget is forecasting a £0.060m underspend. The underspend is the net impact of underspends due to delayed recruitment within the Review Team and reduced contract costs within the Neighbourhood and Housing budget which are both partly offset by a forecast £0.150m underachievement of the 2021/22 Persona savings target.
- **Departmental Support Services** -The Departmental Support Services budget is forecasting a £0.041m underspend and is due to a staffing underspend within the Senior Management budget.
- **2020/21 OCO Savings Schemes Status**-The £3.333m 2021/22 OCO savings programme is forecast to achieve £2.856m which is a shortfall of £0.477m. A further £0.350m of 'Other' savings have been identified outside the scope of the 2021/22 Cabinet agreed OCO directorate savings programme of which £0.050m will be used to offset against the undelivered £0.447m 2021/22 savings programme shortfall and work is underway to mitigate the remaining £0.427m of unachieved 2021/22 savings. The remaining £0.300m of 'Other' savings achieved will be used to offset against the 2022/23 £1.5m Complex Care savings

Children and Young People – Overspend £0.508m**Table 3**

2021/22 Forecast Revenue Position – as at 30 June 2021			
Children and Young People Directorate	Approved Budget	Out Turn	(Under)/Over Spend
	£m	£m	£m
Children's Commissioning	1.289	1.309	0.020
Early Help and School Readiness	2.492	2.352	(0.140)
Education and Skills (non-schools)	12.512	12.604	0.092
Social Care and Safeguarding	23.863	24.399	0.536
TOTAL	40.156	40.664	0.508

3.3. The Children and Young People Directorate is currently forecast to overspend by £0.508m. The main variances are:

- **Children's Commissioning** - forecast overspend of £0.020m – overspend due to unfunded SEND Engagement/Communications Officer, honoraria and additional staff cover;
- **Early Help & School Readiness** - forecast underspend of (£0.140m) - due to use of available grant funding, plus efficiency savings from delays in recruiting to vacant posts and cover for an internal secondment;
- **Education and Skills (non schools)** - forecast overspend of £0.092m – pressure within the home to college transport due to high demand.
- **Social Care and Safeguarding** - forecast overspend of £0.536m is made up of the main variances as follows:
An additional team of agency workers have been recruited for 6 months to alleviate caseload pressures allowing more support to be given to the newly qualified social workers(+£0.200m). Agency Social Workers are required for maternity and vacancy cover across the Safeguarding, Initial Response and Complex Safeguarding Teams (+£0.389m). The Adoption team is set to underspend by £0.034m due to a part time vacancy.
- Work will be undertaken during quarter 2 to further understand these issues and to identify mitigating actions, including developments being considered by CYP Senior Leadership Team considering actions within all four Divisions of the Department.

Operations Directorate – Forecast Underspend £0.120m**Table 4**

2021/22 Forecast Revenue Out Turn Position – as at 30th June 2021			
Operations	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Wellness Operations	3.404	3.054	(0.350)
Engineers (including Car Parking)	0.162	0.051	(0.111)
Street Scene	5.037	5.054	0.017
Commercial Services	(0.251)	(0.201)	0.050
Waste, Transport and Stores	6.342	6.442	0.100
Health & Environmental Protection	1.634	1.634	0.000
Operations Senior Management	1.569	1.569	0.000
Corporate Landlord	0.109	0.092	(0.017)
TOTAL	18.007	17.695	(0.311)

3.4. The Operations Directorate is forecasting an underspend of £0.311m, which is net of any Covid related variances that are to be met by the various grants receivable. The material variances within Operations are as follows:

- **Wellness Operations** – the underspend is due to
 - Income loss in the Leisure Services expected, but not yet quantified
 - Unbudgeted cost and loss of lettings income in libraries £0.069m
 - Increased income and staffing savings in Bereavement Services (-£0.100m)
 - Underspends on Sports Development (-£0.145m) and Wellbeing initiatives (-£0.173m) on forecast of staffing costs
- **Engineers** – the underspend due to:
 - Staffing vacancies (-£0.111m)
- **Street Scene** - the overspend is largely due to:
 - Pest Control slight variations in payroll costs £0.017m
- **Commercial Services** – the overspend is due to:
 - Delay in achieving savings and subsequent unbudgeted reopening of Civic venues £0.100m
 - extra income from increased levels of service in Cleaning and Caretaking (-£0.050m)

- **Waste & Transport** – the overspend is largely due to:
 - Under recovery of income within the Transport Workshop £0.100m
- **Health & Environmental Protection** – this is projected on budget overall:
 - Contract Tracing Team overspend of £0.191m will be offset by Public Health and COMF Funding.
- **Corporate Landlord** – the Underspend is due to:
 - Architectural Services - staffing vacancies (-£0.148m)
 - Admin Buildings - pressures on rates & cleaning budgets £0.130m.

Corporate Core and Finance Directorate - Overspend £0.173m

Table 5

2021/22 Revenue Forecast Position – as at 30 June 2021			
Corporate Core and Finance	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Corporate Core	5.561	5.694	0.133
Corporate Core Finance	5.618	5.658	0.040
TOTAL	11.179	11.352	0.173

3.5. Corporate Core and Finance are forecast to overspend by £0.173m as a result of:

- **Corporate Core** is forecast to overspend by £0.173m and is due to several factors:
- **Corporate People Services** – the £0.108m forecast underspend is due to vacancies, these are currently being recruited to and this is reflected in the forecast.
- **Legal Services** – the £0.106m forecast overspend is due to additional agency costs which are not fully offset by the savings from vacancies (£0.068m) and various overspends (£0.038m). Costs for digital meeting hosting software re COVID (£0.030m) are forecast to be offset by income from COVID grant reserves.
- **IT & Digital** – the £0.164m forecast overspend is due to underachieved telephony and printing income (£0.106m); unachieved savings net of salary underspends (£0.036m) and minor variances (£0.022m).
- **Corporate Core Finance** is forecast to overspend by £0.040m due to:

- **Procurement** – the £0.040m forecast overspend is related to underachievement of rebate income due to reduced spend across the Council on contracts.

Work will be undertaken during quarter 2 to further understand these issues and to identify mitigating actions.

Business, Growth and Infrastructure – Underspend £0.011m

Table 6

2021/22 Revenue Forecast Position – as at 30 June 2021			
Business, Growth and Infrastructure Directorate	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Economic Regeneration & Capital Growth	1.429	1.429	0.000
Housing Needs & Options	1.548	1.537	(0.011)
TOTAL	2.977	2.966	(0.011)

3.6. The Business, Growth and Infrastructure Directorate is currently forecast to underspend by £0.011m as a result of:

- **Housing Needs and Options** - the forecast underspend of £0.011m is due to reduced running expenses in the Housing Strategy Team.
- There is a savings target for Housing Needs and Options of £0.250m which is part of the restructure which is currently in progress. Work is underway to quantify the achievement against this target this financial year and will be reflected in the Quarter 2 monitoring reports.

Housing General Fund – Overspend £0.583m

Table 7

2021/22 Revenue Forecast Position – as at 30 June 2021			
Housing General Fund	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Housing General Fund	0.705	1.288	0.583
TOTAL	0.705	1.288	0.583

3.7. The Housing General Fund overspend of £0.583m is due to a forecast increased contribution to the bad debt provision (£0.156m) this is in relation to reclaiming overpayments of housing benefit from individuals, net Housing

Subsidy (previously known as housing benefit) as a consequence of increased number of claimants (£0.431m) offset by minor underspends (-£0.004m).

Non Service Specific – on budget

Table 8

2021/22 Revenue Forecast position - as at 30 June 2021			
Non Service Specific	Approved Budget	Forecast	(Under) / Over spend
	£m	£m	£m
Accumulated Absences	(0.650)	(0.650)	0.000
CAR Lease Salary Sacrifice	(0.025)	(0.025)	0.000
Chief Executive	0.373	0.373	0.000
Corporate Management	1.605	1.605	0.000
Cost of Borrowing	8.834	8.834	0.000
Grants/COVID-19	0.000	0.000	0.000
Disaster Expenses	0.011	0.011	0.000
Environment Agency	0.100	0.100	0.000
Pension Service Costs	(4.992)	(4.992)	0.000
GMWDA levy	13.815	13.815	0.000
Manchester Airport	0.265	0.265	0.000
Passenger Transport Levy	13.650	13.650	0.000
Persona Dividend	(0.200)	(0.200)	0.000
Town of Culture	(0.855)	(0.855)	0.000
Townside Fields	(0.058)	(0.058)	0.000
Provisions / Reserves	(12.218)	(11.568)	2.150
TOTAL	19.656	21.806	2.150

- 3.8. Non Service Specific budgets are forecast to be on budget at this early stage of the year with the exception of unachieved savings targets. Many of the areas do not see significant movement during the year but further review will take place for quarter two.
- 3.9. Transformation savings - schemes are progressing in terms of mobilisation this financial year but it will be 2022/23 before they deliver their full year effect.

Work is ongoing to quantify what will be delivered this financial year and values will be incorporated in future reports

- 3.10. Savings targets which weren't achieved last financial year have been rolled forward and currently £0.650m is forecast as unachieved. The quarter 2 report will update on progress in the achievement of those savings

4. Delivery of the Savings Plan

- 4.1. Planned savings of £8.056m are included in the 2021/22 revenue budget. Of these £5.937m are forecast to be delivered with the remaining £2.119m requiring further investigation. The biggest element of this is the £1.5m of transformation savings and whilst schemes are progressing in terms of mobilisation this financial year it will be 2022/23 before they deliver their full year effect. There is a separate report on this agenda in relation to the largest element of the year 1 savings which subject to consultation should achieve the target savings of £900k. Work is ongoing to quantify what will be delivered this financial year and values will be incorporated in future reports. A summary of the savings is set out in the table below.
- 4.2. A further £0.350m of 'Other' savings have been identified outside the scope of the 2021/22 cabinet agreed OCO directorate savings programme of which £0.050m will be used to offset against the undelivered £0.447m 2021/22 savings programme shortfall and work is underway to mitigate the remaining £0.427m of unachieved 2021/22 savings. The remaining £0.300m of 'Other' savings achieved will be used to against the 2022/23 £1.5m Complex Care savings target.

Table 9

Assessment of Savings in the 2021/22 Budget				
Directorate	Description	2021/22 Target £m	2021/22 Saving Forecast £m	Saving Un-Deliverable in 2021/22 £m
One Commissioning Organisation	LD Care Packages & Placement's	0.150	0.150	0.000
One Commissioning Organisation	MH Care Packages	0.169	0.169	0.000
One Commissioning Organisation	Low-Cost Care Packages	0.478	0.478	0.000
One Commissioning Organisation	Persona Contract	1.000	0.877	0.123
One Commissioning Organisation	LD Supported Living	0.050	0.050	0.000

One Commissioning Organisation	Care at Home Pricing Structure	0.200	0.000	0.200
One Commissioning Organisation	Provider Fees	1.187	1.023	0.164
One Commissioning Organisation	Debt Recovery	0.100	0.100	0.000
Public Health	Efficiencies	0.040	0.040	0.000
Children and Young People	Efficiencies & Transformation	0.696	0.696	0.000
Children and Young People	Placements	0.300	0.300	0.000
Children and Young People	Contracts / Commissioning	0.220	0.220	0.000
Operations	Street Light Dimming	0.020	0.020	0.000
Operations	Closure of Civic Venues	0.132	0.000	0.132
Operations	Review of Waste Services and Fleet Rationalisation	0.237	0.237	0.000
Operations	Leasing	0.135	0.135	0.000
Operations	Capital Equipment Leasing	0.035	0.035	0.000
NSS	Apprentice Levy	0.239	0.239	0.000
NSS	Corporate Management Initiatives	0.200	0.200	0.000
NSS	Bury MBC Townside Fields	0.058	0.058	0.000
NSS	Car Lease Salary Sacrifice Scheme	0.025	0.025	0.000
Corporate	Tameside Pension Contributions	0.075	0.075	0.000
Corporate	Apprenticeship Corporate Budget	0.530	0.530	0.000
Corporate	Close Prestwich cash office	0.030	0.030	0.000
BGI	Housing Options	0.250	0.250	0.000
Authority Wide	Transformation	1.500	0.000	1.500
Total		8.056	5.937	2.119

4.3. A savings target of £4.162m was included in the 2020/21 revenue budget. Due to the pandemic a number of these were identified as unachievable in year. The Medium Term Financial Strategy addressed some of the unachievable savings

targets for the 2021/22 budget and a total of £2.846m (including OCO stretch targets) was achieved in the 2020/21 outturn position. Those savings targets which weren't achieved last financial year have been rolled forward and added to this financial years targets. The quarter 2 report will update on progress in the achievement of those savings as well as the new 2021/22 savings targets or where savings have been combined or substituted by new projects

5. Reserves

- 5.1. At the end of 2019/20 the council's useable reserves were £51.063m, these have increased to £74.849m at the end of 2020/21. Reserves have increased largely as a consequence of the benefit from the review undertaken in 2019/20 which released £10m from the collection fund and the decision made as part of 2020/21 budget setting to create a £5.8m transformation reserve.

Table 10

Analysis of Reserves at 30 June 2021	
	£M
General Reserves	34.241
Directorate Risk Reserves	3.512
Volatility and Fiscal Risk	37.096
Total Management of Risk Reserves	74.849
COVID-19 Related Grants	10.523
Corporate Priorities	14.013
External Funding/Grants	43.349
Total Earmarked Reserves	67.885
TOTAL COUNCIL RESERVES	142.734
School Reserves	
Individual School Budgets	8.845
DSG Central Reserve	(21.407)
TOTAL SCHOOL BUDGETS	(12.562)
TOTAL RESERVES	130.172

- 5.2. The level of reserves increased over the last financial year and are available to support the Council in managing the financial risks going forward. Some significant grants were received at the end of the 2020/21 financial year relating

to COVID-19 and are therefore fully committed and will be fully utilised in 2021/22. Monitoring of reserves will be a key part of the overall financial strategy to manage the impact of COVID-19 in 2021/22 and future years.

- 5.3. Appendix 2 of this report details schemes which Cabinet are asked to support to be funded from the following reserves:
- Covid Outbreak Management Fund – this must be spent within this financial year or returned. The appendix details the criteria and proposed schemes
 - Departmental reserves held by the Operations Directorate
 - Waste Management levy Reserve – which is a corporately held reserve and requires Cabinet approval to utilise

6 OTHER BUDGETS

Schools

- 6.1. The council's expenditure on schools is funded primarily by the Dedicated Schools Grant (DSG). The DSG is ringfenced and can only be spent on schools related activity as set out in the Schools and Early Years Finance (England) Regulations 2020. The Schools Budget includes funding for a range of educational and support services provided on an authority wide basis as well as Individual Schools Budget (ISB). The Schools' Forum recommend the allocation of funding to schools and academies through the application of the funding formula.

- 6.2. The DSG has 4 main blocks:

Block	2021/22 Budget
	£m
Schools	139.599
High Needs	36.398
Early Years	14.064
Central Support Services	0.952
TOTAL	191.013

- 6.3. In addition to the DSG, schools and academies also receive external funding from grants including:

Estimated External Funding 2021/22	
	£m
Pupil Premium Grant	9.059

Universal Infant Free School Meals Grant	2.074
Primary PE and Sport	1.045
Covid-19 Catch Up, Recovery, Summer Schools	3.214
Devolved Formula Capital	0.797
High Needs Capital	3.781
TOTAL	19.970

- 6.4. From 2019/20 the Department for Education (DfE) required all councils to complete a recovery plan should their overspend on the DSG exceed 1%. Given the scale of Bury's DSG deficit, which was estimated to accumulate to over £26m by the end of 2020/21, the Council has entered into a formal agreement 'Safety Valve' with the DfE.
- 6.5. The Safety Valve agreement sets out a 5 year timeline in order to ensure SEND transformation and DSG deficit recovery priorities can be sustained from 2025. These priorities include:
- Strengthen Special Educational Needs assessment and placements process, including clarifying assessment thresholds for Education Health and Care Plans (EHCP) by March 2022. This should include reviewing transition arrangements for children and young people throughout 2021-22.
 - Ensure robust planning for future provision, including reducing the use of independent school placements by increasing the availability and suitability of local provision within Bury. This should include developing a model for forecasting future needs by March 2022.
 - Improve quality and timeliness of management information to enable evaluation of impact of central services.
 - Support and drive schools in Bury to meet a higher level of need in a more cost-effective way within mainstream settings, while maintaining the quality of provision. Develop a culture in which demand is more effectively managed throughout the authority.
 - Remodel financial practice to ensure accurate contributions from appropriate funding sources, by December 2021.
- 6.6. Guidance on the treatment of DSG deficit reserves has been delayed due to COVID-19 and until this is received, the reporting of the deficit will continue to form part of the Council's monitoring position.
- 6.7. The Safety Valve Agreement and Monitoring requirements outline the commitment required by Bury to address the deficit through SEND transformation and the review of all associated financial aspects.

A robust programme delivery plan has been developed and is actively progressing the following workstreams:

- Developing the governance arrangements for the delivery of the transformation programme
 - Developing a robust communication strategy and plan, mapping out key partners and stakeholders
 - Developing a resource plan, aimed at building internal capacity and capability in key areas including SEND, data and specialist posts.
 - Developing a new banding system for allocating high needs funding
 - Developing project briefs for each of the workstreams to enable us to move towards the next phase of the SEND transformation programme.
- 6.8. The Safety Valve agreement has enabled Bury to secure an additional £20m DSG. This additional DSG is profiled to be allocated across 5 years in accordance with the Safety Valve agreement.
- 6.9. The following highlights the current and indicative forecast position on the DSG deficit, indicating in brackets the additional DSG provided in each year:
- DSG Deficit as at end 2019/20 £20.067m
 - DSG Deficit as at end 2020/21 £21.407m (£6m)
 - DSG Deficit as at end 2021/22 £19.854m (£4m)
 - DSG Deficit as at end 2022/23 £15.848m (£4m)
 - DSG Deficit as at end 2023/24 £9.767m (£3m)
 - DSG Surplus as at end 2024/25 £0.193m (£3m)
- 6.10. The DSG deficit originally forecast for 2020/21 was circa £20m, however increased in-year cost pressures for high-cost out of borough SEND placements, in-year increased capacity and associated high-cost banded placements at Bury's Maintained Special Schools, plus in-year top-up funding for increased volumes of EHCPs in Bury's Mainstream Schools and Academies, resulted in a higher deficit. These ongoing pressures and mitigating actions are part of the Safety Valve programme priorities and are factored into the revised profile at 7.9 above.
- 6.11. The Safety Valve development with the DfE has also provided a further £3.781m additional High Needs Capital funding to Bury. This will be targeted as a priority to develop, enhance and increase in-borough specialist provision and places across Bury's Special Schools and Mainstream settings.
- 6.12. The agreement in place requires continued liaison and updates to the DfE. These updates will be incorporated into future monitoring reports to Cabinet, Schools' Forum and other key stakeholders.

7. COLLECTION FUND

- 7.1. The increasing prominence of council tax and business rates in helping fund council services means that the collection fund is monitored on an ongoing basis. The current forecast position is an in year deficit of £5.626m with a residual deficit brought forward from 2020/21 of £3.046m. (This is the difference between the statutory estimated deficit as at 15th January 21 and the outturn position) This is then adjusted for the year 2 mandatory spreading adjustment for the 2020/21 deficit of £1.068 bringing the overall forecast net

deficit to £9.740m. The council's share of the deficit is £10.048m and the Greater Manchester Combined Authority's share is a surplus of £0.308m (for police and fire and rescue services).

- 7.2. The proportionate shares for Business Rates and Council Tax mean that Greater Manchester Combined Authority have a 1% share of the Business Rates deficit and a 16% share of the Council Tax surplus resulting in a net surplus, whereas the council have a 99% share of the Business Rates deficit and a 84% share of the Council Tax surplus resulting in a net deficit.
- 7.3. The deficit on the collection fund is Covid related as a result of government mandated reliefs for retail and nursery establishments for which the Council is expected to receive increased compensatory grants of £7.570m which will partially mitigate when the Council is required to repay the deficit into the Collection Fund in 2022/23 per the Regulations.
- 7.4. The government also introduced the Taxation Income Guarantee scheme (TIG) to alleviate some of the impact of COVID on loss of income in the collection fund for 2020/21 and for Bury this was £2.474m.
- 7.5. The compensatory grant received in 2020/21 (£24.899m) and TIG amounts are held in reserves and will be released in 2021/22 to fund the repayment of the council's share of the deficit as required in the regulations. It is anticipated that £1.678m of this will remain available to be carried forward into 2022/23 to partially mitigate for the 2021/22 deficit which will be required to be repaid in 2022/23.
- 7.6. Due to the impact on the Council's ability to collect both Council Tax and Business Rates, an important change to Collection Fund accounting was introduced for 2020/21, which (with the exception of the £24.899m Government grant funded Business Rate reliefs) gave the ability to smooth the impact of COVID related deficits over three financial years, thus reducing the impact on the revenue budget. The Council's 2021/22 budget and future years budget estimates have been prepared using this new facility and the year 2 impact can be seen in the table below.
- 7.7. Currently, the position on Business Rates is particularly difficult to forecast due to the complexities of the various part year retail and nursery reliefs. 100% relief was available from April to the end of June when the available relief dropped to 66% for July to the end of March 22. Businesses are required to reapply for the 66% relief and the uptake has so far been lower than expected, this is likely to vary as the year progresses and can be backdated if the application is valid. The compensatory grant for the reliefs will be adjusted to fund the final total of reliefs.
- 7.8. It is hoped that the position will improve and that the forecast deficit will reduce during the remainder of the year, but more data will be required due to the volatility of this area.

Table 11

2021/22 Collection Fund Forecast Position as at 30 June 21			
	Council Tax	Business Rates	Total
	£m	£m	£m
Balance Brought Forward (deficit)	0.599	28.140	28.740
Prior Year estimated deficit repaid in year	(0.550)	(25.144)	(25.694)
Estimated (Surplus)/Deficit for the year	(3.379)	9.005	5.626
Year 2 of the spreading adjustment for 2020/21 deficit	0.526	0.542	1.068
Balance Carried Forward (surplus (-) / deficit (+))	(2.804)	12.544	9.740
<i>Distributed:</i>			
Bury Council	2.371	(12.419)	(10.048)
GMCA – Police and Crime Commissioner	0.306	0.000	0.306
GMCA – Fire and Rescue Service	0.127	(0.125)	0.002
Total 2020/21 Deficit	2.804	(12.544)	(9.740)

8 HOUSING REVENUE ACCOUNT

8.1. The Housing Revenue Account (HRA) is forecasting an operating deficit of £0.655m; further information is set out in the table below.

Table 12

2021/22 Forecast Revenue Out Turn Position – as at 30 June 2021			
Housing Revenue Account	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
<i>Income</i>			
Dwelling Rents	(30.421)	(30.403)	0.018
Non-Dwelling Rents	(0.193)	(0.192)	0.001
Other Charges	(1.038)	(1.023)	0.015
Total Income	(31.652)	(31.618)	0.034
<i>Expenditure</i>			
Repairs and Maintenance	6.901	6.901	-
General Management	7.324	7.366	0.042
Special Services	1.391	1.370	(0.021)

Rents, Rates and Other Charges	0.045	0.045	-
Increase in Bad Debts Provision	0.491	0.370	(0.121)
Capital Charge	4.861	4.683	(0.178)
Depreciation	7.473	7.473	-
Debt Management Expenses	0.045	0.045	-
Contribution to/(from) reserves	(3.711)	(3.711)	-
Total Expenditure	24.820	24.542	(0.278)
Net Cost of Services	(6.832)	(7.076)	(0.244)
Interest receivable	(0.047)	(0.012)	0.035
Principal Repayments	0	0	-
Revenue Contributions to Capital	6.846	7.743	0.897
Sub Total	6.799	7.731	0.932
Operating (Surplus)/Deficit	(0.033)	0.655	0.688

8.2. The main changes resulting in the forecast deficit are:

- **Capital Charge** – the forecast reduction in expenditure reflects a lower pooled interest rate on historic HRA debt than was originally expected.
- **Revenue contributions to capital** – slippage (mainly Covid related) on Housing Capital Programme schemes in 2020/21 was higher than had been anticipated when the 2021/22 budget was set, therefore resources put into the HRA balances at the end of 2020/21 will need to be released to complete the programme in the current year.

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

- **Voids** The rent loss due to voids for April to June was on average 1.12% which is worse than the 1% void target level set in the original budget. If this performance continues, there will be a reduction in rental income of £0.037m over the original budget. Six Town Housing continue to review the voids processes and the various factors affecting demand.
- **Arrears** The rent arrears at the end of June totalled £2.019m, a reduction of 1.5% since the end of March. Of the total arrears £0.689m relates to former tenants and £1.330m relates to current tenants. An estimated £1.032m of current tenant arrears are in cases where either the under occupancy charge applies or the tenants are in receipt of Universal Credit rather than Housing Benefit; this is a reduction of £0.034m from the start of the year.

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

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

- **Right to Buy Sales** The forecast for 2021/22 was set at 80, this being an increase of 34 on the level of sales assumed for Bury in the Government's self-financing valuation; the forecast is higher than in a usual year to reflect the build-up of applications during 2020/21 resulting from operating restrictions under the pandemic. There have been 9 sales in the period April to June which is 5 less than at this point last year. The number of applications currently proceeding is significantly higher than at this point last year (148 compared to 83). Whilst the valuation service has been resumed through an external provider there is still a backlog of applications and a knock-on effect on further stages in the process. Given the current situation it is difficult to forecast how many applications will proceed to completion therefore the projections of rental income have been calculated on the basis of the original sales forecast of 80; this will be reviewed again at the end of quarter 2.

9 CAPITAL PROGRAMME

- 9.1. The Council's capital programme was approved to a total of at £74.307m at the 24th of February budget meeting and this included:
- new funding for 2021/22 of £30.030m
 - prior year commitments of £10.7m (highways, ICT and transport)
 - the re-phased schemes from 2020/21 of £33.227m and
 - a further £0.350m of capital schemes were identified and subsequently added to the programme per the approved Labour amendment at the meeting.
- 9.2. The overall budget for capital investment for the year required a small adjustment on the Children's grants of £0.039m, not originally included in the 2020/21 reviewed budgets that resulted in the total of **£74.346m** as a starting budget for 2021/22.

New Schemes and brought forward budgets from 2020/21

- 9.3. Since the budget meeting in February, the Council has been successful in securing a grant for 'decarbonising the public estate'. This is part of a wider GM bid and a total of £8.5m was awarded for low carbon measures to be

introduced in the operation and management of Bury Council's public buildings.

Cabinet approved in March 2021 a report authored by the Operations department for the proposed plan to spend toward decarbonising our public buildings. It is envisaged that the grant award will be spent by the end of this financial year as per the conditions attached to the grant. The proposed schemes will help achieve the Council's ambition to be carbon neutral by 2038 and generate ongoing revenue savings.

The £2m re-phased amount from 19/20 into 2021/22 for the Radcliffe new school that was not included in the 2021/22 February Council programme is now shown in the £10.5m approved adjustments, Children and Young People have required to see this amount to assist with their capital budgeting and submission of bids for new schools funding.

- 9.4. Cabinet has also given approval in July for the slippage from the 2020/21 programme at Outturn of £13.297m to be added to the 2021/22 programme; this will allow the schemes that have started before the end of March 2021 to continue and complete during this financial year.
- 9.5. The Council has received notifications since April of 2021/22 grant allocations from various Government Departments that will add a significant amount to the funding capability for investment in Bury's assets.
- DFE £7.8m
 - DfT (GMCA distribution) £2.545m
 - MHCLG (Disabled Facilities Grant) £2.077m
 - DoH *tba*

The total of £12.422m shown above is proposed to be added into this year's capital budget and to the departments and Capital themes spending plans.

The spending plans for the new allocations listed above are currently being reviewed and will be formalised in line with existing budgets and priority areas of expenditure. It should be noted that the Government's annual allocations of external funding will ensure continuity of the capital programme into future financial years and separate reports on proposed spending will be presented to Cabinet in due course as projects are developed.

- 9.6. The capital funding available exceeds the approved budget to date and a re-aligning of the two will be discussed at Gateway groups; Further reports will be presented to Cabinet for consideration and approval at Qtr2, together with the appropriate re-phasing of schemes into future years.
- 9.7. Full details on the revised Capital programme for 2021/22 at Quarter 1 are set out in Appendix 1 and a summary of the key elements are as follows:

Expenditure and forecast 2021/22

- 9.8. At the end of June 2021, a total of £7.152m of capital expenditure was realised. The first instalment of the strategic growth and regeneration property acquisition programme will add a further £2m to the total spent.

9.9. At the time of this report, the second instalment of strategic acquisition in the Regeneration Programme for the Prestwich Town Centre is near completion and will be shown in the Qtr2 report.

9.10. The forecasted spend for the year provided at Month 3 does not fully reflect the scale of expenditure that is planned for this year, that aims to recover a good proportion of the capital investment put on hold in 2020/21, as a result of the Covid 19 pandemic followed by the economic standstill.

The ongoing impact of the Covid pandemic is still felt in this financial year and continues to have an impact on the pace of expenditure although efforts are being made to seek all available resources to improve and deliver the programme in accordance with the Council's procurement rules.

9.11. Some of the existing capital schemes require a re-alignment of budget which will be undertaken and rectified in Quarter 2.

Variances

9.12. There are no significant variances to report at Quarter1 as details of the schemes in progress and yet to start during the year are still emerging.

Financing

9.13. The approved capital programme is fully financed as per resources approved at the February Budget meeting and subsequent Cabinet meetings.

9.14. All new schemes that are submitted with a request to be added into the programme will be supported by either existing resources or new external grants and contributions. There should be no further call on the Council's own resources and any changes to this position will be reported to members.

Table 13

Funding the Revised Capital Programme 2021/22	
	£m
Capital Programme 2021/22	110.565
Funded By:	
External Funding and Contributions	(37.936)
Use of Capital Receipts	(0.290)
Prudential Borrowing	(56.283)
General Fund and Reserves	(0.554)
Housing Revenue Account	(3.344)
Major Repairs Reserve	(12.158)

TOTAL	(110.565)
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Monitoring

9.15. During 2020/21 *New Capital Gateway* processes were implemented and will continue for the 2021/22 financial year, to enable reviews of all new and existing schemes against corporate priorities and the Council's capital strategy.

The capital gateway process will embed effective monitoring and reporting arrangements whilst ensuring that:

- schemes are prioritised and presented to members for consideration at appropriate times during the year
- schemes are a strategic fit with corporate priorities
- adequate resources are identified at the start of the process to ensure sufficient capacity is available to deliver the projects within anticipated timescales
- effective monitoring is carried out so that any slippage or delays can be considered and reported
- effective project management practices are embedded for all projects

10 FUTURE YEARS

10.1. Effective financial planning is key to the sustainability and operation of all local authorities. The development of the council's medium term financial strategy shows that there is a significant financial challenge in future years. The MTFS will be further refreshed and brought back to the October Cabinet meeting. With uncertainty over government funding, the delay in the key funding review and implementation plans including the CSR, fair funding review and business rates retention review, the Council needs to be more than ever financially resilient and to deliver on its plans including its savings plans.

11 NEXT STEPS AND CONCLUSION

11.1. The financial position requires ongoing scrutiny and careful monitoring in order for the Council to recover its financial position and achieve its medium term financial strategy of replenishing its reserves and producing balanced budgets in future years. Work is required during quarter 2 with all Directorates and the Executive team to put mitigation plans in place to redress the current overspends and to prioritise Council resources in line with the strategic needs of the Borough.

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>
No implications.	

Assessment of Risk:

The content of the report supports the Council in managing the overall financial risks and financial planning for the Council.

Consultation:

Legal Implications:

There are no specific legal implications arising from this report

Financial Implications:

The financial implications are set out in the report.

Report Author and Contact Details:

SAM EVANS, Executive Director of Finance

Appendix 1

<i>Capital Theme</i>	Original Budget	Approved Slippage	Approved Adjustments	Proposed Adjustments	Revised Budget	Expenditure to June
Capital Scheme	2021/22	2020/21	2021/22	2021/22	2021/22	2021/22
	£m	£m	£m	£m	£m	£m
<i>Radcliffe Regeneration</i>						
Radcliffe Market Chambers	0.090	0.010			0.100	0.000
Radcliffe Library Refurbishment	0.000	-0.015			-0.015	0.000
Radcliffe Regeneration	16.100	0.028			16.128	0.003
Radcliffe Regeneration Action Plan	0.115	0.115			0.230	0.000
Radcliffe Hub Pre Development	0.729	0.000			0.729	0.000
Radcliffe Leisure – Design etc	0.250	0.000			0.250	0.000
Radcliffe Programme Management	0.200	0.000			0.200	0.000
<i>Sub Total Radcliffe Regeneration</i>	17.484	0.138	0.000	0.000	17.622	0.003
<i>Prestwich Regeneration</i>						
Prestwich Services Hub	0.075	0.000			0.075	0.000
Strategic Acquisition	0.000	0.300			0.300	0.022
Prestwich Urban Village	0.000	0.136			0.136	0.000
Prestwich Regeneration	0.000	1.128			1.128	0.000
<i>Sub Total Prestwich Regeneration</i>	0.075	1.564	0.000	0.000	1.639	0.022
<i>Ramsbottom Regeneration</i>						
Ramsbottom Town Plan	0.180	0.000			0.180	0.000
Upper Floor Development	0.000	0.200			0.200	0.000
Ramsbottom Market Chambers	0.120	-0.057			0.063	0.000
<i>Sub Total Ramsbottom Regeneration</i>	0.300	0.143	0.000	0.000	0.443	0.000
<i>Bury Regeneration</i>						
Bury Market/Wider Market Area	0.030	0.005			0.035	0.000
Bury Business centre	0.050	-0.015			0.035	0.000

Elizabethan Suite Update	0.000	0.080			0.080	0.000
Bury Town Centre Masterplan Civic Centre Phase 1	0.000	1.360			1.360	0.020
Sub Total Bury Regeneration	0.080	1.431	0.000	0.000	1.511	0.020
Commercial Sites Regeneration						
Commercial Sites (Bradley Fold) Regeneration	0.300	-0.023			0.277	0.000
Radcliffe SRF	0.000	0.000			0.000	0.001
Chamber Hall Phase 2	0.100	0.000			0.100	0.000
Sub Total Commercial Sites Regeneration	0.400	-0.023	0.000	0.000	0.377	0.001
Refurbishment of Bury Market						
Refurbishment of Bury Market	0.000	-0.040			-0.040	-0.063
Sub Total Refurbishment of Bury Market	0.000	-0.040	0.000	0.000	-0.040	-0.063
TOTAL - Regeneration	18.339	3.213	0.000	0.000	21.552	-0.017
Place Shaping / Growth						
Prestwich	0.000	0.064			0.064	0.000
Radcliffe	0.077	-0.026			0.051	0.000
Whitefield	0.071	0.000			0.071	0.000
Place shaping / Growth programme	0.000	0.235			0.235	0.000
Other Development Schemes	0.960	-0.006			0.954	0.124
TOTAL - Place Shaping / Growth	1.108	0.267	0.000	0.000	1.375	0.124
Sport And Leisure						
Parks and Green Space Strategy	0.450	0.370			0.820	0.116
Play Area Strategy	0.251	0.178			0.429	0.012
Outdoor Gyms	0.000	0.120			0.120	0.000
Access, Infrastructure and Quality Parks	0.000	0.228			0.228	0.063
Grass Pitch Vert Draining	0.000	-0.015			-0.015	0.000
Leisure Gym Equipment Upgrade	0.000	0.248			0.248	0.151
Bury Athletics Track	0.000	0.077			0.077	0.027
Flood Repair 3 G Pitch	0.000	0.047			0.047	0.006
3G Pitch Bury Radcliffe	0.400	-0.031			0.369	0.000
3G Pitch at Goshen	0.000	0.669			0.669	0.000

Sustainable Tennis Strategy	0.400	-0.074			0.326	0.150
Match Fund Football Grants	0.150	0.000			0.150	0.000
Flood Repair and Defence	0.101	-1.361			-1.260	0.085
Environmental Works	0.000	0.031			0.031	0.000
Parks	0.249	0.086			0.335	0.014
Muslim Burial Site Extension	0.050	0.000			0.050	0.000
Leisure Health and Safety Improvements	0.100	0.000			0.100	0.000
TOTAL - Sport and Leisure	2.151	0.572	0.000	0.000	2.722	0.623
Operational Fleet						
Vehicle Replacement Strategy	7.260	2.083			9.343	1.922
Grounds Maintenance Equipment	0.170	0.044			0.214	0.148
TOTAL - Operational Fleet	7.430	2.127	0.000	0.000	9.557	2.070
ICT						
ICT Projects	4.984	-0.033			4.951	0.910
Improving Information Management	0.057	0.000			0.057	0.000
GM Full Fibre Project	0.000	-0.732			-0.732	0.000
TOTAL - ICT	5.041	-0.765	0.000	0.000	4.276	0.910
Highways						
Highways Investment Strategy – Tranche 2	4.000	0.000			4.000	0.000
Cycling and Walking Routes Mayors Challenge	0.025	2.745			2.770	0.097
Growth Deal	0.000	0.711			0.711	0.000
Mobile Speed Signs	0.000	0.035			0.035	0.000
Full Fibre Infrastructure	0.000	0.520			0.520	0.000
Weather Station and Road Surface Temperature Sensors	0.030	0.008			0.038	0.000
Street Lighting	3.028	0.360			3.388	0.000
Traffic Calming and improvement	0.120	-0.127			-0.007	0.299
Traffic Management Schemes	0.000	0.127			0.127	0.000
Public Rights of Way	0.050	0.058			0.108	0.068
Highways Planned Maintenance	5.979	-2.862		1.414	4.531	0.871

Pothole Fund	0.688	1.897		1.131	3.716	0.000
Bridges	0.022	-0.039			-0.017	0.027
Road Safety	0.150	0.000			0.150	0.000
TOTAL - Highways	14.092	3.432	0.000	2.545	20.069	1.361
Children and Young People						
Controcc Software	0.000	-0.019			-0.019	0.003
NDS Modernisation Including New Pupil Places	7.608	-0.011	2.000	7.492	17.089	0.342
Devolved Formula Capital	0.935	-0.119		0.309	0.816	0.029
Targeted Capital Funding	-0.130	-0.121			-0.251	0.000
Special Provision Grant	0.217	-0.005			0.212	0.046
Condition Related Schemes – Schools	0.000	-0.011			-0.011	0.000
TOTAL - Children and Young People	8.630	-0.287	2.000	7.800	18.144	0.421
Estate Management - Investment Estate:						
Demolition of Former Fire Station Bury	0.000	0.127			0.127	0.002
177 & 179 The Rock	0.005	0.000			0.005	0.000
Portland and Chesham industrial Estate	0.010	0.000			0.010	0.000
Former Prezzo, Lytham	0.055	-0.050			0.005	0.005
Back Manor Street	0.050	0.000			0.050	0.000
Tile Street	0.050	0.000			0.050	0.000
St Mary's Place	0.030	0.000			0.030	0.000
TOTAL - Estate Management - Investment Estate:	0.200	0.077	0.000	0.000	0.277	0.006
Estate Management - Corporate Landlord:						
FM Emergency Building New Major Repairs 21-22	0.200	0.000			0.200	0.000
Fernhill Gypsy and Traveller Site	2.760	0.360			3.120	0.000
Bradley Fold Welfare Facilities	0.400	0.190			0.590	0.084
Leisure Health and Safety Improvements	0.000	0.320			0.320	0.069
LED Lighting Installation	0.000	0.213			0.213	0.005
Seedfield Health and Safety	0.025	0.025			0.050	0.000
Bury Cemetery Upgrade of Welfare Facilities	0.040	0.008			0.048	0.000

Hoyles park Pavilion Demolition and Clarence Park Skateboard Park removal	0.050	-0.007			0.043	0.000
Springwater Park Land Slip	0.185	-0.021			0.164	0.057
Coroner's Service	0.000	0.013			0.013	0.000
TOTAL - Estate Management - Corporate Landlord:	3.660	1.100	0.000	0.000	4.760	0.216
Communities and Wellbeing						
Older People	0.305	-0.014			0.291	0.001
Disabled Facilities Grant	0.000	0.754		2.077	2.831	0.167
Neighbourhood Working	0.000	0.218			0.218	0.000
Planning Other Schemes	0.000	0.023			0.023	0.000
Other Development Schemes	0.027	0.000			0.027	0.000
Environmental Works	0.000	0.067			0.067	0.000
TOTAL - Communities and Wellbeing	0.332	1.048	0.000	2.077	3.456	0.167
Housing						
Housing HRA	12.254	2.328			14.582	0.559
HRA Disabled Facilities Adaptations	0.777	0.143			0.920	0.047
Empty Property Strategy	0.000	0.204			0.204	0.000
Next Steps Accommodation Programme	0.000	-0.137			-0.137	0.000
Housing Development	0.000	-0.260			-0.260	0.411
TOTAL - Housing	13.031	2.278	0.000	0.000	15.309	1.017
Climate Change						
Community Climate Capital Fund	0.000	0.187			0.187	0.006
Climate Change Resilience Fund	0.140	0.060			0.200	0.000
Electric Charging Points	0.040	0.000			0.040	0.000
Glysophate Alternative Equipment	0.000	0.050			0.050	0.000
Waste Management	0.000	-0.032			-0.032	0.042
Fly-Tipping	0.152	-0.029			0.123	0.005
Public Sector Decarbonisation	0.000	0.000	8.500		8.500	0.201
TOTAL - Climate Change	0.332	0.235	8.500	0.000	9.067	0.254
Total Capital Programme	74.346	13.297	10.500	12.422	110.565	7.152

Appendix 2: One-off Investment

Priority areas of investment at this stage are described below. Going forward, access to reserves and other funding streams will continue to be considered as part of normal service planning and proposals brought forward on a case-by-case basis.

Operations department

The Covid pandemic has caused significant delays to several key programmes and projects and the Department has been affected by substantial income losses across most of its services. The Department faces several key challenges in respect of the ability to be responsive, (both in terms of front-line service delivery, and from a customer and public perspective), to be able to recover from the effects of the pandemic in terms of key project deliverability, and to regenerate services, assets, and infrastructure.

As part of the Council approval of the budget the department was given a number of one-off funds for 2021/22. These are additional to the new £750,000 reserve that was created at 2020/21 year end and include:

- Street Scene and Road Safety (£100k) which is led by Engineers who have drawn up a provisional list of road safety schemes. There is also a further £50k in the capital programme which will be used for the same strategy giving a total budget of £150k.
- Tackling Fly Tipping (£100k) which is led by Waste Management and will be used to continue the weekend fly tipping clearance from private land and private back streets where Environmental Health are unable to carry out enforcement. It is also being used at weekends to remove waste collected by volunteer groups. The funding will also be used to provide an additional quantity of replacement litter bins.
- A school catering general reserve (£79k) which will be used to increase meal uptake, improve on the counter presentation, menu development and support roll-out of the 'Live Kitchen' system to 52 primary schools co-ordinated through the appointment of an additional catering service manager.
- A licensing reserve (£45k) of which £20k will be used to support the implementation of a second MOT testing station.
- The disruption to waste collection services and the impact of staff absences due to staff isolations have had a detrimental impact on the refuse collection services budgets in year and there is a forecast overspend of £288k. There is a reserve held by the department of £95k which they are proposing to use to partially reduce this overspend, which will leave a balance of £193k. Cabinet is asked to approve that this is funded from the waste levy reserve, alternatively it will need to be funded from the departmental reserve of £750k and other schemes to this value removed from the list.

Services are stretched across the department but two further areas of business critical activity have been highlighted for urgent investment through access to the departmental reserve of c£750,000 as follows:

- Within the Engineering Service, 8870 streetworks permits were submitted in 2020/21 (this is an increase of 39%). 1153 Traffic management applications were submitted in 2020/21 (this is an increase of 400%). An average of 165 temporary traffic regulations orders and traffic regulation orders were issued. The service receives on average 465 traffic management Councillor / public during undertaken in the first 2 months of 2021/22. The service also receives approximately 1000 road safety councillor / public enquiries (speeding/traffic calming) per year. It is therefore proposed to utilise the reserve to improve customer response to these requests.
- Streetscene: The amount required to maintain the highway in its current condition (steady state) is calculated at approximately £6m pa. The current level of capital investment in highway maintenance is approx. £5.3m pa (£3.3m via HIS 2 and £2m via Department for Transport). The carriageway revenue budget has reduced by 96%, from £1.29m in 2010/11 to £49k in 2020/21. The total budget available to Streetscene for minor / reactive carriageway repairs is £441k less than in 2010/11. In contrast, the number of jobs raised to repair highway safety defects (both carriage way and footway) increased from 7,156 in 2016/17 to 7,986 in 2020/21. This represents a 12% increase in demand. In respect of the number of jobs completed, there has been an increase of 46% since 2016/17. The Service completed 11,128 pothole repairs in 2019/20 and 12,132 in 2020/21, representing a 9% year on year increase. Insurance claims have decreased, with payments reaching £120k in 2019/20. The current budget is sufficient to reinstate road markings approximately once every 35 years however road markings typically last approximately. 5-7 years. In respect of potholes the Service completes approximately 75% of repairs on time. The remaining 25% are either left unrepaired long term or repaired but not in compliance with policy. Both scenarios are exposing Bury Council to claims. It is therefore proposed to utilise the departmental reserve to bring about some visible improvements to improve our roads and infrastructure.

Specific proposals for reserve funding to manage these issues through access to the departmental reserve of £750,000 (temporary, one-off funding) and waste levy are summarised below by theme. The detail for the waste levy reserve are shown in Annex 1

Theme	Total
Better roads	£177,000
Better infrastructure	£225,990
Improved customer response	£82,400
Better Environment	£160,910
Greater community empowerment	£103,700
Fund the balance of the projected waste collection overspend	£193,000
Better Waste Management (utilising the waste levy or levy rebate)	£742,416
Total	£1,685,416

Details of areas for permanent funding have also been identified, as shown in Annex 2, but again at this stage ongoing funding has not yet been identified. As such the department is continually prioritising existing capacity and engaged in the internal transformation programme to seek to re-balance resources within the council to bolster the focus on the front line in the medium term. There may be potential for some of these resources to be funded on a one off non recurrent basis through a prioritisation process against the £750,000 reserve.

Contain & Outbreak Management Fund Services Reserve

Contain and Outbreak Management funding is available to support the emergency response and recovery work which is related to infection control; emergency response and protecting the vulnerable.

At the end of 2020/21 £3.1m of the Contain and Outbreak Management Funding was uncommitted. This funding is available for use until the end of March 2022 and therefore, it is prudent not to fully utilise all at this time but to leave further headroom should there be additional demands, outbreaks and unidentified pressures later in the year.

However, since that time we have had a further spike as a consequence of the Delta variant and have agreed a supervised testing programme in schools at an estimated cost of circa £300k, which leaves an available balance of £2.8m at this time.

Within these parameters the following areas for investment are proposed which will be realigned with the council's Recovery strategy for the next 12 months.

Bid	Value	Impact
3 x Leisure Customer Services staff to boost receptions, telephones and membership admin/sales. Flexible resource that could be deployed across 3 sites, at weekends and other peak times. This will also free up the senior supervisor to develop new systems to reduce queue lengths and telephone waiting times. 3 at Grade 5.	£75,000	Implementation of the wellness strategy as part of recovery.
Better customer response by introducing leisure MIS and access control system to increase customer satisfaction, memberships and retention.	£60,000	Supporting public health by getting people back into leisure services.
Enhance Housing Standards team to deal with Covid Backlog Covid has caused a backlog on housing inspections work because of lockdowns and restrictions. Some cases are up to 18 months outstanding and involve our most vulnerable residents. The national lifting of restrictions on evictions will create a significant uplift in work requirements as tenants use inspections to hold-off on evictions. The team are public health inspectors and are under-resourced, covid has had the greatest impact in HMO's, which this team lead on.	£35,000	Improve housing standards across the Borough.

Adult Social Care - additional officer On a short-term basis to assess the implications for our market management function, and in particular the scope of the opportunity with Persona, for the review of out of borough placements for young adults with complex needs	£55,000	Better outcomes of the Persona contract. Supporting Persona to develop into the more complex end of the LD market which helps Persona become better VFM and also help meets the needs of the borough and gaps identified. This in turn will lead to a reduction in OOB placements, bring people back in borough is often cheaper, enables better outcomes and local people should be able to live locally.
Continuing Health Care Team - extension to review fast track arrangements, and installation of IT system	£200,000	Recovering from the backlogs caused by the pandemic and the increased numbers of those accessing packages of care sometimes for longer than required or without timely assessments.
Children's Social Care Out of borough placements review. Lockdown saw an increase in referrals to childrens social care and we need to bring this vulnerable cohort of children back into borough	£300,000	Supporting our vulnerable children
Additional capacity for the childrens Safeguarding team Lockdown saw an increase in referrals to childrens social care and these children and our families are some of our most vulnerable residents	£500,000	Supporting our vulnerable children
Funding for BEATS to support Pulmonary Rehab –significant increase in residents needing to access the service due to impact of Covid on NHS waiting lists and affects of Covid on patients with long term conditions	£30,000	

Increased capacity for additional independent domestic violence advisors (IDVA) , in the context of spiralling case volumes as a result of the pandemic. Case numbers rose from 544 in 19/20 to 836 in 20/21 numbers for the first qtr of 21/22 are still at these increased levels with 197 cases	£60,000	Capacity will support the establishment of case management for all high risk cases within the new multi-agency neighbourhood model; designed to improve outcomes and reduce demand
Prevention activities Third sector to do some of the lower-level care needs, home from hospital support, befriending, friendly face checks etc	£60,000	Anticipated impacts around <ul style="list-style-type: none"> - reduced bed usage - reduced DTOC days - increased number of people living at home independently and linked to community services - reduced levels of loneliness and isolation - increased sense of health and wellbeing
6 month contract for Admin assistant to support backlog in DFG	£11,400	Supporting the vulnerable to get aids and adaptations
Extension of additional member of staff for 6 months to implement the urgent care review	£39,000	
IT to support wide adoption of Social Prescribing – Elemental Elemental is the platform utilised to record the social prescribing data by The Beacon and the GP practices. They can then extract and report on uptake and impact. A key advantage of this system is interoperability with GP systems and the ability for direct referrals, ease of access and saves the referring GP's time.	The cost includes additional work on EMIS web (to obtain a deeper understanding of the uptake and impact of the referrals made) is £32,784 inc VAT.	
Work placements for care leavers	£7,000	Providing care leavers with opportunities to develop skills in a working environment and raises profile of care leavers in the Council.

<p>The implementation of Signs of Safety and the Advanced Practitioner model has been impacted by Covid and remote/agile working which is more time consuming as well as having to train new social workers who predominately are newly qualified and require more individual support.</p> <p>The impact of Covid on vulnerable children and families is nationally well documented and Bury is experiencing increasing demand with cases being more difficult and complex.</p>	£70,000	<p>An extra Advanced Practitioner will support frontline practitioners and managers and build resilience, support newly qualified workers as well as students on placements and social work apprenticeships as we work to increase a pipeline of qualified staff to create staff stability in order to meet the increasing demand on statutory social work and safeguarding services as a result of Covid.</p>
<p>Covid recovery in children's services: The full extent and impact of Covid 19 on the development, education, and opportunities for Bury's children and young people is not yet fully understood and may not be for some time. However there are already emerging issues and anticipated outcomes:</p> <ul style="list-style-type: none"> •The education gap between those children considered to be disadvantaged and their counterparts will have widened. •The higher infections rates in Bury and GM will lead to Bury schools system being disproportionately impacted when compared to national •The pandemic has increased inequality in the borough; there has been a 5% increase in the overall number of children eligible for free school meals since 2019. •There is a potential for increased school exclusions and reduced attendance as some young people struggle with the return to school •There are indications of increased rates of anxiety and mental health concerns 	£120,000	<p>A universal quality assurance visit to all schools for the Autumn term will be implemented, focusing on school leadership and the curriculum, with an independent Quality Education Partner to explore the impact of Covid on pupils and young people.</p> <p>A recovery lead will co-ordinate the Covid recovery strategy across schools, ensuring that schools and the Council are working together to overcome some of the anticipated outcomes in order that our children and young people are supported throughout the education system in particular at points of transition and that opportunities and pathways are open to all post 16 so that the hopes, ambitions and aspirations of all our young people can be realised.</p>
Total	£1,655,184	

Wider transformation strategy

The proposals in this document reflect tactical, short term investments to respond to particular departmental priorities. The Cabinet has, however, at its meeting in July, agreed a transformation strategy as an enabler of wider service improvements and the Bury 2030 vision, which will deliver c£6.8m over a three year period. An overview of the three component programmes are *Let's do it*

- **...Well** (Internal transformation). This programme will seek to establish the structures, systems and processes to drive a high performance organisation. This work will embed the improvement work proposed in Children and Young People's Services and the principles of internal reform proposed here by the OCO into a business as usual approach
- **Once** (Customer contact and transact strategy). This programme will harnesses digital-first delivery through a single, digital front door providing integrated self-service access to back office processes. This work will incorporate the specific proposals made for customer contact improvement in the leisure and highways services. The short term funding accessed through these proposals will be used to bolster capacity to develop transformed processes whilst also maintaining a quality offer for customers
- **Flexibly** (Estates). This programme will seek to optimise the agile working strategy in order to rationalise the council's estate; create investment opportunities from capital receipts and savings from reduced revenue building running costs and oversee the establishment of a Corporate Landlord function proportionate to the future estate size through reinvested resource

Annex 1: Better waste management - to be funded via the Waste Levy: -

Theme / Description	Indicative Value
Waste and Transport: Contamination Officers x 2 Grade 9 to minimise waste contamination issues and associated cost working with the community.	£145,916 (2 year levy funding)
Waste and Transport: Investment for 1 new Rotopress RCV, 1 ex demo small RCV to provide resilience to rural collections and 1 new Variopress RCV. Funding via Waste Levy approved.	£500,000(one-off – Levy rebate)
Waste and Transport: Additional Officer to specifically work with STH, other RSLs and private landlords to tackle issues associated with communal waste bins. To develop and implement design solutions to improve cleanliness of sites and maximise recycling - Grade 9. Vehicle cost funded via Waste Levy.	£36,500 (one-off – Levy rebate)
Waste Management: Permanent service to remove fly tipping from private land and private back streets where enforcement is not possible. Currently funded as a one-off in 21/22.	£60,000 (one-off – Levy rebate)
Total	£742,416

Annex 2: Additional proposals which could be funded on one-off non recurrent basis by re-prioritising the £750,000 reserve

Theme / Description	Indicative Value
Better infrastructure Engineers: Advanced Design Fees to enable greater access to TfGM and external funding opportunities	£50,000
Better infrastructure Strategic Projects: Grade 15 Operations Service Manager to lead on major projects and monitor the capital programme.	£57,671
Better infrastructure Better customer response Streetscene: Grade 15 Service Manager - Highways Operations to manage the Service enabling the Head to focus on strategic responsibilities and development.	£57,671
Better infrastructure Better customer response Engineers: Grade 9 Street Works Engineer to monitor all external/public utility works on the highway.	£36,500
Better environment Better community involvement Waste Management: Environmental quality strategy lead. To oversee the plans and actions towards transforming and empowering residents and communities to take greater ownership of their neighbourhoods in a high-profile way	£44,000
Total	£245,842



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	1st September 2021
Title of report:	Treasury Management Outturn 2020/21
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:

- 1.1 The report outlines the financial position and provides an update on the following aspects of the Treasury management function throughout 2020/21. The report covers:
- the Council's capital expenditure and financing;
 - the treasury position as 31st March 2021;
 - the investment and borrowing strategy and
 - borrowing and investment Outturn.
- 1.2 The Council is required by legislation to produce an annual Treasury Management review of activities and the actual prudential and treasury indicators for the year. This report meets both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

Recommendation(s)

Overview and Scrutiny Committee is asked to note the report.

Cabinet is requested to approve, for onward submission to Council in September, the:

- 2020/21 Prudential and Treasury Indicators
- Treasury Management 2020/21 Outturn Report

Reasons for the Decision:

It is a requirement of the CIPFA Code that the Council receives an annual Treasury Management Outturn Report.

2 Introduction

- 2.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2020/21. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 2.2 During 2020/21 the minimum reporting requirements were that the full Council should receive the following reports:
- an annual treasury strategy in advance of the year (approved 26/02/2020)
 - a mid-year, (minimum), treasury update report (approved 25/11/2020)
 - an annual review following the end of the year describing the activity compared to the strategy, (this report)
- 2.3 In addition, this Council has received quarterly treasury management update reports on the following dates:-
29th July 2020
24th November 2020
23rd February 2021
- 2.4 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 2.5 This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by Cabinet before they were reported to the full Council.

3 The Council's Capital Expenditure and Financing

- 3.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:
- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
 - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.
- 3.2 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual expenditure and how this was financed.

	2019/20	2020/21 Revised	2020/21
	Actual £M	Budget £M	Actual £M
Capital Expenditure:			
Non-HRA	25.017	43.546	19.069
HRA	7.666	9.830	7.841
TOTAL CAPITAL EXPENDITURE	32.683	53.376	26.910
Resourced By:			
Capital Receipts	1.931	0.609	1.544
Capital Grants	11.772	14.978	9.388
HRA	7.136	9.830	7.841
Revenue	2.568	3.889	2.475
Unfinanced capital expenditure	9.276	24.069	5.663

4 The Council's Overall Borrowing need

- 4.1 The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).
- 4.2 To ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2020/21) plus the estimates of any additional capital financing requirement for the current (2021/22) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2020/21.
- 4.3 The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31st March 2020 Actual £M	31st March 2021 Budget £M	31st March 2021 Actual £M
Gross borrowing position	215.902	237.188	206.016
CFR	259.305	287.266	264.967
(Under) / over funding of CFR	(43.403)	(50.077)	(58.951)

- 4.4 The authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2020/21 the Council has maintained gross borrowing within its authorised limit.
- 4.5 The operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

- 4.6 **Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	2020/21 £M
Authorised limit	305.000
Maximum gross borrowing position	215.994
Operational Boundary	270.000
Average gross borrowing position	196.224
Financing costs as a proportion of net revenue stream:-	
Non - HRA	3.01%
HRA	14.96%

5. Treasury Position as at 31st March 2021

- 5.1 The Council's treasury position at the end of 2019/20 and 2020/21 (excluding borrowing by PFA and finance leases), position was as follows:

		31st March 2020			31st March 2021		
		Principal		Avg. Rate	Principal		Avg. Rate
		£M	£M		£M	£M	
Fixed rate funding							
	PWLB Bury	134.071			133.885		
	PWLB Airport	11.828			11.828		
	Market Bury	49.000	194.899		60.300	206.013	
Variable rate funding							
	PWLB Bury						
	Market Bury		0.000			0.000	
Temporary Loans / Bonds		21.003	21.003		0.003	0.003	
Total Debt		215.902		3.95%	206.016		3.70%
Total Investments			29.410	0.61%		15.928	0.13%
Net Debt			186.492			190.088	

- 5.2 The maturity structure of the debt portfolio was as follows:

Maturity structure of fixed rate borrowing	2019/20 Actual £M	2019/20 Actual %	2020/21 Actual £M	2020/21 Actual %
Under 12 months	22.186	10.28%	5.190	2.52%
12 months and within 24 months	5.000	2.32%	13.000	6.31%
24 months and within 5 years	8.000	3.71%	7.300	3.54%
5 years and within 10 years	5.550	2.57%	31.550	15.31%
10 years and within 15 years	26.000	12.04%	0.000	0.00%
15 years and over	149.166	69.09%	148.976	72.31%
Total Debt	215.902	1.00	206.016	1.00

5.3 The Council's investment portfolio was as shown below:

	Investment balance at 31/03/2020 £M	Amount Invested in year £M	Investments realised in year £M	Investment balance at 31/03/2021 £M
Fixed Rate Investments	0.000	0.000	0.000	0.000
Total - Fixed rate	0.000	0.000	0.000	0.000
Notice Accounts				
Barclays Bank - 32 day Notice account	1.000		(0.750)	0.250
Barclays Bank - 95 day Notice account	0.250			0.250
Lloyds - 32 day Notice account	3.000	0.000	(3.000)	0.000
Santander - 31 day Notice account	0.000	7.000	(7.000)	0.000
Santander - 35 day Notice account	1.000	15.000	(16.000)	0.000
Santander - 60 day Notice account	0.000	3.000	(3.000)	0.000
Total - Notice accounts	5.250	25.000	(29.750)	0.500
Call Accounts				
Barclays Bank - Flexible Interest Bearing Current Account	24.160	319.330	(328.070)	15.420
Bank of Scotland - Call Account	0.000	3.000	(3.000)	0.000
Total Investments	29.410	347.330	(360.820)	15.920

5.4 All of the Council's investments are held for a period of up to 1 year.

6. The Strategy for 2020/21

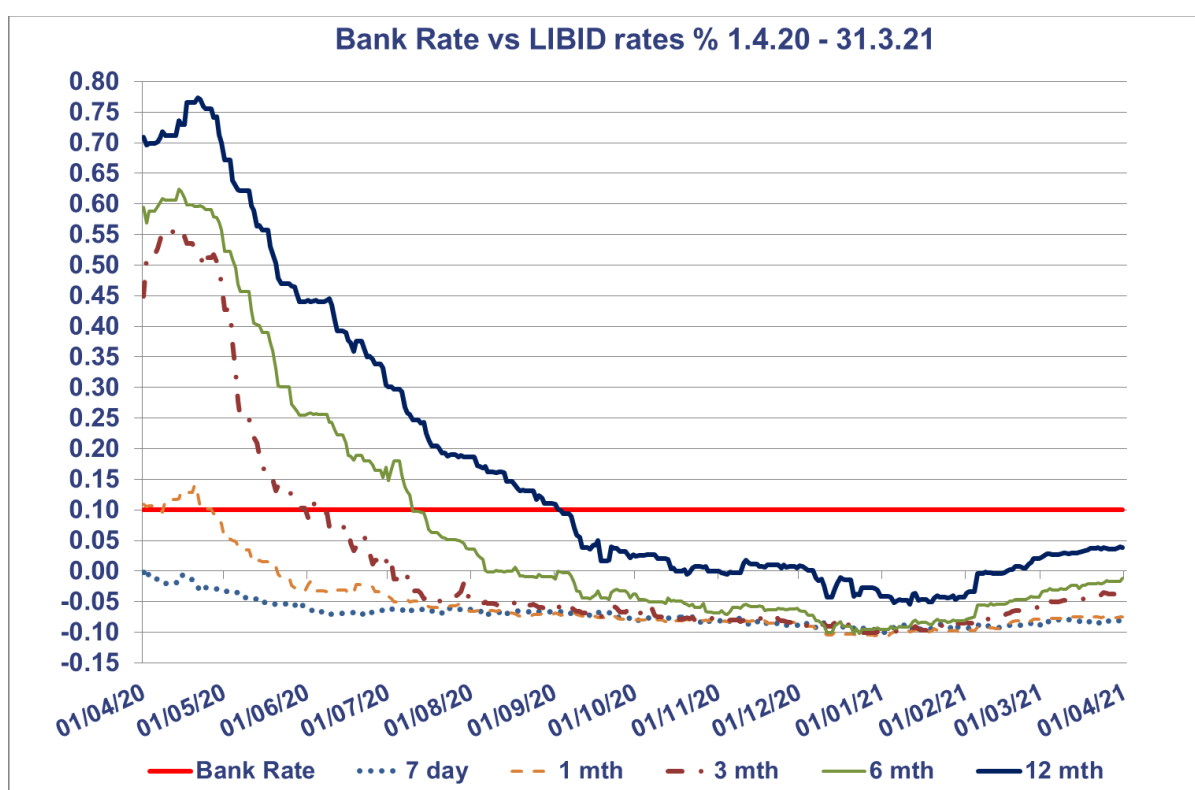
6.1 Investment strategy and control of interest rate risk

6.1.1 Investment returns which had been low during 2019/20, plunged during 2020/21 to near zero or even into negative territory. Most local authority lending managed to avoid negative rates and one feature of the year was the growth of inter local authority lending. The expectation for interest rates within the treasury management strategy for 2020/21 was that Bank Rate would continue at the start of the year at 0.75 % before rising to end 2022/23 at 1.25%. This forecast was invalidated by the Covid-19 pandemic bursting onto the scene in March 2020 which caused the Monetary Policy Committee to cut Bank Rate in March, first to 0.25% and then to 0.10%, in order to counter the hugely negative impact of the national lockdown on large swathes of the economy. The Bank of England and the Government also introduced new programmes of supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the lockdown. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates plummeted.

6.1.2 This authority does not have sufficient cash balances to be able to place deposits for more than a month so as to earn higher rates from longer

deposits. While the Council has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

- 6.1.3 Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets.
- 6.1.4 The information below show Bank and London Interbank Bid Rates (LIBID) for a selection of periods, the average interest rates, the high and low points in rates, spreads and individual rates at dates through and at the end of the financial year.



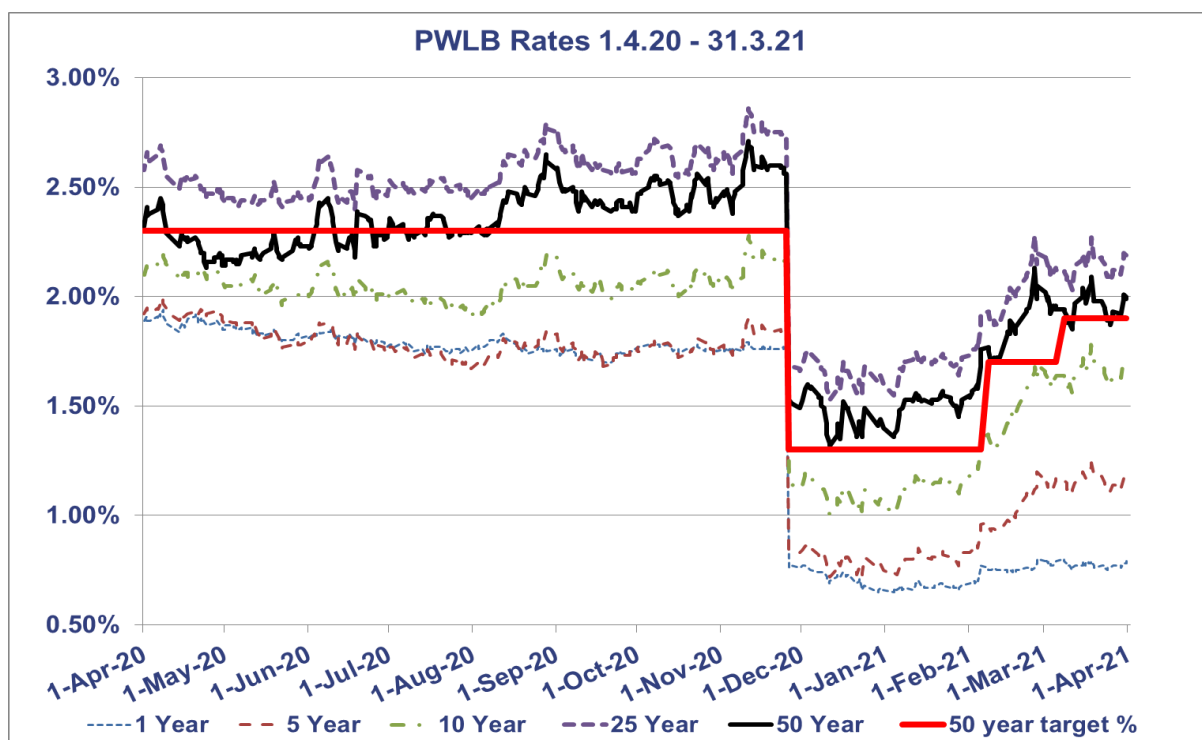
	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.10	0.00	0.14	0.56	0.62	0.77
High Date	01/04/2020	02/04/2020	20/04/2020	08/04/2020	14/04/2020	21/04/2020
Low	0.10	-0.10	-0.11	-0.10	-0.10	-0.05
Low Date	01/04/2020	31/12/2020	29/12/2020	23/12/2020	21/12/2020	11/01/2021
Average	0.10	-0.07	-0.05	0.01	0.07	0.17
Spread	0.00	0.10	0.25	0.66	0.73	0.83

6.2 Borrowing strategy and control of interest rate risk

- 6.2.1 During 2020-21, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were very low and minimising counterparty risk on placing investments also needed to be considered.
- 6.2.2 A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.
- 6.2.3 The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.
- 6.2.4 Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Director of Finance therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks:
- * if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
 - * if it had been felt that there was a significant risk of a much sharper RISE in long and short term rates than initially expected, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.
- 6.2.5 Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2020/21 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period.
- 6.2.6 The table below shows the interest rate forecast as at mid-year 2020/21

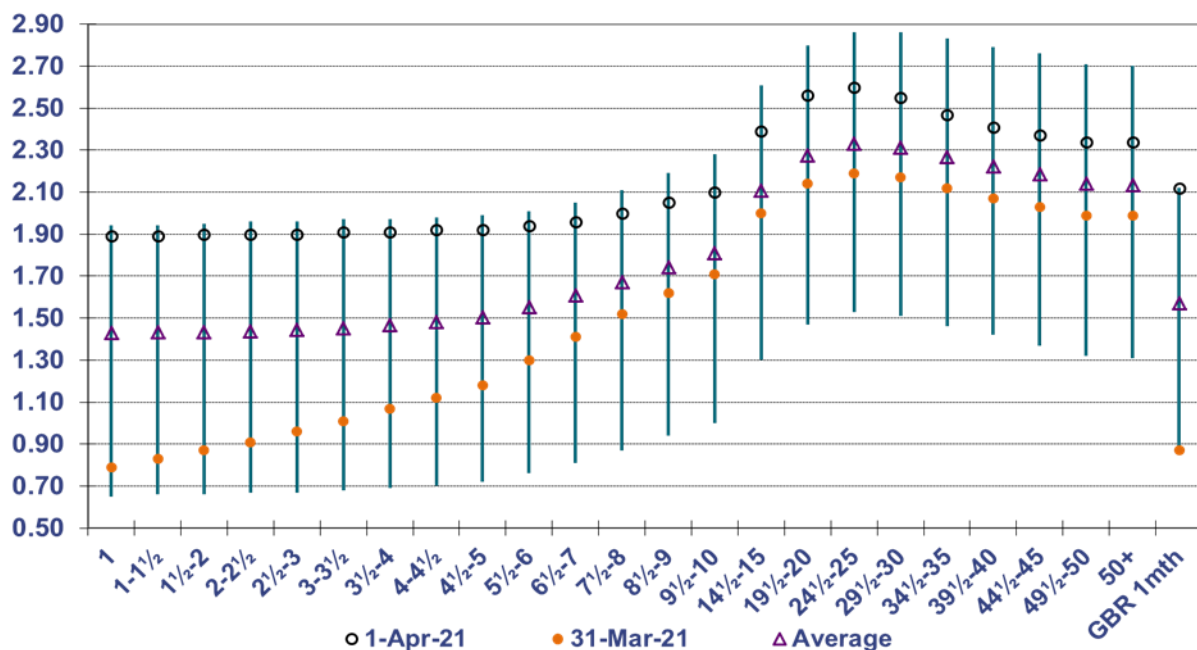
Link Group Interest Rate View		9.11.20													
		Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings		0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB		1.80	1.80	1.80	1.80	1.80	1.90	1.90	1.90	1.90	1.90	2.00	2.00	2.00	2.00
10 yr PWLB		2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30	2.30	2.30	2.30	2.30
25 yr PWLB		2.50	2.50	2.60	2.60	2.60	2.60	2.70	2.70	2.70	2.70	2.80	2.80	2.80	2.80
50 yr PWLB		2.30	2.30	2.40	2.40	2.40	2.40	2.50	2.50	2.50	2.50	2.60	2.60	2.60	2.60

6.2.7 The information below show PWLB rates for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates, at dates through and at the end of the financial year.



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	0.65%	0.72%	1.00%	1.53%	1.32%
Date	04/01/2021	11/12/2020	11/12/2020	11/12/2020	11/12/2020
High	1.94%	1.99%	2.28%	2.86%	2.71%
Date	08/04/2020	08/04/2020	11/11/2020	11/11/2020	11/11/2020
Average	1.43%	1.50%	1.81%	2.33%	2.14%
Spread	1.29%	1.27%	1.28%	1.33%	1.39%

PWLB Certainty Rate Variations 1.4.20 to 31.3.2021



6.2.8 PWLB rates are based on, and are determined by, gilt (UK Government bonds) yields through H.M.Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not **need to** raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. We have seen over the last two years, many bond yields up to 10 years in the Eurozone turn negative on expectations that the EU would struggle to get growth rates and inflation up from low levels. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession.

6.2.9 Gilt yields fell sharply from the start of 2020 and then spiked up during a financial markets melt down in March caused by the pandemic hitting western countries; this was rapidly countered by central banks flooding the markets with liquidity. While US treasury yields do exert influence on UK gilt yields so that the two often move in tandem, they have diverged during the first three quarters of 2020/21 but then converged in the final quarter. Expectations of economic recovery started earlier in the US than the UK but once the UK vaccination programme started making rapid progress in the new year of 2021, gilt yields and PWLB rates started rising sharply as confidence in economic recovery rebounded. Financial markets also expected Bank Rate to rise quicker than in the forecast tables in this report.

6.2.10 At the close of the day on 31 March 2021, all gilt yields from 1 to 5 years were between 0.19 – 0.58% while the 10-year and 25-year yields were at 1.11% and 1.59%.

6.2.11 HM Treasury imposed two changes of margins over gilt yields for PWLB rates in 2019/20 without any prior warning. The first took place on 9th October 2019, adding an additional 1% margin over gilts to all PWLB period rates. That increase was then, at least partially, reversed for some forms of borrowing on 11th March 2020, but not for mainstream non-HRA capital

schemes. A consultation was then held with local authorities and on 25th November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -

- PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
- PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
- Local Infrastructure Rate is gilt plus 60bps (G+60bps)

6.2.12 There is likely to be only a gentle rise in gilt yields and PWLB rates over the next three years as Bank Rate is not forecast to rise from 0.10% by March 2024 as the Bank of England has clearly stated that it will not raise rates until inflation is sustainably above its target of 2%; this sets a high bar for Bank Rate to start rising.

7 Borrowing Outturn

7.2 Treasury Borrowing

7.2.1 The Council has taken out market loans totalling £12.3m during 2020/21. The borrowing was undertaken to replace temporary loans with short term loans, thereby locking in lower rates for a longer period.

	Balance at 31st March 2020 £M	Loans raised in year £M	Loans repaid in year £M	Balance at 31st March 2021 £M
PWLB	134.071	0.000	(0.186)	133.885
Market	49.000	12.300	(1.000)	60.300
Temporary Loans	21.000	0.000	(21.000)	0.000
Other loans	0.003	0.000	0.000	0.003
Bury MBC Debt	204.074	12.300	(22.186)	194.188
Airport PWLB Debt	11.828	0.000	0.000	11.828
Total Debt	215.902	12.300	(22.186)	206.016

7.3 Debt Rescheduling

No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

7.4 Borrowing in advance of need

The Council has not borrowed more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

7.4 Repayment of Debt

During 2020/21 the Council made a net loan repayment of £9.886m, at an average loan rate of 2.06%.

7.5 Summary of debt transactions

Management of the debt portfolio resulted in a fall in the average interest rate of 0.17%, representing net General Fund savings of £0.339m p.a.

8 Investment Outturn

8.1 Investment Policy

- 8.1.1 The Council's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Council on 26/02/2020. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).
- 8.1.2 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

8.2 Resources

- 8.2.3 The Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:

Balance Sheet Resources	31 March 2020	31 March 2021
	£M	£M
Balances General Fund	6.990	34.241
Balances HRA	8.393	10.422
Earmarked reserves	52.626	104.474
Provisions	13.996	11.835
Usable capital receipts	6.974	4.890
Total	88.979	165.862

8.3 Investments held at 31 March 2021

- 8.3.1 The Council managed all of its investments in house with the institutions listed in the Council's approved lending list. At the end of the financial year the Council had £15.920m of investments as follows:

Type	Institution	Amount	Term	Rate
		£M	Days	%
Call Accounts	Barclays Bank	15.420	0	0.05%
Total Call Accounts		15.420		
Notice Accounts	Barclays Bank	0.250	32	0.09%
	Barclays Bank	0.250	95	0.26%
Total Notice Accounts		0.500		
Total Investments		15.920		

- 8.3.2 The Council maintained an average balance of £31.729m of internally managed funds and earned an average rate of return of 0.13%. The comparable performance indicator is the average 7 day LIBID rate which was 0.07%.

Community impact/ Contribution to the Bury 2030 Strategy

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

Equality Impact and considerations:

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
There are considerable risks to the security of the Authority's resources if appropriate treasury management strategies and policies are not adopted and followed.	Regular monitoring and reporting ensures that any changes in the financial position are quickly identified and action can be taken to manage the overall position.

Consultation:

There are no consultation requirements arising from this report.

Legal Implications:

There are no specific legal implications in this report. The S 151 officer has confirmed that the report meets the requirements of the CIPFA code of practice on Treasury management and the CIPFA prudential code for Capital finance in Local Authorities.

Financial Implications:

The financial implications are set out in the report. The continuation of the Covid pandemic has impacted significantly on both the revenue and capital budgets across the whole of the Council and needs to be carefully monitored. The in-year position will be reflected in an updated medium term financial strategy and will inform the budget setting process for the 2022/23 financial year.

Report Author and Contact Details:

Sam Evans
Executive Director of Finance (S151 Officer)

Background papers:

The Council's Financial Position as at 31 December 2020
Capital Strategy and Capital Programme 2021 – 2022/23
Treasury Management Strategy and Prudential Indicators 2020/21
Treasury Management Outturn Report 2019/20

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

Term	Meaning

APPENDIX 1: Approved countries for investments as at 31st March 2021

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service.

AAA

- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Hong Kong
- Qatar
- U.K.

(note the Council only invests in the highest rated UK institutions)

APPENDIX 2: DELEGATION AND RESPONSIBILITY

The following personnel are involved on a regular basis in Treasury Management: -

Executive Director of Finance (Section 151) Officer	Overall supervision of Treasury Management function and cash flow. Regular reviews of Treasury Management Strategy and monitor performance.
Head of Management Accountancy	Manage and undertake day to day Treasury Management Activities in accordance with Treasury Strategy and Policy Statement.
Senior Accountant	Deputise for Head of Management Accountancy in their duties as required.

APPENDIX 3: Treasury management scheme of delegation

(i) Full council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Boards/committees/Council/responsible body

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Body/person(s) with responsibility for scrutiny

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

APPENDIX 4: The treasury management role of the section 151 officer

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

The above list of specific responsibilities of the S151 officer in the 2017 Treasury Management Code has not changed. However, implicit in the changes in both codes, is a major extension of the functions of this role, especially in respect of non-financial investments, (which CIPFA has defined as being part of treasury management).

- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following (TM Code p54): -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*

- *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*



Classification:	Decision Type:
Open	Non-Key

Report to:	CABINET	Date: 01 September 2021
Subject:	ESTATES TRANSFORMATION: BURY HUB PROPOSALS - Phase 1 Humphrey House – PART A	
Report of	Leader and Cabinet Member for Finance and Growth	

1.0 Summary

- 1.1 This paper is the first in a series of requested cabinet approvals that seek to deliver interventions that unlock economic growth, integrate public services, realise commercial efficiencies and capital receipts along with implementing the Council's aspirations for creating an agile working environment.
- 1.2 The outputs of this programme are driven by the key deliverables set out within the One Public Estate (OPE) property programme and the Council's Let's Do It Strategy 2020.
- 1.3 Humphrey House is surplus to requirements, requires considerable capital investment to bring up to occupational standards and has a significant capital receipt once disposed of for redevelopment. The site has the potential to deliver new homes on brownfield land as part of the town centre regeneration programme.
- 1.4 Knowsley Place is an underperforming element of the corporate estate. The fit out of the buildings were completed over 10 years ago and does not allow for either flexible working – a collection of informal collaborative spaces or the delivery of integrated public services sharing the same building.
- 1.5 This Estates Transformation work is underway with the objective of reducing the operating costs and improving standards of the Council Estate, and is in line with the Transformation Strategy agreed in July and in support of the Year 1 savings detailed in this report. It also represents an implementation of our 'One Public Estate' Strategy, which seeks to promote the shared use of public buildings to reduce the overall property cost burden on the taxpayer.
- 1.6 The proposal is to formally close and sell Humphrey House, a council-owned 1970's office block fronting Angouleme Way. It is proposed the current tenants in Humphrey House are offered space within the 3KP office block, which the Council is not currently fully utilising.
- 1.7 The project also seeks to implement flexi-working by providing high-quality co-working/social space on the ground floor and reception area of 3KP. This will bring together the staff of the Council, stakeholders, members and

partners into a space where there will be a focus on informal meetings, using technology to link teams and create acoustically sound meeting spaces. This will be an important enabler of the Council's Agile Working model.

- 1.8 The overall project will create an annual saving to the Council as we will be able to share the lease-costs we currently incur at 3KP with other public bodies. Further adaption works to enable true flexible working can be funded via the projected capital receipt from the sale of Humphrey House.

2.0 Recommendation(s)

- 2.1 Approve the disposal of Humphrey House and offer an alternative leasing option to the existing tenants as set out in this report.
- 2.2 Approve an increase to the capital programme of up to £500k to fund the works required to facilitate shared occupation of 3 Knowsley Place and a modern, flexible working environment.
- 2.3 Delegate the finalised terms of any revised leasing arrangements and commercial negotiations to the Director of Regeneration and the Section 151 Officer and Monitoring Officer.

3.0 Reasons for recommendations

- 3.1 The Council has challenging savings targets to meet through the 'Let's Do It' transformation programme, 'Let's Do It Flexibly'
- 3.2 There is an immediate opportunity to realise a significant saving by seeking to share the space we let. 3 Knowsley Place and 6 Knowsley Place have the potential to be shared with other public sector partners. This opportunity is time-bound because if Humphrey House is to be retained a major refurbishment programme would have to be funded in the very short-term to bring the building up to a modern standard.
- 3.3 The implementation of agile working means that we do not expect staff to return to the office en-mass (subject to the evaluation of the model which will take place in December). However, we do expect teams and people to meet up regularly and to have spaces and areas that promote collaborative working.
- 3.4 3 Knowsley Place was fitted out 10 years ago as a standalone office building for Council workers – replacing a similar building Craig House on Bank Street in Bury. The current ground floor layout does not allow for multiple tenancy or provide spaces and areas that enable agile working, collaboration and teamwork.
- 3.5 By moving into modern, efficient buildings, the NHS tenants will save on energy bills likely to be in the region of £24k per annum.

4.0 Alternative options considered and rejected

- 4.1 Advise the NHS Trusts that we are selling Humphrey House and ask if they would like to buy it. However, one Trust has already been advised of our existing use asset valuation and have not responded with an offer. The other two trusts have indicated they are content with the leasing option and are not seeking to acquire a property.

- 4.2 Retain Humphrey House and offer the tenants new 5-year leases. This would require an immediate capital outlay of circa £900K to undertake urgent works (of which there is no budget currently), plus an estimated £200K p/a to maintain the building over the five-year period. The costs of undertaking the additional works would be roughly equivalent to the income generated through the current rental agreement.
- 4.3 Advise the NHS Trusts that we are selling the building and ask them to vacate without offering them floorspace in 3 Knowsley Place. This option was rejected due to the availability of space within our Estate.
- 4.4 The option of 'no-change' has been discounted on the basis that Pennine Care and Greater Manchester Mental Health Trust continuing to hold over on expired leases in a building which requires urgent modernisation is not an acceptable long-term option.

5.0 Background

- 5.0.1 This paper is the first in a series of requested cabinet approvals that seek to deliver interventions that seek to deliver economic growth, integrate public services, realise commercial efficiencies and receipts along with implementing the Council's aspirations for delivering a tangible agile working environment. In developing this strategy we are guided by LGA one public estate programme and the estates transformation programme as part of our Let's Do it strategy.

5.1 One Public Estate LGA 2013

A local government association property programme under direction from the Cabinet Office. This seeks to empower local councils to

- i) Unlock economic growth through council assets
- ii) Integrate services within the estate with a customer focus
- iii) Achieve efficiencies

5.2 Let's Do It Bury Council 2020

Wider transformation programme with elemental focus on property, estate and corporate landlord functions which impact upon service provision.

- iv) Facilitate land and property disposals to reduce revenue burden and achieve capital receipt
- v) Rationalise corporate estate and drive service charge efficiencies
- vi) Implement agile working
- vii) Savings & receipts to be reinvested to deliver next phases of transformation
- viii) From 2022 onwards with a specific focus on developing options for Town Hall redevelopment and potential disposal.

Humphrey House is surplus to requirements, requires considerable capital investment to bring up to occupational standards and has a significant capital receipt once disposed of for redevelopment. The site has the potential to deliver c.60 new homes on brownfield land – subject to

- planning – and contribute towards the town centre regeneration programme.
- 5.0 Knowsley Place is an underperforming element of the corporate estate. The fit out of the buildings was completed over 10 years ago and does not allow for either flexible working – a collection of informal collaborative spaces or the delivery of integrated public services sharing the same building.
- 5.0 Bury public sector partners work out of a number of outdated, expensive and inefficient buildings. There is a need to review these buildings, consolidate property and update or build new where necessary.
- 5.0 An urgent decision is needed as to whether to invest or dispose of Humphrey House and decant NHS staff into existing Council buildings. Generally, the external and internal conditions of Humphrey House are reasonable considering its age, but are now in need of investment, (building fabric roofing works, replacement boilers, single glazed windows, continuous section across the building elevations, HVAB internal environment conditions) plus urgent works are needed as currently Humphrey house is not compliant with current regulation standards.
- 5.0 The overall One Public Estate aim is to create a new Bury Campus from the buildings and land currently in Council control in the centre of Bury to maximise efficiencies and create the best experience for service users/clients.
- 5.2.1 The Council has a 'Transformation' Strategy which is seeking to secure savings. The ability to incur savings from a more efficient use of the Estate will help protect frontline service and ensure valuable resources are not tied-up in buildings that are not properly utilised.
- 5.2.2 The impact of Covid and the subsequent move by the Council to adopt 'agile-working' as well as similar changes for our public sector partners means organisations could operate from a much smaller-buildings footprint. These proposals are only a first phase of a more detailed programme that is being worked-up.
- 5.2.3 The next phase of the programme will consider the future of several high-cost buildings currently operated by the Council. These will be strategically reviewed alongside our proposals to establish new Hubs in Prestwich and Radcliffe as part of the regeneration programmes in those towns.

6.0 Business Case

- 6.1 The Corporate estate at 3/6 KP is not fully utilising the offices facilities we operate under leases.
- 6.2 Through our 'One Public Estate' programme we will seek to work with health partners to better utilise the space which we are currently paying a commercial rent for.
- 6.3 The savings as a part of the overall 'Transformation' programme are significant. Initial market advice suggests the disposal of Humphrey House is likely to generate a receipt in the region of £2m (in 2022/23 financial year). There is a further saving of up to £700k per-annum in rent and service

charges which will be obtained through sub-letting and service charge reviews (the exact amount cannot be precisely quantified until negotiations over the sub-lease have been completed).

- 6.4 Health bodies currently based in Humphrey House employ in the region of 250 staff. There is a strong economic benefit for the town centre in maintaining staff working close to the town centre, and many benefits for their clients as the building is in a sustainable location next to the Tram and main bus terminal for the Town.
- 6.5 The current working environment at Bury is not suitable for a modern forward-looking organisation in the new workforce context. The lack of spaces for people to congregate and connect to each other is reducing the amount of formal and informal contact between employees. The introduction of high-quality collaboration space, with amenities such as informal meeting areas and acoustic meeting spaces will transform the Council employees' experience of working at the Council.

7.0 Financial Implications

- 7.1 The detailed financial analysis is contained in Part B of this report.
- 7.2 The overall financial case for seeking to decommission Humphrey House and offer space within our currently leased buildings is strong.
- 7.3 Disposal of Humphrey House will lead to a saving of £120k per annum with a further potential of up to £700k per-annum for the sub letting of excess space in 3KP.
- 7.4 The request for capital allocation of up to £500k for the refurbishment of 3KP to support agile working.

8.0 Next Steps

- 8.1 Ascertain how many staff can be accommodated in 6 Knowsley Place and the requirements of Six Town Housing. This includes re-charging for space currently tenanted by Six Town Housing as a separate entity to the Council.
- 8.2 Confirm how much space is left in 3 Knowsley Place and 6 Knowsley Place and if it is sufficient for NHS uses, this will be considered alongside the evaluation of the Council and CCGs agile working model.
- 8.3 Have a discussion with NHS Trusts over future plans.
- 8.4 Assessment of fit-out costs and apportionment of service charges.
- 8.5 Liaison with the landlord to seek approval to sub-let and potentially re-negotiate terms.

Links with the Corporate Priorities:

- 9.0** This project is fully aligned with the Corporate Core Transformation Strategy and will report to the Estates Transformation Board.

The Agile Working Model is embedded within this programme of works and will be monitored as part of the project.

Equality Impact and Considerations:

- 10.0** The services currently operating out of Humphrey House are not provided in a suitable building, which impacts on the experience of the service users, many of whom are vulnerable members of society. The move across to modern fit-for-purpose buildings will improve the customer experience yet allows customers of the services to access services locally and via public transport, due to the proximity to the Interchange.
- 11.0** Inclusive design will be at the core of the proposed developments to the estate, in particular 3KP.

Environmental Impact and Considerations:

- 12.0** HH is at the end of its economic life, it is not efficient and has single glazed windows and an old boiler system.
- 13.0** In 2020/21 with the building used 138,591 KHZ of electricity. In 2021/22 the building used 529,882 KHZ of Gas. The closure of Humphrey House will reduce the gas and electricity use by the Council and would result in a CO2 saving per year of 126 tonnes. The total CO2 emission per year generated by Bury council are 15,650 tonnes and this therefore represents a 0.8% reduction in CO2 emissions per year.

Assessment and Mitigation of Risk:

Risk/Opportunity	Mitigation
NHS Trusts vacate out of Humphrey House and take the jobs out of town, impacting on local town centre spend.	Offer the tenants an existing Council building in the town centre to keep the jobs in the town centre.
Humphrey House is a liability and needs work to meet standards. There are health and safety and reputational risks. There are also cost risks if urgent works are needed.	Sell Humphrey House at the earliest convenience.
The NHS Trusts can't afford the space offered to them, especially as it is an increase on current floorspace in Humphrey House.	The space is made available for other public bodies who have expressed an interest in sharing space.
The rent and service charge is more in 3KP than HH.	There are considerable carbon and energy cost savings by relocating to a modern building.
There are vacant floors in 3KP and 6KP. There are cost savings to be made by letting these floors out and there is a	Fully-utilise the space by sharing with the NHS Trusts or other public bodies.

reputational risk in paying for unoccupied space.	
Six Town Housing are a separate legal entity to the Council and savings are not necessarily Council savings	The public sector cost savings will need to be confirmed and further work is required regarding re-charging of grant.

Legal Implications:

Any sale of land will be subject to the council's policy and procedures, the property will be marketed by independent property agents to ensure that best value is obtained for the land. Any changes to our leasing arrangements in respect of our occupancy of 3 KP will be subject to commercial negotiation. Leasing arrangement with our current tenants in Humphrey House will also be subject to a series of commercial negotiations. These negotiations will need to be staged.

Legal support will be provided throughout.

Financial Implications:

The sale of Humphrey House will deliver a capital receipt which is not yet within the MTFS. The Council also does not have a budget for the £900k required to make Humphrey House fit for purpose and the ongoing £200k per annum maintenance bill should it be retained, this would be a pressure on existing budgets. The disposal will result in ongoing savings of £120k per annum for the Council and up to a further £700k per annum following negotiations to sub let excess capacity within 3KP through the recovery of lease and service charge costs. The exact value will not be known until these negotiations with the landlord and future tenants are complete.

There are no costs considered within this report for the securing of Humphrey House when vacant and awaiting sale therefore it is imperative that sale takes place as quickly as possible but must be at a fair price.

There is a request for up to £500k to be added to the Councils capital programme further work is required to quantify the exact value required and to keep these costs to a minimum.

Report Author and Contact Details:

Name: Paul Lakin

Position: Director of Economic Regeneration and Capital Growth

Department: Business, Growth & Infrastructure

E-mail: p.lakin@bury.gov.uk

Name: David Lynch

Position: Assistant Director Regeneration

Department: BGI, Regeneration

E-mail: d.lynch@bury.gov.uk

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

Term	Meaning
OPE	One Public Estate – a programme by the Cabinet Office to consolidate and rationalise the public sector estate and buildings.
3 KP & 6KP	3 and 6 Knowsley Place, Bury. Two modern office blocks leased by the Council.
HH	Humphrey House



Classification: Open	Decision Type: Key
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Report to:	Radcliffe Cabinet Bury Cabinet Committee	Date: 20 August 2021
Subject:	LUF Projects – Procurement Update – Part A	
Report of	Leader and Cabinet Member for Finance and Growth	

1. Summary

- 1.1. Following the announcement of the Levelling Up Fund (LUF) in the 2021 Budget, Bury Council submitted two bids in round 1 of the Fund in respect of the projects. The bids were required to evidence compliance with a mandatory spending programme; to commit to commence spending within the current financial year (FY 21/22) and for all spending of any monies awarded to be fully defrayed by March 2024. The bids were also required to outline a commercial case detailing a robust and compliant procurement route aligned with the spending programme, value for money, and deliverability.
- 1.2. A decision confirming a Levelling Up Fund funding award is expected in Autumn 2021.
- 1.3. This report provides an update to Members on the procurement of the projects' main contractors, having now been subject to a competitive tendering process, which culminated in the receipt of multiple submissions. Detailed consideration of those submissions has now been completed to identify the strongest tender returns and appointments are being recommended on that basis.

2. Recommendation(s)

Cabinet is recommended to:

- Note progress to date on the development of the Radcliffe Civic Hub and Bury Market Flexi Hall projects, in line with the LUF bid procurement strategy and spending programme requirements;
- Approve the contractor appointments to undertake design development and planning for both projects on behalf of the Council under pre-construction service agreements (the details of which are in the Part B paper); and
- Note that update reports will be presented to Cabinet upon completion of each RIBA Stage.

3. Reasons for recommendation(s)

- 3.1. The Radcliffe Strategic Regeneration Framework (SRF) was adopted in September 2020 as the Council's policy for the future regeneration of the town. The development of a Hub in Radcliffe's town centre is integral to the SRF's aims, and access to monies from the Levelling Up Fund is crucial to the delivery of the hub.
- 3.2. In Area policy BY6 - Central Shopping Area, the current development plan states that the Council will encourage and support proposals for retailing and appropriate ancillary retail uses within Bury town centre's central shopping area.
- 3.3. In Area policy S1/1 - Shopping in Bury Town Centre, the Council will protect, maintain, and enhance the role of Bury Town Centre as a sub-regional shopping centre and promote the centre as a focal point for further development. In particular, the Council will support the expansion of the centre through the development of additional comparison shopping floorspace, complementary non-food retail warehousing and speciality shopping.

4. Alternative options considered and rejected

- 4.1 Undertake all duties required to complete RIBA Stages 2-4 and go out to the market via a traditional tender route. This approach is not feasible due to limited internal resource to manage all design and planning activities. Moreover, the timescales required to fulfil these duties and follow a compliant traditional tender route would not enable compliance with the LUF spending criteria a programme.

5. Background

5.1 The Radcliffe Hub proposals

- 5.1.1 The formation of the Radcliffe SRF was informed by a comprehensive community engagement strategy. Feedback was used to prioritise the interventions needed to create a town centre that felt safe. A key premise of the SRF is that a revitalised core will act as a catalyst for the regeneration of the wider town and fundamental to this is the proposal for a new Hub in the core of the town centre. The development of a new Hub has been identified as one of the SRF's priority projects which would bring together a mix of civic functions in an accessible and sustainable location in the core of the town centre.
- 5.1.2 The Hub project is a major regeneration priority project given the potential for the site to have a fundamental role in driving economic growth. Consultation feedback on the SRF showed that the proposals for a new Civic Hub in the heart of the town centre were particularly popular, with over 90% of consultees in favour of the project.

- 5.1.3 The challenge and the aspiration for the Hub development is to deliver a mixed-use scheme that is distinctive and one that delivers the right products of the right quality within the current market conditions, with the potential to incorporate council services, leisure facilities, high quality retail, food and beverage outlets, community events space and private office space.
- 5.1.4 The SRF is clear in specifying that the preferred location for a new Hub should be in the heart of Radcliffe town centre and, specifically, identifies the site of the existing 1960's precinct now in Council ownership. This location is strategically linked to the public transportation network, complements the Radcliffe Market proposals, and will significantly improve the image and environment of the town centre core.
- 5.1.5 The Radcliffe Civic Hub bid submitted to the LUF presented for consideration a sustainable town centre new build development and the refurbishment and repurposing of existing assets in council ownership.

5.2 The Bury Market and Flexi Hall proposals

- 5.2.1 Cabinet previously approved proposals to develop regeneration plans for the markets area in May 2020. The key priorities of these plans were informed by an extensive public and stakeholder engagement strategy and endorsed by the Bury Market Taskforce. Approval was given to develop designs and business plans for an indoor Flexi Hall.
- 5.2.2 The Bury Market and Flexi Hall bid submitted to the LUF will present for consideration a sustainable town centre new build development and the refurbishment and repurposing of existing assets in council ownership.

5.3 The Levelling Up Fund – Programme & Procurement Criteria

- 5.3.1 Arrangements for the Levelling Up Fund were announced in the 2021 Budget and outlined within the published prospectus document.
- 5.3.2 Bury has been designated within the highest priority category for funding, and based on an initial review, proposals for Radcliffe Hub and Bury Flexi Hall are well aligned with the funding criteria.
- 5.3.3 The bids submitted both outlined a commercial case predicated upon a robust and compliant procurement strategy that evidenced alignment with the following LUF assessment requirements:
- The fund will operate on a competitive basis, considering the priority category, deliverability, strategic fit and value for money.
 - The focus is on projects that delivery visible change, with first round targeted towards bids that can demonstrate deliverability and can begin within the current financial year. Bids had to be submitted by 18th June 2021 with spend complete by March 2024.
- 5.3.4 Given the current status of the projects in relation to early-stage design development, the delivery programmes submitted as part of the LUF bids outlined the following procurement activity; to support in-year spending,

alignment with an award decision, quality design development and due diligence, and awarded monies being fully defrayed by March 2024:

LUF Bid submission	May 2021
Expressions of Interest	June 2021
Tender period (4 weeks)	July 2021
Tender Analysis (2 weeks)	August 2021
Contractor Selection	August 2021
Agree and enter into PCSA (2 weeks)	September 2021
Contractor Mobilisation	October 2021
Commence Project Development (PCSA)	October 2021
LUF Award Decision	October/ November 2021
RIBA Stages 2-4	October 2021- June 2022
Stage Two Tender Period (4 weeks)	June 2022
Tender Analysis	July 2022
Approvals	August 2022
Enter into Main Construction contract	September 2022
Contract Completion	March-June 2024

5.4 Procurement Strategy

5.4.1 Having appraised the various methodologies available, the procurement strategy for both projects is based upon a two stage Design & Build approach being adopted via a regional procurement framework.

5.4.2 In order that limitations are not set in terms of competition and market involvement, outside of procuring the design and construction of the directly delivered elements of the Projects, a developer-led route was also suggested as an appropriate mechanism for use on the Radcliffe North Block and Enterprise Centre. Traditional tender routes will also be adopted, in relation to consultant appointments, group 2 and 3 equipment and other miscellaneous procurement.

5.4.3 The scoring of procurement options assumes well-defined and robust Employer's Requirements and minimal client change introduced during the post-contract period and is based upon the key objectives of the Council. These objectives are as follows:

- Programme Certainty
- Risk Transfer
- Early Contractor Involvement
- Cost Certainty (Post-Contract)
- Design Control
- Durable/ Maintainable Product

6. Next Steps

6.1 The Council will enter into a Pre-Construction Service Agreement (PCSA) with the selected contractor. The agreement covers the period from the

submission of first stage tenders up to the submission of a definitive second stage tender and entry into a main contract for the construction phase.

- 6.2 The PCSA contract will encompass the delivery of RIBA Stages 2-4, including but not limited to: the procurement and delivery of site investigations and surveys, design development (including stakeholder led and technical design), planning and consents, development of cost plan, programme, risk management plan, communications plan.
- 6.3 Upon completion of each RIBA Stage, a report detailing the updated project information (design, cost, programme, risk etc.) will be presented to Cabinet. This will be complemented by monthly contractor progress reports, and a dashboard report tabled at the monthly the BGI Capital Programme Board. A summary report from the BGI Capital programme Board will also be shared at the bi-monthly Radcliffe Regeneration Board, and quarterly Radcliffe Regeneration Advisory Group.
- 6.4 The Stage Two Tender will be informed and returned once all development work under the PCSA has been completed, and proposals reviewed, agreed, and signed off by the Council. Acceptance of the Stage Two Tender will enable the Council to enter into the main contract for the delivery of construction works.
- 6.5 In accordance with the project bids submitted to the LUF, it is anticipated that PCSA activities will be completed by June 2022, and a Stage Two Tender returned by August 2022.

Links with the Corporate Priorities:

7. The regeneration of Radcliffe and investment in Bury Market supports delivery of the Let's Do It strategy and the five themes that underpin the plan. The five themes all have a correlation to how we design our Towns. As we move towards a future in urban areas where people travel less, buy locally, work and access local services, we need vital and liveable neighbourhoods. This means the Council must think carefully about neighbourhoods and how they can be either built or re-designed to work well. Strategic investment in Radcliffe and Bury town centres and the delivery of the Hub and Flexi Hall projects, are fully aligned with this vision. A detailed economic value analysis, and synergistic strategic cases were included as part of the LUF bids.
8. 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 population, communities, and businesses. The contractor will be seeking to implement apprenticeships, skill enhancement and placement opportunities with local education providers. Wherever possible, they will seek to utilise a local supply chain for labour and materials. The company has established a charitable

trust, which supports working with local community groups and charitable organisations to support programmes and projects being undertaken at a local level.

9. The Contractor has been fully appraised of the strategic drivers of the projects and understand how these capital developments will act as enablers to realising key objectives and benefits in both Bury and Radcliffe.

Equality Impact and Considerations:

- 10.If built, proposals will be brought forward to Cabinet in due course for comprehensive redevelopment, with a full resident and wider community engagement strategy included. The contractor has demonstrated a social value strategy as part of their tender submissions, which outline a robust methodology to stakeholder engagement including the inclusion of service users, staff, public sector partners, community organisations, 3rd party service providers and businesses.
- 11.Design development will be managed by the contractor and driven by a project brief that reflects the need for inclusive environments; ensuring our estate facilitates participation by all, is fully compliant to Part M of Building Regulations, and demonstrates best practice design principles. Equality Impact Assessments will be iteratively updated as design detail matures.

Environmental Impact and Considerations:

- 12.The Council has a pledge to be Zero Carbon by 2038. This means that the current estate needs to be rationalised and modernised with the likely outcome that all Council services will need to be provided in a new building, whilst sharing services and facilities with the wider public sector. The hub provides an opportunity for the Council to consolidate its estate. The contractor will be appointing BREEAM consultants as part of their design team. They will work with the appointed architects to ensure that sustainable construction methods and materials are utilised, and that buildings are designed to operate as efficiently as possible by adopting green technologies.

Assessment and Mitigation of Risk:

Risk issues	Management Strategy/ Mitigation
Strategic - Business and External risks	
Reputational – confidence in the ability of BC to deliver objectives undermined	Appointing an expert and experienced delivery team
Catastrophe risk – inherently unpredictable events – Covid, Brexit	Effective project management structures

Regulatory risk – changes in laws and regulations New planning bill - new design standards New building regs	Appropriate contingency provision in programming and budget Risk apportionment Ongoing proactive approach to risk management
Delivery Risks	
Land assembly – risk that inability to secure land parcels impacts on scope/programme	Land assembly strategy – approach to securing VP Proactive negotiation
Site conditions – risk that adverse / unforeseen site conditions result in cost increases	Site investigations – full SI report Appropriate cost planning and contractor engagement Form of contract / warranties etc
Design complexity – risk of lack of clarity in objectives and service requirements	Engagement and consultation Clearly setting objectives Involving service leads – design
Build risk – risk associated with contractor management / underperformance / site characteristics	Effective contract management following the Government Construction Strategy involving: Form of contract – NEC Soft-landing provisions - Operational led design Contract retentions
Supplier risk – availability of expert contractors for site clearance and specialist activities; risk of contractor failure	Procurement strategy Due diligence – transfer risk to main contractor Contracting – risk transfer Local labour vs established operators
Programme risk – LUF bid requirements	
Permissions – risk that delays in securing planning, building regs and highways approvals impacts on programme	SRF establishes principle Early engagement – pre-application Ensure planning strategy aligned with delivery strategy – phasing of applications Managing statutory consultees including Historic England Minimise pre-commencement conditions

Procurement – the risk that strategy results in delays / impacts on objectives	Procurement strategy - work packages Form of contract – NEC programme is part of contract pack D&B approach Use of frameworks Early engagement with contractor Phasing plan – staged approach
Funding approval – potential for delays in external approvals to impact on deliverability	Ensure sufficient internal resource allocated to enable project to progress
Financial risk	
Project costs – risk that capital costs increase above projections	Carry out investigations Procure expert advice Contingency and Optimism Bias Risk allocation – contractor Monitoring and contractor relationship Manage value engineering
Funding availability – risk that capital funding is not secured at the requisite level to deliver the stated objectives	Scoping alternative options
Financial performance – risk that operational costs/income fail to achieve projections	Sensitivity analysis Prudent approach to business planning Appropriate budget provision for build-up in activity Planning for unforeseen costs

Legal Implications:

The procurement route undertaken is a lawfully compliant route through framework arrangements via the Northwest Construction Hub. The hub is a regional framework which allows access to a range of contractors. It is of note that the proposed design and build arrangements will allow a flexible approach to development of the levelling up proposals. At this stage the Council will be entering into a pre-construction services agreement only which will provide a flexibility.

Further Cabinet reports will follow as the project develops ensuring members are updated on the projects, risk and financial position. Once the pre-construction work has been completed the Council will then look to enter into a separate build contract which will be procured under the framework arrangements.

Financial Implications:

Both of these projects form part of the Councils capital programme. The levelling up fund allows for the projects to be accelerated and enhanced. This report seeks agreement to the awarding of the contract for the projects main contractors following a procurement process utilising framework agreements via the Northwest Construction Hub.

Should the Council not be successful in receiving all or part of the levelling up funds for both or either of these projects there is still the opportunity within this process to reduce the design specifications. There is also funding towards abortive costs if levelling up funds are unsuccessful.

It should be noted that until the outcome of the levelling up bids is announced later in the year the full scope of the works cannot be finalised. Therefore, flexibility has been built into these contracts to reflect that the scope and timing of the delivery of the projects may change subject to the availability and value of available funding. Further updates will be brought to Cabinet later in the year and throughout the duration of the projects

Report Author and Contact Details:

Name: Rebecca Lord
Position: Major Projects Manager
Department: BGI, Regeneration
E-mail: r.lord@bury.gov.uk

Name: David Lynch
Position: Assistant Director Regeneration
Department: BGI, Regeneration
E-mail: d.lynch@bury.gov.uk

Background papers:

LUF Bids - Radcliffe Hub & Bury Flexi Hall Projects

Procurement Strategy – Radcliffe Hub & Bury Flexi Hall Projects

NWCH Social Value Report - Radcliffe Hub & Bury Flexi Hall Projects

Please note that the above listed documents were submitted as part of the LUF bid application packs

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

Term	Meaning
LUF	Levelling Up Fund
NWCH	Northwest Construction Hub – GM region-based procurement framework

D&B	Design and Build (form of contract) is an approach where a contractor will be responsible for designing an asset as well as all procurement, planning, and construction activity.
RIBA Stage	Incremental approach to the development and delivery of construction projects, as outlined by the Royal Institute of British Architects. The process includes seven stages from project inception, strategic development, detailed design, technical design and procurement, construction, commissioning and handover, and post occupancy
BREEAM	Building Research Establishment Environment Assessment Method – a methodology for assessing, rating, and certifying the sustainability of buildings
Soft Landings	As outlined in the Government's Construction Strategy, soft landings refers to a methodology that designs an asset with management and maintenance considerations acknowledged from the outset. The intention is that when the building is handed over, the occupation and running of the asset is as smooth as possible and problem free – i.e., a soft landing
PCSA	Pre-Construction Service Agreement – A contract that covers all activities required to develop a project ahead of the main construction contract being agreed and entered into
SRF	The Radcliffe Strategic Regeneration Framework
BGI	Business Growth and Infrastructure
OJEU	Official Journal of the European Union
NEC	New Engineering Contract



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	1 st September 2021
Title of report:	Bury Corporate Plan Performance and Delivery Report Quarter One 2021-22 Delivery Update
Report by:	Councillor Tahir Rafiq – Cabinet Member for Corporate Affairs and HR
Decision Type:	Non key decision
Ward(s) to which report relates	Whole Borough

Executive Summary:

This report provides a summary of key performance and delivery that occurred in each department during quarter 1 2021-22. The seven outcomes will be revisited in detail on an annual basis (quarter 4) which is in line with the longer time lags on data release for the respective measures.

For each quarterly report we are committed to provide a spotlight on an area of delivery, performance, or intelligence to supplement our acknowledgement of progress towards the 2021/22 Corporate Plan delivery objectives. This quarter we are highlighting the analysis and performance management underway to better understand and support the inequalities in our area.

Recommendation (s)

That Cabinet:

- Note the performance and delivery towards the 2021/22 Corporate Plan delivery objectives
- Note the spotlight on inequalities data and performance management
- Note the ongoing developments to strengthen and improve this reporting process and functionality

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>
N/A	

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

Assessment of Risk:

The following risks apply to the decision:

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

Consultation:**Legal Implications:**

There are no legal implications arising from the report.

Financial Implications:

There are no direct financial implications arising from this update report, although there are a number of key finance performance targets and savings delivery targets included within this report.

Report Author and Contact Details:

Sarah Hammersley, Performance and Intelligence Manager, Bury Council

s.hammersley@bury.gov.uk

Helen Smith, Strategic Performance and Intelligence Manager, Bury Council

h.smith@bury.gov.uk

Matthew Wright, Head of Delivery Unit, Bury Council

m.wright@bury.gov.uk

Background papers:

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

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

Term	Meaning	Term	Meaning
BME	Black Minority Ethnic	HWBB	Health and Wellbeing Board
CCG	Clinical Commissioning Group	IAPT	Improving Access to Psychological Therapies
CHC	Clinical Health Commissioning	IMC	Intermediate Care
CIN	Children in Need	JSA	Job Seekers Allowance
CLA	Children Looked After	KPI	Key Performance Indicators
CPP	Child Protection Plan	NHS	National Health Service
EHC	Education and Health Care	PCN	Primary Care Network
ESOL	English to Speakers of Other Languages	PDR	Personal Development Review
EYFS	Early Years Foundation Stage	PMF	Performance Management Framework
FE	Further Education	QOF	Quality Outcomes Framework
FOI	Freedom of Information	SAR	Subject Access Request
FTE	Full Time Equivalent	SEND	Special Educational Needs Disability
GLD	Good Level of Development	SME	Small to Medium Enterprise
GM	Greater Manchester	UC	Universal Credit
GMSF	Greater Manchester Spatial Framework	VCFA	Voluntary Community & Faith Alliance

Bury Council & CCG Corporate Plan Delivery Report Quarter Four 2020/21

1. Introduction

This report provides a summary of key performance and delivery that occurred in each department during quarter 1 2021-22. The seven outcomes will be revisited in detail on an annual basis (quarter 4) which is in line with the longer time lags on data release for the respective measures. The structure of this reporting has been revised for the new financial year to reflect the six departments of the Council and CCG;

1. Corporate Core
2. Finance
3. One Commissioning Organisation (OCO) – Health and Care
4. Children and Young People
5. Operations
6. Business, Growth and Infrastructure

This structure aims to improve accountability of performance and delivery whilst enabling portfolio members and staff to better navigate the information in relation to their roles.

Each performance dashboard has been developed in partnership with departmental leads and those responsible for the collation and submission of data. There are some ongoing developments to improve the content of all the dashboards and availability of data for reporting. In particular, we expect in future reports to have a more representative array of measures for Children and Young People as well as more timely performance information for Business, Growth and Infrastructure.

We are also striving to improve the engagement and accessibility of the dashboards. Below is a key to the dashboard elements to aid understanding whilst this work is underway.

Key:

Actual Value	Time Period	Target	Previous Value	Trend
Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the previous value for the data period and influences the trend outcome.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.
<i>Please note the dashboards currently report on annual quarters so Q4 2020 = Q3 2020/21 and Q1 2021 = Q4 2020/21</i>				

For each quarterly report we are committed to provide a spotlight on an area of delivery, performance, or intelligence to supplement our acknowledgement of progress towards the 2021/22 Corporate Plan delivery objectives. This quarter we are highlighting the analysis and performance management underway to better understand and support the inequalities in our area.

2. Corporate Core

2.1. Summary

The main focus of delivery for the corporate core in Q1 was the delivery of the May elections and the 'lets do it festival'. Our number of rough sleepers in Bury is now 1 as we have seen an increase in the number of households in temporary accommodation (64%) on the last day of the quarter.

The development of the internal transformation (modernisation) strategy in Quarter 1 will see 3 programmes of work move into delivery in Quarter 2. This will include contacts and transactional services, improving performance across many areas within the dashboard. Our number of contacts via phone and web have increased this quarter, demonstrating a greater demand on our customer services. It is indicated by our sample of fly tipping contacts that 39% of our customers are still inclined to call rather than self-serve online but this proportion is decreasing.

The newly recruited Director of People & Inclusion in Quarter 1 will also support staff improvements across the organisation. Sickness absences at Bury Council have increased (12.91 days lost per FTE per year) as has staff turnover (9.4%). Whereas CCG performance has improved this quarter to be below their targets for these two measures.

2.2. Dashboard

Corporate Core					
	Actual Value	Time Period	Target	Previous Value	Trend
Number of births registered	132	Jun-2021	N/A	154	↘ 2
Number of deaths registered	157	Jun-2021	N/A	196	↘ 1
Contact centre - number of contacts	65568	Q2 2021	24,000	63246	↗ 2
Web Forms - number of contacts (firmstep platform only)	24727	Q2 2021	N/A	20847	↗ 1
Percentage of fly tipping webforms completed by the contact centre	39.32	Q2 2021	N/A	45.64	↘ 2
Number of entries on housing waiting list	1593	Jun-2021	N/A	1489	↗ 2
Average waiting time on housing register (all applications) (snapshot)	297	Jun-2021	N/A		
Total number of VCFA volunteers (cumulative)	428	Jun-2021	N/A	361	↗ 1
Total number of volunteers (hub app) (cumulative)	451	Mar-2021	N/A	431	↗ 3
Number of Clinically Extremely Vulnerable people supported through Community Hubs	34	Mar-2021	10	14	↗ 2
Number of rough sleepers in Bury	1	Jun-2021	N/A	51	↘ 2
Number of rough sleepers currently being supported	49	Jun-2021	40	48	↗ 3
Number of statutory homeless cases open on the last day of the month	446	Jun-2021	300	476	↘ 2
Number of households in temporary accomodation on last day of the month	64	Jun-2021	N/A	48	↗ 3
% of residents who feel safe	92	Q1 2021	90	88.70	↗ 1
Rate of all crimes (per 1,000 population)	19.70	Q4 2020	20	20.69	↘ 1
Sickness absence: average number of days lost per FTE per year (Bury Council)	12.91	Jun-2021	9.85	14.24	↘ 1
Sickness absence: average number of days lost per FTE per year (Bury CCG)	9.40	Mar-2021	10	12	↘ 2
% Staff turnover (Bury Council)	9.40	Q2 2021	8.5	8.859	↗ 2
% Staff turnover (Bury CCG)	11.02	Mar-2021	15	19.18	↘ 2
% of FOIs completed on time (Bury Council)	54	Jun-2021	100	52.67	↗ 1
% of FOIs completed on time (Bury CCG)	100	Mar-2021	100	100	↔ 1
% of SARs completed on time (Bury Council)	100	Mar-2021	100	0	↗ 1
% of SARs completed on time (Bury CCG)	100	Mar-2021	100	100	↔ 3
% annual PDRs completed in previous 12 months (Bury Council)	33	Q2 2021	100	13.23	↗ 1
% annual PDRs completed (Bury CCG)			100		
Number of housing complaints completed within 20 days	2	Jun-2021	N/A	0	↗ 1
% of complaints responded to within timescale (Bury Council)	68.67	Q2 2021	100	66.67	↗ 2
% of complaints responded to within timescale (Bury CCG)	25	Mar-2021	100	0	↗ 1

2.3. Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
<ul style="list-style-type: none"> • AGILE working model developed and approved • DPST submitted (CCG and Council) • Culture Strategy partner selected • Housing service restructure: Consultation completed • Over 60 Community Champions now recruited with regular comms reach to over 19,000 residents • Community recovery – participatory budget schemes: scoped as part of new member induction in May/June 2021 • Domestic Abuse Strategy Review • Neighbourhood model development • EA roll out & training 	<ul style="list-style-type: none"> • Let's thank volunteers event held • May 2021 Festival - Let's Do It! • Scrutiny review completed • Local election planned and delivered • Council constitution updated inc. member Development Plan • Director People & Inclusion in post 	<ul style="list-style-type: none"> • Development of IG strategy • Development of Corporate brand guidelines • Community recovery – participatory budget schemes • AGILE implementation and evaluation • VCFA review & volunteer strategy • Apprenticeship strategy • ICS strategy • Digital strategy including M365 roll out at pace • Inclusion strategy delivery • HR Policy review & manager training • Community Safety strategy refresh • Culture strategy • Organisation development – values; leadership; skills & engagement • Boundary commission review • Health and Safety Strategy • Joint Communications and Engagement Strategy • Business Support review • Contact strategy year 1

3. Finance

3.1. Summary

Quarter 1 effort within the finance department focussed on the monitoring of budget spending and savings plans. This included the preparation of the CCG financial plan and a deep-dive into continuing health care expenditure.

We saw fewer people (125) accessing the self-isolation benefit scheme than in quarter 4. Invoices continue to be processed and paid efficiently with these measures performing above their target by 4%. Our percentage of council tax and business rates collected is as expected (below target) as we aim to achieve these targets by the end of the financial year

The contracts register refresh was also completed which will support delivery of the internal transformation (modernisation) strategy.

3.2. Dashboard

Finance					
	Actual Value	Time Period	Target	Previous Value	Trend
Numbers accessing self isolation £500 benefit scheme	125	Q2 2021	N/A	231	↘ 2
% of invoices paid within 10 days (Council)	94.60	Mar-2021	N/A	94.90	↘ 1
% of invoices paid within 30 days (Council)	99.48	Mar-2021	95	99.37	↗ 1
% of invoices paid within 30 days (CCG)	99.20	Q2 2021	95	99.03	↗ 2
Payment days for SMEs (Average)	3	Mar-2021	N/A	4	↘ 1
% Council Tax collected	27.20	Jun-2021	94.5	96.01	↘ 1
Penalty Charge Notice Collection Rates	73.60	Jun-2021	N/A	76.5	↘ 1
% Business rates collected	23.80	Jun-2021	91.5	87.62	↘ 1
% of debt collected within 30 days	20.90	Jun-2021			
Total debt outstanding after 30 days					
Capital slippage					
Percentage of departmental savings achieved: One Commissioning Organisation	103	Q1 2021	100	90	↗ 1
Percentage of departmental savings achieved: Children and Young People	93	Q1 2021	100	77	↗ 1
Percentage of departmental savings achieved: Operations	7	Q1 2021	100	7	↔ 1
Percentage of departmental savings achieved: Corporate Core	0	Q1 2021	100	0	↔ 1
Variance against savings plan: Council (£)			0		
Variance against savings plan: CCG (£)	0	Jun-2021	0	0	↗ 1
Variance against savings plan: Pennine Care (£)			1		
Variance against savings plan: Pennine Acute (£)			2		
Variance against plan: Council (£)			0		
Variance against plan: CCG (£)	0	Jun-2021	0		

3.3. Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
<ul style="list-style-type: none"> • Locality plan finance section completed • Deep dive in to CHC overspend • GP premise issues understood • New Contract procedure rules developed and approved • CCG plan and budgets submitted to NHS England & approved at GB • Explore further QIPP opportunities 	<ul style="list-style-type: none"> • Rationalisation of Cash Office – Prestwich • Prepare Financial Plan and set budgets; amend as advised nationally (CCG) • Contracts Register refresh • Refresh and Implement Debt Management Strategies • Implement new Contract Procedure Rules 	<ul style="list-style-type: none"> • Develop the Medium-Term Financial Strategy (Council) • Agree commissioning intentions and contracts • Strengthen budget management arrangements • Contracts Register development • PCN network developments • Resolve community transfers remaining issues • Development of a Commercial strategy • Implement Breathing Space for Debt Management • Risk Registers/ Risk Maturity • Formalise working relationships (NCA/LCO/GM) • HRA strategy • Transform financial processes eliminating inefficient processes and maximise use of technology

4. One Commissioning Organisation (OCO) – Health & Care

4.1. Summary

Focus in the OCO continued on the delivery of the COVID outbreak plan (vaccinations and testing) across the borough in Quarter 1. There was a substantial increase in the number of people receiving the second dose of their vaccination, with 80,000+ people receiving it during this quarter.

The development of the elective care framework into Quarter 2 – Quarter 4 will see dedicated programmes of work working on waiting times and improvement of patient journeys. Waiting times for new referrals are currently decreasing but the impact of COVID is still evident in the waiting times for historical referrals. This work will align to the urgent care transformation programme that continued during Quarter 1.

Efforts have resulted in an improvement in the proportion of Adult Social Care reviews completed. Quarter 1 also saw the launch of a system wide end of life pathway across the borough. This will significantly help patient journeys nearing end of life.

4.2. Dashboard

One Commissioning Organisation					
	Actual Value	Time Period	Target	Previous Value	Trend
7-day average COVID infection rates per 100,000	395.31	Q2 2021	N/A	142.2	1
Number of Bury GP registered people to have received first dose of COVID vaccine (snapshot)	127474	Jun-2021	N/A	91743	1
Number of Bury GP registered people to have received second dose of COVID vaccine (snapshot)	94642	Jun-2021	N/A	10813	1
Referral to treatment total waiting list entries	18853	Mar-2021	15800	17155	3
Referral to treatment total number waiting in excess of 52 weeks	1697	Mar-2021	0	1037	3
IAPT waiting times % 6 weeks or less from referral	66.67	Mar-2021	75	73.29	1
Patients in Fairfield General Hospital with No Right to Reside on the last day of the month	13	Jun-2021	N/A	21	2
IMC (Killelea) Bed Occupancy (%)	79	Jun-2021	N/A	67	1
Residential and Nursing Care Bed Occupancy (%)	81	Jun-2021	N/A	82	1
Number of referrals to Adult Social Care (ASC)	1358	Q2 2021	N/A	1135	1
Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12 month period	38.90	Q2 2021	N/A	35.5	1
Number of safeguarding concerns	526	Jun-2021	N/A	636	1
Total number of Local Offers on The Bury Directory	2835	Jun-2021	N/A	2854	1

4.3. Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
<ul style="list-style-type: none"> Continued delivery of Covid Outbreak plan – testing, vaccination etc. All aspects of ICS transition, including refreshed locality plan, update on local arrangements, and demonstration of system outcomes framework. Establishment of Integrated Care Collaborative as part of new partnership arrangements Elective care Workshop Development Carnall Farrar review of NCA footprint sector working delivered NHS Planning Submission design of clinical and professional senate workshop Launch of end of life/palliative care pathway Participation in SEND follow up inspection 	<ul style="list-style-type: none"> Health and Well Being Board Reform leadership Covid Response: Management of Urgent care System (command and control) Adult Social Care Effective and Efficient Commissioning (Care home fees approved April 2021) 	<ul style="list-style-type: none"> Continued delivery of Covid Outbreak plan – testing, vaccination etc. Continued focus on elective care delivery, and elective care transformation Reframe of whole system urgent care transformation Primary Care Programme including Primary Care Network Development Secondary Care Service Reconfiguration: Hospital Transformation Children's Integrated Health and Care Commissioning including SEND Mental Health Programme Implementation Neighbourhood Team development Safety - System Assurance Committee development

5. Children & Young People

5.1. Summary

Work during Quarter 1 focussed on support for children in need of help and protection through the period of Covid-19 restrictions. The department also provided leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19. Unfortunately, this quarter has witnessed a decline in the proportion of care leavers aged 17-18 that are in education, employment or training.

Work will continue into Quarter 2 - Quarter 4 regarding whole system leadership of school improvement to transform outcomes for all children and young people at each key learning stage and following inspection in whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs

Children's Social Care activity reported has remained stable from Quarter 4 – Quarter 1 with just minor changes reported. Whilst demand on Children's Social Care continues to increase with rate of open CIN and referrals per 10,000 children reporting greater than the previous quarter.

5.2. Dashboard

Children & Young People					
	Actual Value	Time Period	Target	Previous Value	Trend
Number of new EHC Plans (school aged)	25	2021	N/A	302	↓1
Rate of CLA per 10,000 children (latest snapshot)	79	Jun-2021	N/A	78	↑1
Rate of CPP per 10,000 children aged 0-17 (latest)	46	Jun-2021	N/A	47	↓1
Rate of open CIN per 10,000 children aged 0-17 (latest)	286	Jun-2021	N/A	276	↑2
Rate of referrals per 10,000 children aged 0-17 over the last 6 months	529	Jun-2021	N/A	510	↑2
Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)	22	Jun-2021	N/A	26	↓1
Re-registrations for children who started on a CP plan (ever) (last 6 months)	27	Jun-2021	N/A	29	↓2
Short term placement stability (% of open CLA)	13	2019	N/A	12	↑2
Long term placement stability (% of open CLA)	70	2019	N/A	71	↓1
Education, Employment, or Training (EET) of 16-17 year olds (%)	96.20	Mar-2021	N/A	96.20	↔1
Education, Employment, or Training (EET) of 17-18 year olds (care leavers)	57	Jun-2021	N/A	75	↓1
Education, Employment, or Training (EET) of 19-21 year olds (care leavers)	51	Jun-2021	N/A	51.29	↓2
Number of foster carers	107	Jun-2021	N/A		

5.3. Delivery

Key Delivery Elements in Q1	Key Delivery to continue in Q2-Q4
<ul style="list-style-type: none"> • Ongoing support and guidance to schools on management of COVID-19 • Submission of DSG recovery capital plans • Project Safety Valve development • Capital bids partially approved from DfE; SEMH free-school pre-approved by DfE • Continuing to enhance the continuum of provision including SEMH resourced provision • Rolling programme of Signs of Safety training and briefing to partners • Preparation for peer challenge ; external case file audits completed 28th / 29th June • HAF provision has been confirmed and key stakeholders across the prevention agenda have come together to map how they can deliver an integrated approach in place. 	<ul style="list-style-type: none"> • Support for children in need of help and protection through the period of Covid-19 restrictions • Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 • Whole system leadership of School improvement to transform outcomes for all children and young people at each key learning stage • Whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs • Development of excellent social work practice, focused on interventions which will have most impact for children and families • Leadership of the Borough's contribution to delivery of the Greater Manchester Children's Plan (GMCA)

6. Operations

6.1. Summary

Alongside ensuring all Council buildings are COVID secure as part of the easing of lockdown restrictions, Quarter 1 saw 12 new waste collection vehicles go into service alongside the introduction of new rounds and an increase in the amount of waste collected from the previous quarter by approx. 1300 tonnes. The full impact of this new service will be noted in Quarter 2 – Quarter 4.

This quarter we experienced fewer potholes being reported, and repaired less than the previous quarter. Our efficiency in completing highway and street lighting repairs has improved with 64% of highway repairs completed on time and the average time for a street lighting repair reducing to 2.7 days.

Quarter 1 also saw the launch of the climate change strategy consultation across the borough, the impact of which will be reported annually. CCTV was also installed across the market improving safety.

6.2. Dashboard

Operations					
	Actual Value	Time Period	Target	Previous Value	Trend
Waste collection (tonnes)	16681	Q2 2021	N/A	15398	↗ 1
Waste collection: grey bins (tonnes)	6955	Q2 2021	N/A		
Waste collection: blue bins (tonnes)	2643	Q2 2021	N/A		
Waste collection: green bins (tonnes)	1715	Q2 2021	N/A		
Number of missed bin collections per 100,000	54	Q2 2021	N/A	135.2	↘ 1
Proportion of household waste recycled	58.10	Q2 2021	N/A	54.10	↗ 2
Waste collection (tonnes) from street cleaning	649	Q2 2021	N/A	703	↘ 2
Number of potholes reported	650	Q2 2021	N/A	967	↘ 1
Number of potholes repaired	2445	Q2 2021	N/A	3262	↘ 1
Highway repairs completed on time (%)	64	Q2 2021	N/A	58	↗ 2
Average time taken to repair street lighting	2.70	Q2 2021	N/A	3.859	↘ 2
Number of licensing applications processed	852	Q2 2021	N/A	39	↗ 1
Number of food standards inspections completed	39	Q2 2021	N/A	41	↘ 1
No. of accidents/incidents in Council owned buildings/assets	11	Q2 2021	N/A	6	↗ 1
Capital projects completed					
Percentage of physically active adults	70.06	2021	N/A		
Percentage of physically active children and young people	39.30	2021	N/A		
Number of air quality monitoring stations breaching nitrogen dioxide targets			N/A		
Total CO2 emissions produced within our borough			N/A		
Total CO2 emissions resulting from council operations			N/A		

6.3. Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
<ul style="list-style-type: none"> • Building Compliance: COVID secure buildings • Climate Strategy consultation launched on 3 June. • Tender documents issued for Decarbonising the Public Estate Programme • Preparations for Town Hall and 3KP for agile working office accommodation • Capital programme works implementation • 12 new Rotopress waste collection vehicles now in service • New waste collection rounds were implemented on 21 June. • Corporate Landlord target operating model presented and approved • CCTV installed on the Market and toilet block complete 	<ul style="list-style-type: none"> • Street Light Dimming project delivered 	<ul style="list-style-type: none"> • Building Compliance: FM Strategy and Structure • Building Compliance: Town Hall Maintenance and Repairs • Bury Markets investment and improvement • Civic Venues Review • Climate Change Strategy • Environmental Quality: Reduce contaminated bins and maximise recycling • Environmental Quality: Strategy in respect of community ownership – keeping the Borough clean and tidy • Green Spaces: Implement the playing pitch strategy, including 3G pitch plan • Green Spaces: Green Flag improvement programme • Green Spaces: Promoting our physical strategy in green spaces • H&E: Highways Investment Tranche 2 • Leisure Review: Determine options re: the viability of a facility as part of the Bury Town Centre Masterplan • Waste and Transport: Waste collection review including optimisation and balancing

7. Business, Growth & Infrastructure

7.1. Summary

Quarter 1 saw the refresh and relaunch of the town centre boards to support growth and regeneration.

Development of the Bury Economic strategy continued alongside the economic recovery plan. Although our claimant count is decreasing it still stands at almost double the amount pre pandemic.

The Radcliffe Transport Strategy got underway in Q1 and the procurement exercise for the Radcliffe Hub commenced.

7.2. Dashboard

Business Growth & Infrastructure					
	Actual Value	Time Period	Target	Previous Value	Trend
Net business growth rate	-790	2020	N/A	175	1
Number of JSA and UC Claimants	7295	Jun-2021	N/A	8245	1
Total planning applications received	240	Q1 2021	N/A	249	1
Percentage of planning decisions granted	95	Q1 2021	N/A	93	1
Annual housing completions	200	2020	N/A	391	1
Number of housing units completed in the borough which are affordable	20	2020	N/A	184	1
% Housing completions on brownfield land	62	2020	N/A	82	1

7.3. Delivery

Key Delivery Elements in Q1	Key Delivery to continue in Q2-Q4
<ul style="list-style-type: none"> • Town Centre Boards refreshed and launched • Radcliffe Transport Strategy underway • Procurement exercises underway for Radcliffe Hub • New Joint Committee to prepare the 'Places for Everyone' (PfE) plan • Brief for Economic Development Strategy finalised • Bury Flexihall Press release following bid submission. PM & QS appointed and state 1 tenders underway 	<ul style="list-style-type: none"> • Bury Economic Strategy • Economic Recovery Plan including Barclays Thriving Local Economies Programme • Places for Everyone (PfE) • Council Strategic Asset Management Strategy • Estates Strategy • Investment in Council owned Commercial Estate • Bury Town Centre Masterplan • Bury Flexihall • Bury Interchange • Radcliffe Strategic Regeneration Framework • Prestwich Urban Village Plan • Ramsbottom Place Management Plan • One Public Estate Programme • Gypsy and Traveller Site, Every Street Bury • Inward investment strategy • Working Well programme • Full Fibre Rollout (5G network will follow) • Skills strategy • Residential Delivery • Housing Strategy (including review of affordable housing) • Empty Homes strategy

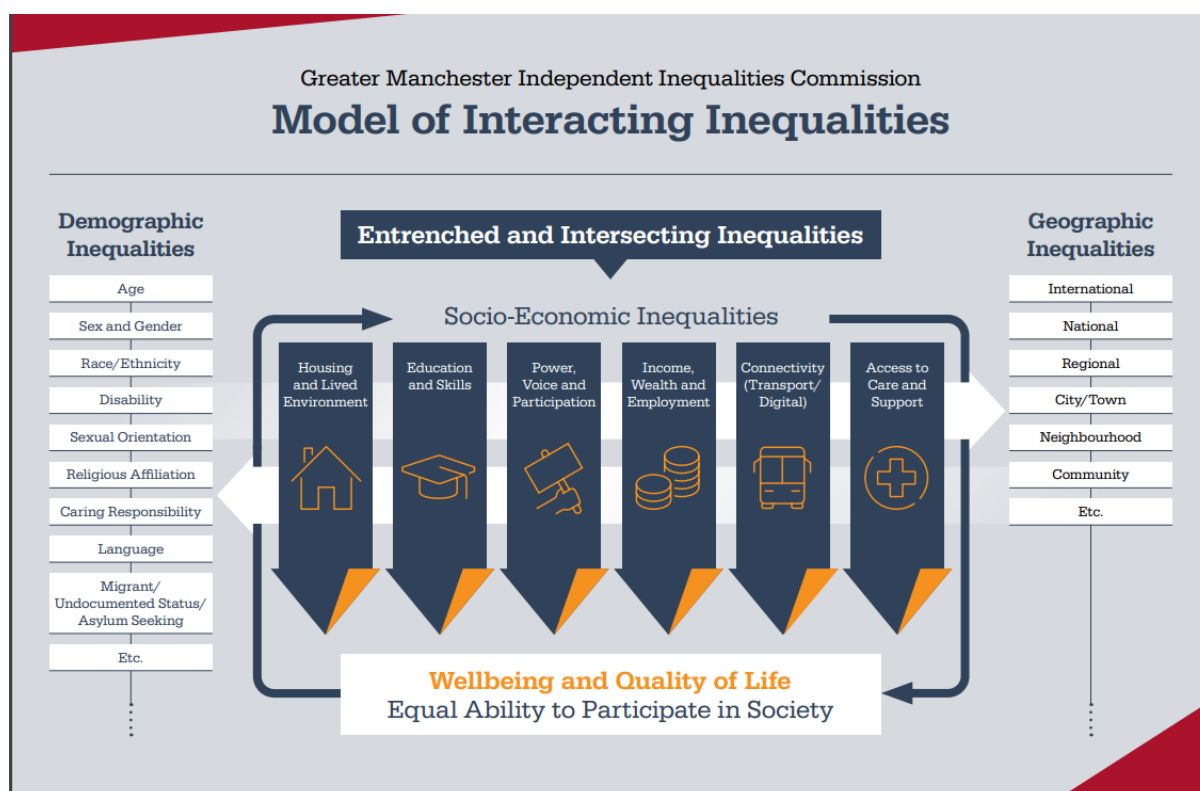
8. Spotlight

8.1. Background

Bury as a locality is committed to tackling inequalities, demonstrated by the publication of the recent Inclusion Strategy, the Bury 2030 Strategy which has equality at its core and the newly designed performance management framework which accompanies this and focuses on gap analysis between cohort groups throughout the hierarchy.

This is set in wider work taking place across Greater Manchester through the GM Independent Inequalities Commission and nationally with the "Build Back Fairer: The COVID-19 Marmot Review". Never has there been more of an opportunity whilst working through recovery from the pandemic and a greater need to truly tackle inequalities within the locality following the impact of COVID-19 which has stalled and potentially reversed any local progress around tackling inequalities.

The GM Independent Inequalities Commission describes inequalities as having entrenched and intersecting inequalities, essentially a complex matrix of inequalities on a vertical and horizontal axis which are inextricably linked with where you live, who you are and your ability to participate in society.



The COVID-19 Marmot review describes inequalities across seven factors particularly during the pandemic:

- **Previous Health conditions:** These increase the risk or worse prognosis from COVID-19 and higher rates of mortality. These health conditions are

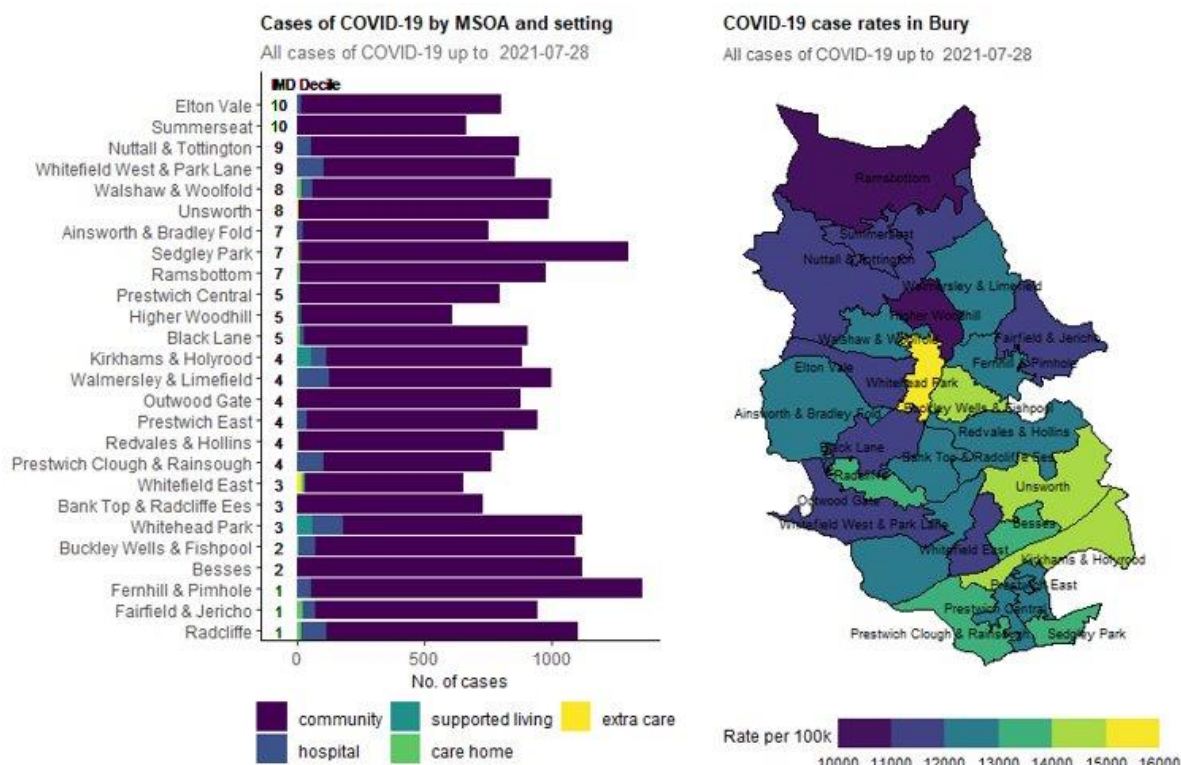
associated with living in more deprived areas and being in a lower income group.

- **Deprivation of area of residence:** Living in more deprived areas is associated with other risk factors such as poor living conditions and type of employment which in turn are associated with a greater risk of harm from COVID-19
- **Region:** The pandemic has affected regions differently but has exacerbated the association between deprived regions and the higher impact of COVID-19. This is widening further national issues such as the north-south divide.
- **Living Conditions:** Overcrowded living conditions and poor-quality housing are associated with higher risks of mortality from COVID-19 and these are more likely to be located in deprived areas and inhabited by people with lower incomes.
- **Employment:** Occupations that do not facilitate working from home or social distancing will have a higher risk of mortality from COVID-19. These are generally lower paid and lower status roles.
- **Ethnicity:** BAME groups are experiencing higher rates of impact and mortality from COVID-19 which is related to disproportionate experience of high risk living and working conditions which are partly the result of longstanding impacts of discrimination and exclusion associated with systemic racism.
- **Religious Groups:** Most major religious groups have higher rates of mortality from COVID-19 than people who do not follow a religious faith.

Both key policies demonstrate how in a pre-pandemic and pandemic world the same factors can create significant inequalities for people. This chapter will look further into the detail of the impact of COVID-19 in terms of inequalities for those cohorts within Bury which we already know are experiencing them.

8.2. Inequality: Cases

So how unequal is Bury? Both prior to the pandemic and now as we are moving through recovery. The diagram overleaf shows the cumulative cases of COVID by geographical medium super output areas (MSOAs) since the start of the pandemic.



The above diagram shows that occurrence of cases has mainly been within the community, shown by the purple bars on the left. When analysed in order of deprivation, using the IMD decile where 10 is least deprived, there is a slight trend for the highest cumulative numbers of cases occurring in deciles 1, 2 and 3. The map on the right shows the case numbers expressed as a rate per 100,000 so we can compare MSOAs more accurately.

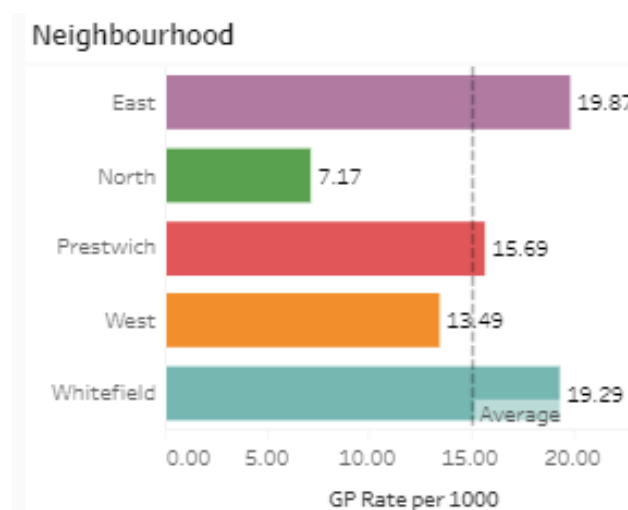
This map reveals the same pattern described by both the GM review and the Marmot report – where the lighter colours show the highest rates of cases – which are located in the more deprived areas of the borough around Whitehead Park and Buckley Wells & Fishpool. There are also lighter colours associated with the areas which correlate with where our Jewish Community reside. The least impact of cases is seen in the dark purple areas on the map which are the least deprived areas in the borough around Ramsbottom.

In terms of case rates by ethnicity, whilst we know there are some data quality issues with the available data around this (see Any other ethnic group row below) there is a higher rate of cases per 100,000 for those of Bangladeshi, Pakistani, Indian and African ethnicity compared to British and White ethnicities:

	Week 65	Week 66	Week 67	Week 68	Cumulative
	21 May - 27 May	28 May - 3 June	4 June - 10 June	11 June - 17 June	Rate per 100,000 to 17/06/2021
Ethnicity					
Bangladeshi	312	312	0	0	11,839
Pakistani	194	108	269	657	18,503
Indian	210	140	0	140	11,736
Any other Asian background	0	301	301	121	13,687
African	260	174	260	868	13,892
Any other Black / African / Caribbean background	0	0	1053	527	26,330
Any other Mixed / Multiple ethnic background	159	0	796	159	11,774
Any other White background	81	101	243	223	10,768
British	81	179	227	280	8,180
Caribbean	0	0	163	327	9,640
Chinese	0	176	352	176	4,404
Irish	0	123	123	123	3,988
White and Asian	482	193	96	386	5,785
White and Black African	0	148	148	74	2,150
White and Black Caribbean	0	0	436	436	10,257
Any other ethnic group	432	108	1187	1079	47,908
Total Rate	97	190	262	336	10,040

8.3. Inequality: Hospital Admissions

Hospital admission and discharge data can also indicate where COVID-19 has widened inequality gaps. As per the case analysis above, we know that there are higher case rates of COVID-19 in those geographical areas that are more deprived. This is also apparent in those who experience further acuity in terms of COVID-19 and are admitted to hospital. When this is grouped up to our neighbourhood geography this correlation is even clearer:



The above diagram shows cumulative hospitalisations from COVID-19 by neighbourhood against the Bury average. As a whole East, Prestwich and Whitefield neighbourhoods have above average hospital admissions for COVID-19 which again correlates with the areas described above in terms of areas of ethnic and religious groups and areas of deprivation.

In terms of admissions by ethnicity, admission rates per 1,000 population again reaffirms the stark inequality:

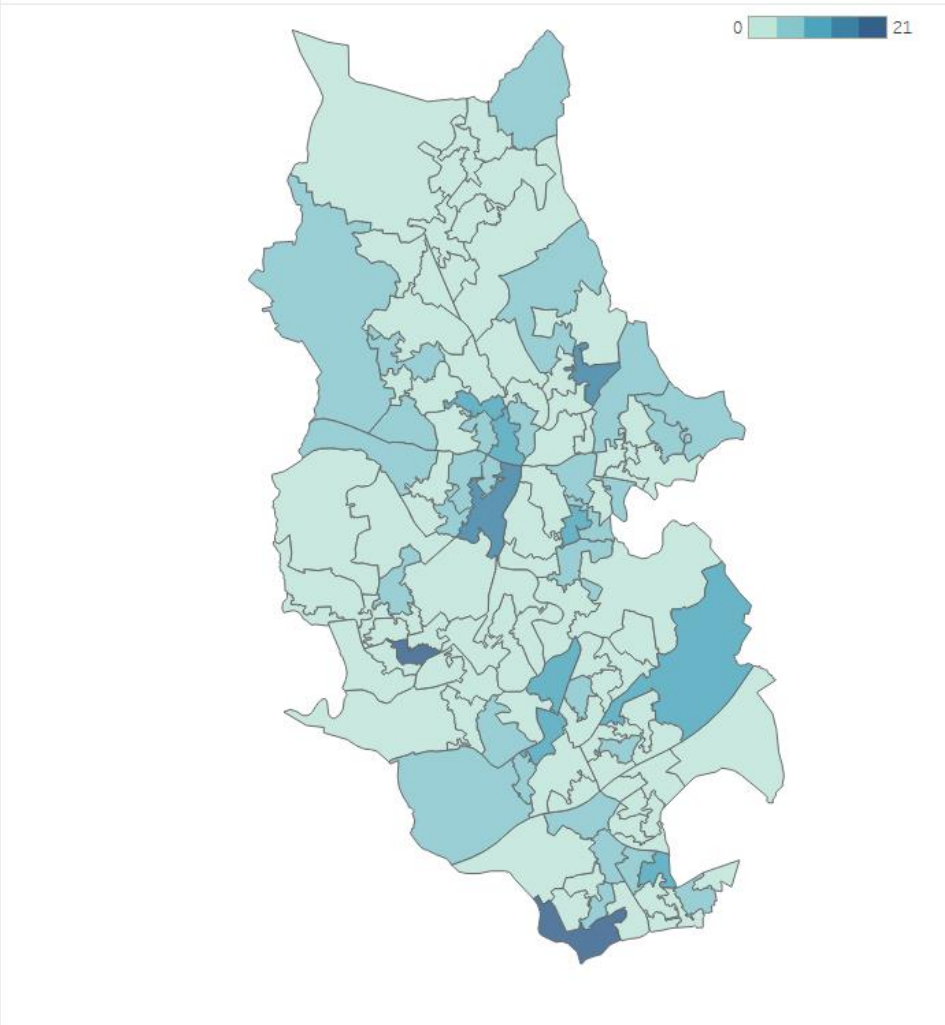


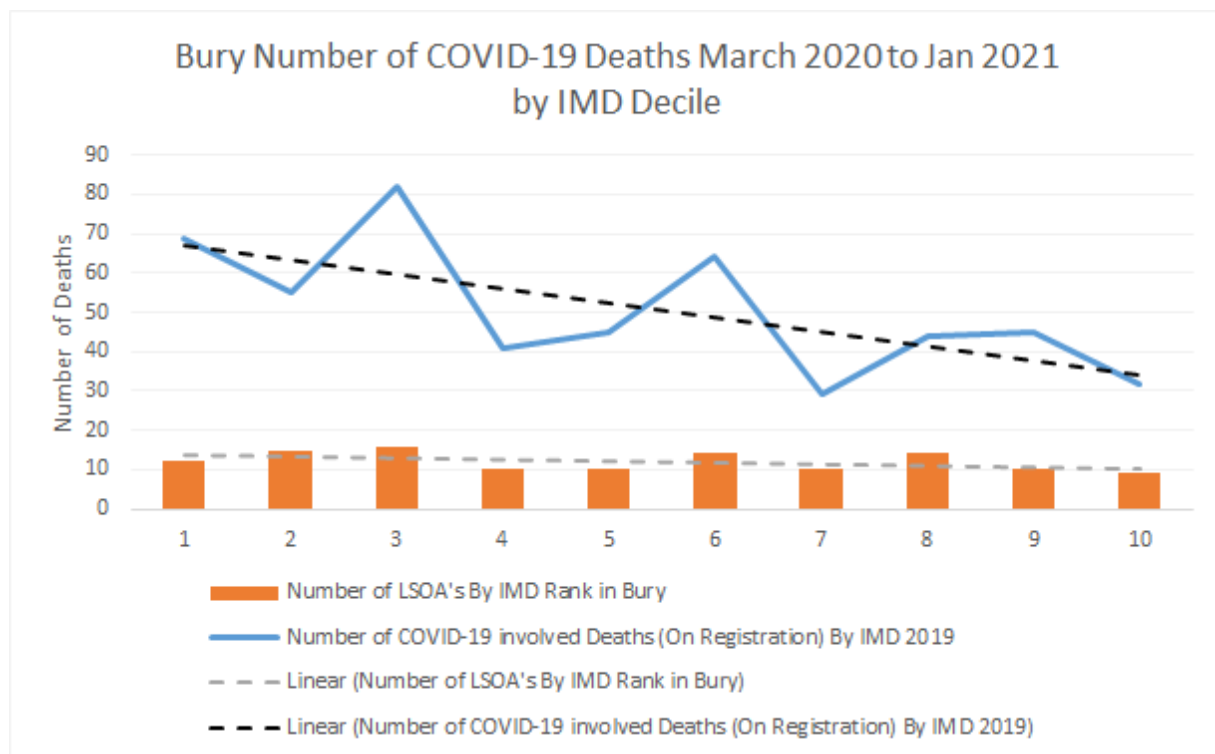
Whilst proportionally, those of white ethnicity represent the most hospital admissions at 82.59%, when converted to a population rate those of Asian or Asian British and Black or Black British ethnicity have a higher admission rate compared to those of white ethnicity.

8.4. Inequality: Mortality

The diagrams below show cumulative COVID-19 deaths from the start of the pandemic to January 2021

Number of Deaths in Bury of COVID-19 March 2020 to Jan 2021 by LSOA





Again, the same pattern emerges when looking at mortality. Looking at both geography and deprivation levels we see a trend of less deaths in the least deprived areas (IMD Rank 10) and the most deaths in more deprived areas which are shaded darker on the map. These again correlate with the areas described above.

8.5. Next Steps

Like Greater Manchester, Bury has already embarked on a programme of reforming public services which are now being accelerated by the requirement to respond collaboratively to the pandemic. The future 'State of the Borough' report will describe these inequalities and our response to them in more detail, in particular through the Neighbourhood Working model which will seek to tackle inequalities by targeting services intelligently, using strength-based models and understanding our communities and ensuring we hear their voice to start to reverse the gap of those experiencing inequalities.

9. Conclusion and Next Steps

This is the first performance and delivery report of the joint Corporate Plan structured by departmental activity. Further development required has been noted and strives to strengthen and improve the reporting process and functionality. This report will be presented for scrutiny, providing opportunity for further engagement and direction on this workflow. Performance and delivery will continue to be reviewed internally on a monthly basis, generating conversations that will substantiate the content of these quarterly reports to Cabinet.

10. Recommendation

That Cabinet is asked to:

- Note the performance and delivery towards the 2021/22 Corporate Plan delivery objectives
- Note the spotlight on inequalities data and performance management
- Note the ongoing developments to strengthen and improve this reporting process and functionality

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Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	1 September 2021
Title of report:	Establishing the Business and Executive Support Service
Report by:	Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs & HR
Decision Type:	Key Decision
Ward(s) to which report relates	None

Executive Summary:

This report details proposals to establish a single Business and Executive Support Service as part of the Corporate Core Department. This will be a fundamental change to how administrative services are provided in Bury, seeking to achieve consistency and improved performance, through a review of resources across the Council and a modernisation of processes and ways of working. This change has been informed by external advice and enabled through a reduction in demand due to agile working and the introduction of improved technology. These changes and the creation of a clear service offer will also be supported by the cession of some areas of current activity. The detailed proposals have been informed by engagement with both Business Support staff and Council managers.

As well as delivering savings and improved performance these proposals seek to support staff through the creation of clear career pathways, increased resilience, reduced siloed working and a new service with a positive culture which aligns with the Let's Do It principles. This work forms part of the overarching Council Transformation Strategy agreed by Cabinet in July and the 'Let's Do It Well' Programme within it. A savings target of 20% was recommended by Amey to be achievable, equating to c£900K and will ultimately be delivered through these changes. Savings will, on the whole, be delivered through the deletion of funded vacancies, cessation of fixed term contracts and a substantial reduction in the reliance on Casual and Agency workers. The impact on substantively employed staff will be minimised. Whilst there will be changes in grades, job descriptions and ways of working the proposal as drafted are not envisaged to result in any redundancies for permanent employees. – Inclusive of Casuals, Agency and Fixed Term, a total of 140FTE posts are currently in place undertaking Business Support activities. The proposals set out will see the establishment of a function including 106FTE roles.

The Cabinet is asked to :

1. Note the advice from external strategic partners, Ameo .
2. Agree the establishment of a central Business and Executive Support function within the Corporate Core Department and under the leadership of the Director of People and Inclusion.
3. Agree the overall proposed structure set out in Appendix A as a basis for consultation with staff.

1 Introduction

- 1.1 As part of the *Let's do it!* Strategy, launched in 2020, there was a commitment to improving public services within reducing resources and to become more efficient and effective in connecting residents to the right services and support. Business and executive support is at the heart of providing support to frontline and back-office services in order to enable them in delivering on this commitment.
- 1.2 The Council's transformation strategy, agreed by Cabinet on 21 July 2021, approved a range of activities over the next two years with the dual aims of achieving savings and driving improvements. This paper brings forward a proposal relating to business and executive support, as part of the Let's Do It Well Programme, to support the Council in achieving its vision to be a high performing organisation. The management of business and executive support as a single corporate service will be a significant change and opportunity for fundamental improvements in ways of working.

2 Outline Business Case

- 2.1 The existing administration, business and executive support model is based on each department, service area and / or team having its own establishment of administration and support staff providing services to the specific unit. This results in duplicated effort, inconsistent processes and creates single points of failure leading to a lack of resilience. It also results in a lack of clear career pathways for staff and the potential for a lack of focus on the development of administrative processes and individual engagement in the context of operationally focused services. The current model is also heavily reliant on ad hoc agency, casual and fixed term workers which impedes the ability to plan and deliver a sustainable quality service.
- 2.2 Initial analysis and planning commenced at the start of the calendar year to understand in detail of current operations to inform the future model. This began as part of the externally commissioned work by Ameo who undertook a deep dive analysis of the current model including detailed analysis of current service activities, posts and ways of working.

2.3 Ameo identified a number of inefficiencies within the current arrangements including:

- High levels of agency staff – the current model is very much localised and during peak periods the Council needs to engage agency staff or increase capacity through the use of casual workers, which adds to the cost of service provision.
- Localised service – under the current model, administrative staff work within specific teams which restricts their being viewed and utilised as a shared resource across all service areas and all departments.
- Unable to meet peak load – the current model does not allow the re-assigning of resources across teams to cater for increases in demand.
- Lack of standardisation – due to the localised nature of administrative service provision, there is no standard operating process across the Council resulting in duplication and inefficient utilisation of administrative staff.
- A number of systems and processes require modernising, utilising technology to release efficiencies.

2.4 Ameo endorsed the Council's objective to achieve a focussed business and executive support service which achieves savings through adopting best practice models of reduced demand (digitally supported) whilst also offering an improved career structure and enriched role design for staff and increased resilience through management within a single service structure.

2.5 Ameo's proposed strategy to address the situation described above, consistent with an agile delivery model and greater digital-first ways of working, included the following recommendations which are built into the proposed approach set out below:

- Define a future service offer which is based on self-service, with appropriate technology and user training.
- Establish a paperless/"working light" workstream.
- Create a single "Hub and Spoke" structure (i.e. corporately managed; departmentally delivered through a business partner model) with a Head of Service and defined career pathways.
- Implement on a phased basis: bring all teams together; restructure and evolve.

2.6 Ameo forecast a saving of 20% cost reduction (c£900k) to be achievable, which was endorsed by the Cabinet in July 2021. In addition, further potential savings were highlighted from reduced postage, printing, paper-based document storage and the greater resilience of a single corporate team.

2.7 It is proposed that administrative staff in NHS Bury Clinical Commissioning Group (CCG) are not in scope of the initial phase of the review, in light of the establishment of the Integrated Care System from April 2022.

3 Informal engagement

3.1 During July 2021, informal engagement with staff and managers has taken place to further understand the practicalities of working in and being supported by business support in Bury. This activity has fed into the proposed service design and will be used to inform the subsequent areas for

improvement in systems, processes and ways of working within the new service.

3.2 Three interactive sessions were held with staff, at which over 60 staff attended. Staff were asked what they could stop, start and continue to inform the design of the new service. The main themes from this were:

- Staff welcomed the proposal to provide clear career pathways in the service.
- There was concern about staff losing their identity within the existing teams they supported.
- The idea of buddies was supported, so that there is cover during periods of absence.
- It is important to ensure we equip staff with the appropriate training and skills to deliver the right services.
- There should be consideration of the knowledge staff have gained working in specific teams, with concern that the new service would dilute this.
- Provision of up to date IT kit would contribute to efficient ways of working.
- Overwhelming support to simplify and streamline processes, to allow better ways of working. A number of ideas were proposed by staff including financial management processes, mail handling and printing.
- There should be opportunities for greater involvement in project based work.
- The new service should provide greater consistency with job descriptions and grades for similar administrative roles.
- There should be a review of the approach to meetings management as there is an over-reliance on administrative support, with too many meetings.
- There should be increased ownership from managers to undertake managerial tasks and not push down to administrative staff.
- Champions should be created to support others on particular subjects/specialisms and shadowing opportunities should be offered in different departments.

3.3 Alongside the staff sessions a survey was issued to over 300 managers, with 73 responses received. A summary of the key themes is detailed below.

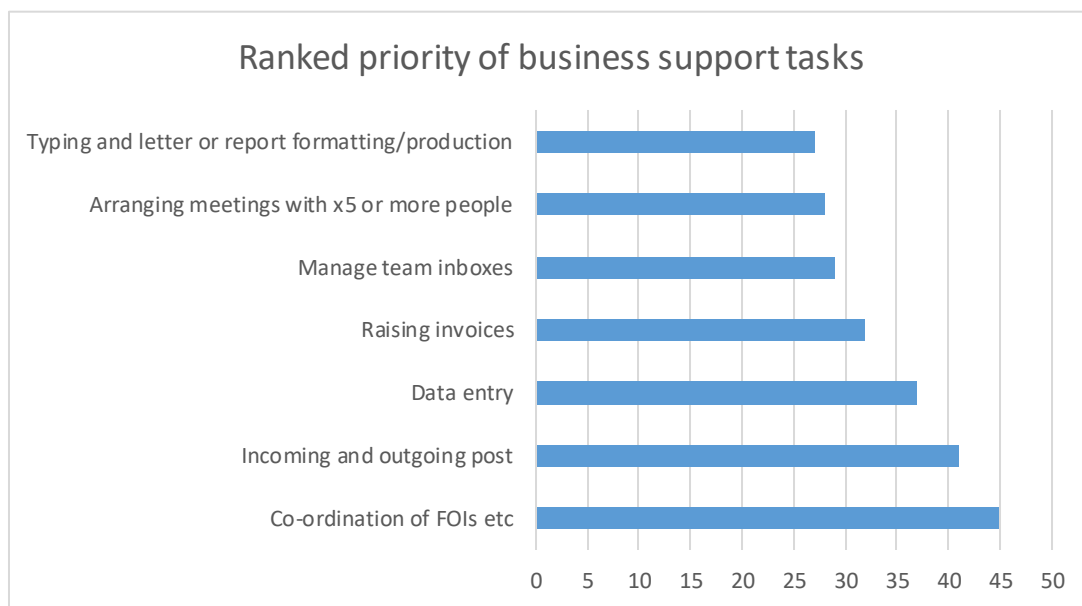
- Access to egress email account would reduce reliance on business support.
- Ability for business support staff to be able to use bespoke systems within a service to create capacity and avoid single points of failure.
- Knowledge of relevant service is important to enable administration staff to carry out the work.
- There should be a named contact who understands service/customers.
- There was overwhelming support for central co-ordination of member casework, complaints, enquiries, MP enquiries, Freedom of Information and Subject Access requests.

3.4 Managers also put forward a range of tasks/functions that they considered should be the role of business support, including:

- Co-ordination of team mailboxes.
- Support for scanning, particularly in children's services.
- Administrative staff alleviate pressures on caseloads.
- Collation of information relating to national returns.

- Raising invoices.
- Incoming and outgoing post.
- Mail merges.
- Printing.
- Transcribing of meetings.
- Organising events.
- Progress chasing.
- Data inputting and running of reports.
- Freedom of Information/Subject Access Requests co-ordination
- Ensuring leave/absences recorded. Several managers also ask their administrative support to monitor leave/absences.
- Recruitment including new staff set-up and getting IT equipment/induction in place.
- Minuting meetings.
- Taking phone calls.
- Co-ordinating and logging timesheets on behalf of manager – in some instances monitoring and checking on behalf of manager.
- Making bookings/appointments.
- Formatting of documents.

3.5 To test the potential scope of the new service, managers were asked to prioritise the importance of a range of administration tasks and the chart below shows the highest priorities that were identified:



4 Proposal

4.1 Following on from the work of Ameo and the informal engagement with staff and managers as well as a detailed analysis of current structures, roles and ways of working, the intention is to create a new service in the Corporate Core reporting to the Director of People and Inclusion. Locating the service within the Corporate Core reflects the intention to position the service as a key professional function at the heart of driving the delivery of the Corporate Plan and leadership by the Director of People and Inclusion will support a focus on culture, ways of working and strong and inclusive customer service as central to the ethos of the new function. The new service will be implemented in early 2022, subject to a period of formal consultation with staff and implementation.

4.2 The service will comprise three core elements which are:

1. Executive Support (PA support to Cabinet Members, Executive Team and Senior Leadership Group).
2. Children's and One Commissioning Organisation Business Support.
3. Core, Operations and Business Growth and Infrastructure Business Support.

4.3 The business and executive support service has been designed with a set of principles at the core which ensure that it remains, irrespective of service or recipient, as follows:

- Customer-centric through the creation of teams performing similar tasks as a whole rather than in 'silo' business areas.
- Accountable and transparent, with measures of service delivery and service performance indicators to be implemented.
- Adaptive and agile allowing resources to be reallocated to respond to changes in business and service requirements.
- Informed through best practice and local feedback to support continuous improvement with processes and service delivery reviewed and agreed through collaboration on a regular basis.

4.4 The new structure set out in Appendix A proposes the establishment of a total of 106 posts, at various grades across the service to provide flexibility of response and career paths, with clear job descriptions and potential for progression, which staff have indicated is important to them. Where Grade 3 roles are available, both initially and going forward, appointments will be looked to be made alongside an apprenticeship qualification with recruitment ringfenced to Bury residents. Apprenticeships will be used elsewhere in the structure where possible to support development. The proposed structure below provides consistency of roles and structures:

- x1 Head of Business and Executive Support – Grade SM2
- x2 Business Support Partners – Grade 13
- x1 Executive Officer – Grade 13
- x1 Executive Support Manager – Grade 13
- x1 Executive Policy and Research Advisor (existing role, no change) – Grade 12
- x3 Executive PAs – Grade 10
- x4 PAs – Grade 8
- x12 Business Support Team Leaders – Grade 8
- x26 Business Support Officers – Grade 7
- x46 Business Support Administrators – Grade 5
- x9 Business Support Assistants – Grade 3

The above grades have been evaluated and moderated in-line with Council process.

4.5 As noted above, this represents a circa. 20% reduction in current resourcing levels, in line with the Ameo recommendation and supported by the Council's own internal analysis and engagement. It should be noted though that it will take time to realise the full potential benefits through improved processes and ways of working. There are specific, short term, requirements within the Children and Young People Department to support delivery of the Children's improvement programme and provide business support capacity to support

statutory activities in line with the recommendations of the recent LGA Peer Review. Recommendations in relation to this will be brought forward separately and progressed in line with the new service operating model.

- 4.6 In implementing the detailed operating model for the new service the proposal is to engage departmental management teams in the allocation of resource to ensure that the available resources align to corporate priorities; however, it is expected that staff will support current teams wherever possible in the first instance so that knowledge and skills are retained. However, there will be changes for all staff including those assimilated in the new structure and this is reflected within the revised job descriptions which have been developed. There will be a clear expectation of multi-skilled working, as staff will be expected to provide cover in different departments depending on priorities and to learn about other services and teams so that capacity is increased and opportunities are afforded to staff to develop new skills. There will also be a strong focus on culture and behaviours within the new service reflective of the principles within the Let's Do It Strategy.
- 4.7 The core offer of the service has been informed by the advice from Ameo and listening to staff and managers during the informal engagement in July and will be further revised alongside the formal consultation process with staff. The core offer provides an opportunity to reset responsibilities of managers, ensuring they are held accountable for undertaking specific management tasks such as monitoring sickness absence, and creating the right culture for positive behaviours and ways of working, for example open calendars.
- 4.8 The proposal is predicated on key tasks and functions that will cease or diminish including:
- Onboarding and recruitment support for new Senior Leadership Group members only.
 - Inputting sickness absence onto i-Trent.
 - Arranging ad-hoc meetings with one other person.
 - Screening internal phone calls.
 - Filing (paper based).
 - Small-scale printing (expectation will be to work paperless).
 - Minute taking (move to action logs, greater use of recording equipment, use of Microsoft Teams actions).
 - Provision of refreshments.
 - Meeting own visitors.
 - Provision of templates for greater self-serve e.g. agendas, notes.
 - PA support to be available for Band C Chief Officers and above.
- 4.9 The above changes will be supported by improved systems and processes, changing expectations in relation to managers and all staff (e.g. open calendars), investment in digital skills within the new function, planned improvements to the Council's core HR system iTrent and a programme of Organisational Development support to embed the new service structure.
- 4.10 Specifically in relation to executive PA support, the key elements of the new model include:
- Consistent level and volume of support at different levels

- 1:1 support for the Chief Executive
- 1:2 support for Executive Directors
- 1:4/5 support for Directors / ADs Band C and above
- Resilience and ability to provide cover through integration into a single team structure, supported by clear processes and ways of working.

Support to Cabinet will be included in the new service offer.

- 4.11 The new service will assume responsibility for the co-ordination of information governance requests and will act as a single point of contact, working with departments to collate responses to freedom of information requests, subject access requests and environmental information regulations requests supporting the Council's Data Protection Officer. The coordination of activity in relation to complaints and Member casework is being reviewed separately as part of the Let's Do It Once Transformation programme.
- 4.12 There are 4 key processes which will ensure these ways of working are understood and firmly embedded day to day, as outlined below:
- **Commissioning process:** The level and standard of support will be agreed between the new service and the departments through the service offer and ongoing customer engagement and agreement. There needs to be a clear process by which services can request work on a day to day basis. Work will be prioritised according to corporate priorities.
 - **Resource management process:** will be undertaken by the Team Leaders and where appropriate the Business Support Partners, with the Head of Business and Executive Support having overall responsibility for the new service.
 - **Performance management process:** individual performance management processes will be put in place alongside a clear career development route map.
 - **Performance measurement process:** will monitor customer management and satisfaction as well as volume and cost of outputs.

5 People impact

- 5.1 A total of 149 individuals are in scope for the new service together with a further 15 vacant positions. This comprises 93.84 FTE permanent staff, 10.2 FTE engaged on fixed term contracts, 15.91 FTE casual and 6 agency workers as well as 14 FTE funded vacancies. An overview of these roles is attached at Appendix B. The intention is to move to the new service model as far as is possible through the deletion of funded vacancies and cessation of fixed term, casual and agency engagements. Implementation will be approached on the basis of protecting contracts of employment for permanent staff as far as is possible, prioritising the alignment of substantively employed colleagues to roles within the new structure. Implementation will include a competitive assessment process where required in-line with Council policy. Whilst there will be changes in grades, job descriptions and ways of working the proposal as drafted are not envisaged to result in any redundancies for permanent employees. There will also potentially be opportunities for staff engaged on a casual or fixed term basis to apply for substantive vacancies within the service.

- 5.3 Through the initial engagement and analysis work 17 roles (net) have been removed from the scope of the review. These posts were identified as not substantively providing business support activities. However, in some cases there is a need to review job titles and descriptions to accurately reflect duties and this process will be undertaken by HR over the coming months.
- 5.4 Subject to agreement by Cabinet, Officers will work to commence consultation for a period of 90 days in-line with the employee and consultation toolkit and following a Section 188 meeting with Trade Union colleagues.
- 5.5 It will be important to engage staff throughout the consultation and to provide support during this time. There will be regular opportunities for engagement and personal support and individuals will also be reminded of the opportunity to access the Council's employee assistance programme.
- 5.6 It will also be key to work with managers throughout the consultation, as the service is predicated on new ways of working and reduced reliance on administrative support through the roll-out of Microsoft 365 and the continuation of agile working.

6 Financial Impact

- 6.1 The budgeted cost of the current arrangements outlined at 5.1 above are circa £3.958m.
- 6.2 The projected cost of the Business and Executive support proposal, when costed up on full-time-equivalent basis is circa £3.085m. A saving of £0.873m (full year) will therefore ultimately be delivered if the proposals set out above are implemented as described. There may, of course, be some variance as changes are made as a result of the consultation process and a small off-set in year one due to potential pay protection costs, estimated at £10-15k. This saving is slightly reduced from the original proposed estimate due to the number (and cost) of posts that have been identified to be 'out of scope' for this specific proposal. On the basis of the 20% projected savings target this led to an effective reduction of available savings by in the region of £60K. (In effect, therefore the £0.873M proposed savings are a slight (£33K) over achievement against the base proposal considering a 20% proportional reduction in capacity).
- 6.3 The savings will be delivered full-year in 2022/23. However, only a small element will be realised in this financial year. (circa. 2 months). Where possible this will be further supported by the early cessation of agency and fixed term engagements. However, there will be a need to build an element of one-off mitigation into the 2021/22 budget to cover the revised timeline and this will be considered within the revised Medium Term Financial Strategy.
- 6.4 During the consultation period, work will be undertaken to identify and bring together relevant non-workforce budgets and identify potential efficiencies from across these cost centres. The aim will be to identify the remaining £27k from this process to realise the full required £0.9M savings target.

- 6.5 The in-depth review of structures and budgets in respect to this proposal has also highlighted where further consideration to all staffing budgets may be undertaken for all staff by Occupation Type across the whole organisation. This review needs to be developed as a programme plan specifically to review how the budgets are determined for each staffing area, how they are financially coded (which may vary to codes held in i-Trent and require un-necessary recharges), where forecasts for monitoring purposes need to be more robust and accurate, to review how forecasts for externally employed staff need to be factored in, and ultimately to determine what savings may be identified in any areas that can contribute to 2021/22 and future savings targets. This work would form part of the Transformation Strategy's Finance Enabler programme.

7 Further opportunities

- 7.1 As described in section 2 of the report, it is proposed to implement the service on a phased basis bringing individuals and teams together and allocating resource to deliver corporate priorities. The advice from Ameo suggests that the service will evolve once it goes live, so that further improvements to processes can be achieved and additional efficiencies can be released. During the course of 2022/23 focused work will continue on processes and ways of working with a view to identifying further improvement and efficiency opportunities.

8 Conclusion

- 8.1 The proposals will be a fundamental change to how administrative services are provided in Bury, seeking to achieve consistency and improved performance, through a review of resources across the Council where demand has diminished due to agile working and introduction of technology, so that savings and efficiencies can be generated to contribute to the Council's budget savings.
- 8.2 Following the period of staff consultation a final report will be prepared setting out the response to comments and feedback received and a final (revised) proposal for implementation. Dependant on the extent of change this report will either be agreed by the Cabinet member under delegated authority or re-submitted to Cabinet for their approval.

9 Recommendations

The Cabinet is asked to:

1. Note the advice from external strategic partners, Ameo.
2. Agree the establishment of a central Business and Executive Support Function within the Corporate Core Department and under the leadership of the Director of People and Inclusion
3. Agree the overall proposed structure set out in Appendix A as a basis for consultation with staff.

The business support service will develop the internal behaviours and service capabilities to support services to deliver the Let's do it! Strategy and plan.

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.

An equality impact assessment has been undertaken and identified no areas of negative impact in relation to protected characteristics.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
<ul style="list-style-type: none"> The review needs to consider other restructures happening at the same time, to ensure clarity for staff and not double count savings. The review is significant in scale and scope and will impact every area of the Council. It will be important that individual staff are supported when going through these changes and that managers work with the project team to ensure behaviours are supportive of proposals. 	<ul style="list-style-type: none"> The programme is ambitious and will require certain mitigations at each stage, which will be managed through the internal project team overseeing consultation and implementation. Any redesigns in services will not include administrative roles, or the creation of similar roles, which will require tight establishment controls. Organisational development support will be provided to support embedding of the new service. Staff will be encouraged to access the Council's employee assistance programme for confidential support.

Consultation:

Early informal engagement with staff in scope, managers and the Trade Union has been carried out to inform the work to date. Subject to Cabinet agreeing the

proposals, we will progress to formal consultation for a period of 90 days with staff and the Trade Union in line with Council policy.

Legal Implications:

The Council will ensure compliance with all legislative requirements in relation to this proposal. The review will ensure that all Council HR policies and procedures are complied with. As highlighted in the report a 90 day consultation will take place with affected staff. Legal advice and support will be provided throughout the process.

Financial Implications:

This programme of work is the major pillar of the year 1 savings within the Councils Transformation Strategy. The existing mode makes cost control very difficult due to its reliance on agency staff which are often at premium rates.

Projected savings are broadly in line with the target of £900k with any shortfall post consultation expected to be met from further no pay savings such as printing, stationery and postage which are also due in part to agile working.

There may also be a small element of protected pay in year one but this cannot be quantified until post consultation and until all staff have been assimilated into posts.

Whilst these proposals if unchanged post consultation will deliver the full year effect savings for 2022/23 there will only be a small part year effect saving in 2021/22

The original MTFS presented to Council anticipated full year transformation savings in 2021/22 of £1.5m. However, schemes are only being developed and implemented this financial year so will only have part year effects. A revised impact for this financial year in view of year one scheme implementation dates will be built into the MTFS refresh which will be brought to Cabinet in October and included in 2021/22 monitoring reports from quarter 2 onwards.

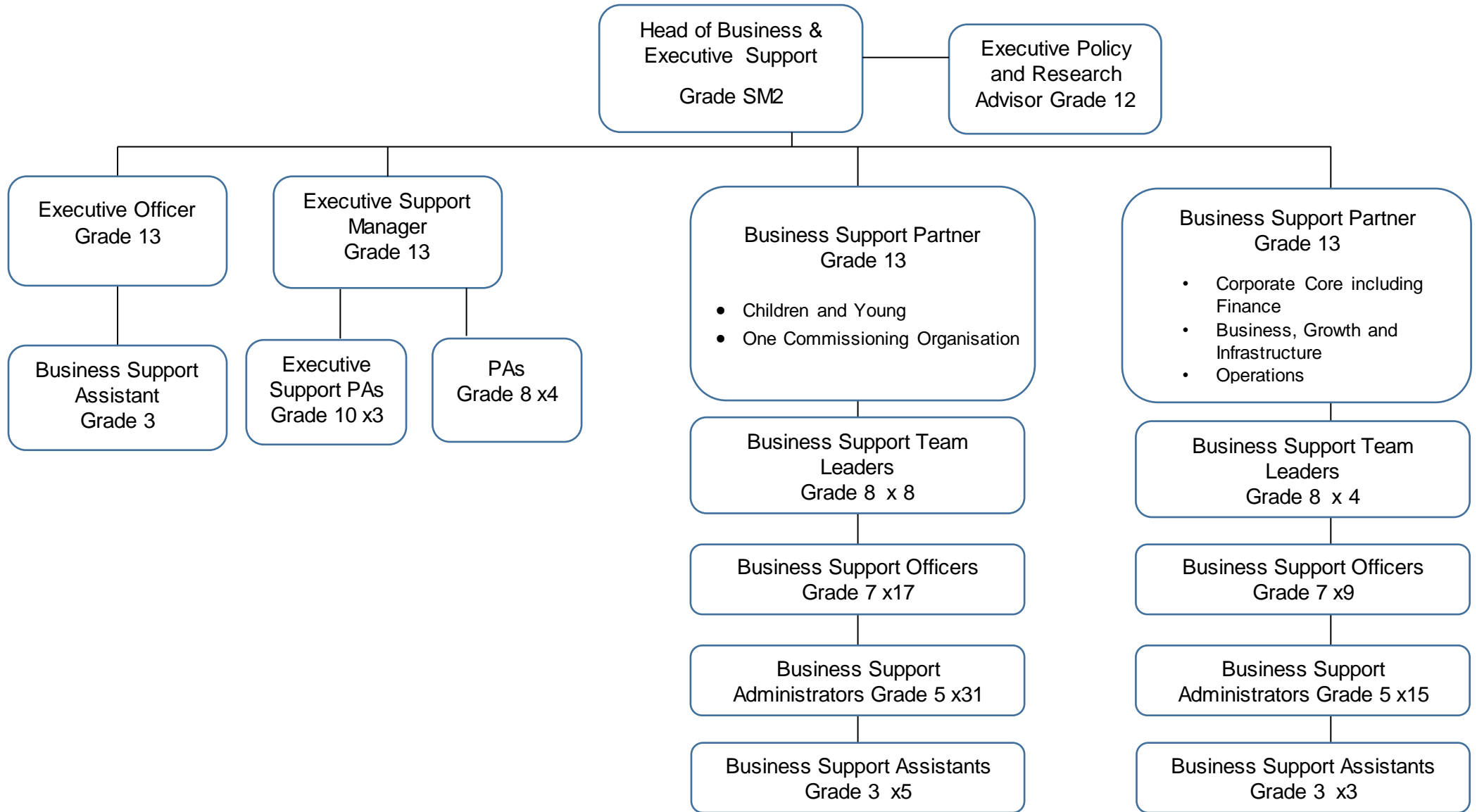
Report Author and Contact Details:

Sam McVaigh
Director of People and Inclusion
s.mcvaigh@bury.gov.uk

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

Term	Meaning
Ameo	The external consultancy who has provided short term advice

Appendix A: Proposed Structure for Business and Executive Support



Appendix B: List of roles in scope of the new service

Department	Type	Number of roles	FTE
Corporate Core including Finance	Permanent	20	16.4
	Fixed Term	1	1.0
	Casual	3	2.87
	Agency	0	0.0
	Vacancies	2	1.5
	TOTAL	26	21.77
Business, Growth and Infrastructure	Permanent	5	3.9
	Fixed Term	1	1.0
	Casual	4	2.49
	Agency	0	0.0
	Vacancies	3	3.0
	TOTAL	13	10.39
Children and Young People	Permanent	53	43.25
	Fixed Term	5	4.60
	Casual	1	0.62
	Agency	4	4.0
	Vacancies	4	3.5
	TOTAL	68	56.92
Operations	Permanent	11	10.2
	Fixed Term	3	2.60
	Casual	6	4.49
	Agency	1	1.0
	Vacancies	4	4.0
	TOTAL	24	21.28
One Commissioning Organisation (Council only)	Permanent	22	20.09
	Fixed Term	1	1.0
	Casual	7	5.44
	Agency	1	1.0
	Vacancies	2	2.0
	TOTAL	33	29.54
Total	Permanent	111	93.84
	Fixed Term	11	10.2
	Casual	21	15.91
	Agency	4	4.0
	Vacancies	15	14.0
	TOTAL	164	139.95



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	1 September 2021
Title of report:	Real Living Wage Implementation
Report by:	Cllr. Tahir Rafiq, Cabinet Member for Corporate Affairs and HR
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

As part of the 2021/22 budget setting process Council agreed that work should progress with the aim of working towards the organisation becoming an accredited Living Wage employer. In agreeing to this work, Council recognised the significant impact Living Wage accreditation could bring through the Council's role as an employer and commissioner within the borough as well as through the Authority's position as a wider civic influencer. Council also acknowledged the significant cost associated with this step, particularly in relation to commissioned Adult Social Care provision, and made available additional revenue funding of £1.042M to support this work.

Following detailed work over recent months to develop a robust approach to payment of the Living Wage for both staff and providers, this report seeks Cabinet's approval to implement the necessary steps to pay the living wage and progress our formal accreditation via the Living Wage Foundation. It includes a detailed analysis of projected costs over future years and sets-out the proposed approach to meeting these costs.

Recommendation(s)

That Cabinet:

1. Agree that an additional payment should be made to Council employees at grades 1 to 4 via a non-consolidated supplement to align the Council's lowest point of pay for substantive employees to the Real Living Wage and that this change should be backdated to April 2021 and reviewed annually as part of the Council's Pay Policy Statement. (Section 3.1)
2. Agree that the Council should seek to apply the above changes to staff employed in Local Authority maintained schools and commend payment of the Living Wage to other Bury schools. (Section 3.1)
3. Agree that the lowest point of pay for agency staff engaged by the Council should be aligned with the lowest point of pay for substantive Council employees and hence the Living Wage. (Section 3.1)
4. Agree the model for application of the Living Wage to commissioned Adult Social Care staff over a three-year period and ongoing maintenance of this payment. (Section 3.2)
5. Agree that the Council should seek to ensure application of the Living Wage to other commissioned providers in-scope through the contract review process over the coming three years. (Section 3.3)
6. Agree that the Council should look to formally commend payment of the Living Wage to its partners and other employers within the borough. (Section 3.4)
7. Note the overall projected cost of Living Wage accreditation over the next five years of £5.487M and agree that the required funding as yet to be identified of £3.585M be built into the Council's Medium Term Financial Strategy (Section 4)
8. On the basis of the detail contained within this report, agree to progress formal accreditation as a Living Wage employer.

Key considerations

1. Background and Context

The Real Living Wage

The Real Living Wage (RLW) is a voluntarily wage paid by nearly 7,000 UK businesses who believe their staff deserve a wage which meets every day needs.

The rate is calculated annually by the Resolution Foundation and overseen by the Living Wage Commission, based on the best available evidence about living standards in London and the UK.

The RLW rate (outside of London) for 2020/21 is £9.50 for those aged over 18 in comparison to the Government's Living Wage of £8.72 for those aged over 25.

Living Wage Foundation (LWF) accredited employers must pay their directly employed staff over the age of 18 the RLW regardless of the hours they work. Accredited employers must also work towards payment of the rate to staff employed by contractors working for the organisation¹. For contractors, the accreditation process considers plans to apply the payment over a three-year period which are regularly reviewed by the LWF and must be delivered against if accreditation is to be maintained.

The RLW is reviewed annually, in November, with accredited employers having a period of six months to make the necessary changes in rates of pay in order to maintain their accreditation.

Rationale

Reducing levels of deprivation in the borough is at the core of the 'Let's Do It' Strategy and payment of the Living Wage will play an important part in supporting this. Payment of the Living Wage could increase the income of a two-person household by up to £5,000 a year.

For the Council, payment of the RLW and accreditation as a Living Wage Employer has a number of specific benefits:

- It will **directly increase pay** for over 4,000 people, supporting their financial stability and opportunity and demonstrate a long-term commitment to ongoing payment at this level, safeguarding workers from in-work poverty. (The majority of the positively impacted individuals are employed by the Council's Adult Social Care commissioned providers.)

¹ For third party contractors the definition for the purposes of accreditation is those who work regularly, for 2 or more hours a week, for 8 or more consecutive weeks a year. The Living Wage does not apply to contractors that supply the organisation with products e.g., stationery suppliers.

- It will support **productivity, performance and engagement of the Bury workforce**. Research by the Living Wage Foundation in partnership with Cardiff University has demonstrated the tangible impact that RLW payment can have in terms of the retention, motivation and performance of staff². These factors have also been noted in other Local Authorities who have secured accreditation.
- It will **support investment in the local economy**. When workers earn enough to live, they have more income to spend in the local economy.
- It will demonstrate **civic leadership** and position the Council as 'walking the talk' in our conversations with other local employers and work to support improved skills and employment terms for Bury residents and, in turn, reduce deprivation.

It is also worth noting the Greater Manchester Mayor's manifesto pledge to make Greater Manchester into the UK's first Living Wage City-Region. (This commitment is already underpinned by the embedding of the Living Wage into the Greater Manchester Good Employment Charter and supported through the accreditation of the GMCA and three other Greater Manchester Local Authorities).

2. Planning for Accreditation

To progress the necessary work to pay the Living Wage and secure accreditation by the LWF a group of officers from across Council Departments have met regularly over recent months to develop detailed proposals. Members were involved in the initial working group meetings and more recently have been part of a Member led update group to discuss the political priorities of achieving accreditation. As part of this process there has been a strong emphasis on engagement with key partners to ensure their understanding of the rationale for this work and drive the development of proposed approaches which mitigate any potential risks and are applicable in practice as well as theory. This has included engagement with Commissioned Social Care providers, Bury Schools and the Trade Unions.

As part of this planning work Officers have made a number of assumptions, on which the detailed proposals below are based:

1. **That the Council wishes to commit to be a living wage employer for the long term.** As such, financial modeling should be multi-year. The formula for calculating the Living Wage is complex and it is impossible to calculate future changes. However, the rate of increase over the last five years has been between 20p and 30p per year with an average of 25p. This average had therefore been used as the basis of our planning assumptions throughout.
2. **That the Council should look to mitigate any potential negative consequences of Living Wage application.** This has included the development of a model for application to the workforce which seeks to maintain the integrity of the pay spine and a proposed implementation plan for Adult Social care which takes account of the wider impact on providers and stability of the market.

² [The Living Wage – Employer Experiences](#): Cardiff University & the Living Wage Foundation (2017)

- 3. That the Council should seek to go beyond the minimum level of accreditation.** In support of our wider drive to reduce deprivation we should look to encourage others in the borough to pay the Living Wage and seek to drive this through our procurement processes, even where not explicitly required as part of the accreditation process.

3. Approach to Application of the Real Living Wage

This section of the report sets out the Council's approach to progressing its Living Wage aspirations across four key areas: The Workforce (including agency staff and schools), Adult Social Care Commissioned Staff, Other Contracts and Commending Payment to Our Partners.

3.1 Paying the Living Wage to Our Staff

A total of 863 positions are currently paid below the 2021/22 Living Wage rate of pay split, roughly equally, across Council services and maintained local authority schools. The individuals occupying these positions are currently paid at the Council's Grade 1/2 (£9.25 per hour) and Grade 3 (£9.43 per hour). In developing a proposed approach to applying the Living Wage for Council staff a number of key factors have been considered:

- Retaining the integrity of the Council's pay structure and alignment with the national pay spine. (This includes the retention of appropriate pay differentials to reflect the results of job evaluation)
- The longer-term impact of applying the Living Wage pay rate to both the pay structure and in budget terms (considered alongside the application of relevant national pay awards)
- Pay rates away from the main NJC pay scale
- Our approach to apprentice pay (which is not covered within the terms of Living Wage accreditation)
- Ensuring application of this rate of pay to individuals engaged through Agencies and on a Casual basis as well as substantively employed colleagues.
- Engaging with Schools to support them in applying new rates of pay.

Taking account of the above considerations the proposal is to realise the RLW through the application of non-consolidated supplements to a number of points within to the nationally agreed NJC pay spine. In order to retain appropriate differentials between pay points and hence the integrity of the pay spine this will require additions to be made at points which are currently above the Living Wage rate. Table 1 below provides the detail of the proposed changes for this financial year.

Table 1: Living Wage Application to Employed Staff in 2021/22

Grade	SCP	Positions Impacted		Current Hourly Rate	Annual Full Time Salary	Required non-consolidated supplement	Potential New Hourly Rate	Potential New Full Time Salary
		Services	Schools					
Grade 1/2	1	326	431	£9.25	£17,842	£0.25	£9.50	£18,328
Grade 3	2	52	54	£9.43	£18,198	£0.17	£9.60	£18,521
Grade 4	3	111	20	£9.62	£18,562	£0.08	£9.70	£18,716
Grade 5	4	No Change		£9.81	£18,933	None required	No change	
	5			£10.01	£19,312	None required	No change	

The above proposal has been developed with the aim of ensuring a sufficient differential between grades (10p). In the future, if there is a requirement to apply differentials to different points within a grade then the Council would apply supplements to maintain differentials here also, but at a lower rate of 5p. In line with this principle, as set out above, employees in 131 positions at Grade 4 will see their pay increase as a result of the implementation of this model despite already being paid above the RLW.

The advantage of payment through a non-consolidated supplement is that the Council has more control over the nature and application of these payments and the approach does not interfere with the base pay scale (agreed nationally). If and when any nationally negotiated pay awards are agreed the Council will adjust the value of any non-consolidated supplements accordingly to maintain at-least the overall rates of pay set out above and retain appropriate differentials. Non-consolidated payments are subject to pension and National Insurance deductions in the same way as other elements of pay.

Subject to Cabinet approval, the intention is to make changes to individuals' pay from October. The Council will also apply this change retrospectively (from 1 April 2021) with back-pay made to employees in October also. The total additional cost of this including oncosts will be £174K (inclusive of the projected impact for Casual staff). Details of the funding arrangements for this are set out in section 4 below.

As noted above, approximately half of those staff currently paid below the Living Wage are employed in Local Authority maintained schools. The Council's intention is to apply these changes to staff in schools as well as to those in Council Services and engagement has taken place with schools over recent months via primary school cluster meetings, with Bury Association of Secondary Heads, the Heads Advisory Group, and through engagement with teachers' professional associations and trade unions to discuss the proposed changes. In addition, through the e-briefing to schools, information was shared with both Headteachers and Chairs of Governors, providing them with the opportunity to raise any concerns or questions. School

Heads have been written to provide them with the detailed impact for staff employed by them and will be written to again, following Cabinet's approval of this report, to confirm pay rates for staff will change from October (backdated to April). The financial impact in relation to schools is considered in more detail in section 4 below.

In addition to the above changes to the main (NJC) pay spine set out above, consideration has also been given to other arrangements for workforce pay and the implications of the Council's living wage accreditation. There are three key areas of action resulting from this:

1. Once approved, the Council will ensure any and all agency staff engaged to work for the Council are paid in accordance with the adjusted rates of pay set out above.
2. Two pay points within the JNC Craft Workers terms and conditions currently pay at rates of pay equivalent to those affected by the above proposed changes (SCPs 2 and 3). The Council does not currently employ any staff at these grades and does not intend to make any future appointments at them but instead make use of the NJC pay spine for new appointments.
3. At present Council apprentices are not paid via the NJC Pay. A total of 18 apprentices across the Council are currently paid below the RLW, at or above the national minimum wage for age, between £8.36 and £8.91 an hour. (This is significantly above the national minimum wage for apprentices of £4.30). Payment to apprentices is not in-scope of Living Wage accreditation. However, the Council is committed to aligning apprenticeship pay with the Council's main pay scale. During the course of this financial year, Officers will develop a new approach to paying apprentices which is aligned with the RLW going forwards.

As noted above, it is difficult to accurately project the future value of the Real Living Wage. In terms of the employed workforce, the accuracy of any impact modelling will also be affected by changes in the size and shape of the organisation. However, using the current workforce as a basis and applying an estimated 25p per year uplift the Council has been able to model the potential impact of ongoing compliance with the Real Living Wage. This modelling has taken account of the 2% per annum pay award included within the Council's Medium Term Financial Strategy in 2022/23 and beyond and would see the requirement to apply non-consolidated supplements to pay increase to SCP4 (Grade 5) in 2022/23 but not further within the current modelling period (to 2024/25). The potential financial impact in future years is considered in more detail in section 4 below.

Subject to agreement of this report by Cabinet, the suggestion is that the value of non-consolidated supplements required to be compliant with the Real Living Wage, as agreed the previous November, are proposed in March each year as part of the Council's annual Pay Policy Statement and applied from April.

3.2 Adult Social Care Commissioned Staff

Adult Social Care is the most costly and complex area in relation to Living Wage application and this was recognised by Members with an additional £1.042M included within the 2021/22 budget to support payment. It does, however, represent the area where there is the largest direct impact on individuals, with an estimated 3,000 workers likely to benefit from increases in pay.

Since February significant engagement has taken place with providers to develop a model for payment which works in practice as well as theory. This has included:

- 3 introductory provider engagement sessions (care homes, care at home and supported living) which involved open discussions about the launch of the RLW proposals, benefits and potential challenges.
- Re-purposing of the Strategic Engagement Groups (which occur every 3 weeks) with social care providers to bring real focus to the RLW planning and implementation. Providers were invited to join the groups to co-produce the model and implementation plan.
- Engagement with other GM Authorities and providers who have already taken this route to better understand any pitfalls and barriers.

Whilst the most common approach taken by Local Authorities in this area has been to apply the RLW on an incremental basis linked to contract review dates, engagement with providers locally brought into question the suitability of this for the Bury context. Whilst perhaps the most straightforward approach in theory, aligning payment to contract review points may mean differential and inequitable rates of pay across providers, with some staff not benefiting for a period of three years. A model has therefore been developed which seeks to increase pay rates for *all* commissioned Adult Social Care staff each year on an incremental basis until the Living Wage rate of pay is reached in 2023/24 (year 3) and sustained thereafter on the basis of an assumed 25p per year increase.

The detailed funding model in support of this approach has been developed in partnership with social care providers as part of strategic engagement groups. Through this work, this aim has been to capture any unintended consequences, such as staff differentials, and ensure that the Council is supporting providers with these where possible.

The table below summarises the Council's proposed annual uplift to 2024/25. The financial impact is considered in more detail in section 4 below.

Table 2: Proposed Annual Adult Social Care Minimum Pay Rates

Year	Current	2021/22	2022/23	2023/24	2024/25
Hourly Rate	£8.91	£9.11	£9.55	£10.00	£10.25

Subject to agreement by Cabinet work will be undertaken to implement the new rates of pay for 2021/22 (i.e. to £9.11) from 1 October with the next uplift implemented (to £9.55) from April 2022. The relevant contractual documentation, including contract monitoring templates, have already been developed to support

this. This proposed approach would see pay rates for all circa. 3,000 in-scope staff increase this year with full payment of the Living Wage rate (as modelled) from April 2023, which aligns with the LWF's requirement for full payment to be achieved within three years.

It is important that payment of the Living Wage to providers is viewed alongside the other inflationary increases (pay and non-pay) that are required. The financial model included at section 4 takes full account of the inter-relation of these areas.

3.3 Other Contracts

The Council has recently updated its contract register to ensure a complete representation of all commissioned provision and dates for contract renewal. In total, excluding Adult Social Care, the register includes 253 contracts of which 121 are contracts for services and potentially in-scope of the requirements of Living Wage accreditation. This includes contracts related to Children's Social Care. Work is well underway to review these contracts in detail to understand the current rates of pay in relation to staff working for Bury and scope the work needed to ensure Living Wage compliance.

The intention is to build payment of the Real Living Wage into supplier terms and conditions of engagement, qualification questionnaires and future supplier communications going forward, subject to the constraints of the public procurement legislation. A full plan is currently being finalised to ensure this is applied to all relevant contracts within the next three years, in line with the requirements of Living Wage accreditation. This plan will form a core component of our accreditation submission to the Living Wage foundation.

The intention would be, wherever possible, to work towards payment of the Living Wage without additional cost to the Council (i.e. driven through market forces). However, analysis suggests there will be some contracts for which there will be an additional cost and details of this are built into the financial model presented below. The vast majority of these costs relate to Children's Social Care contracts.

3.4 Driving Wider Application of the Living Wage

The steps outlined above represent the core requirements of Living Wage Accreditation. However, in its Civil Leadership role, and recognising the broader benefits of the Living Wage to the 'Let's Do It' Strategy and in relation to Community Wealth Building, the Council will undertake a number of further actions to commend payment to its key partners in the short and longer term.

1. Officers will engage proactively to support implementation by the Council's key strategic partners, specifically Bury CCG, Persona Care and Support and Six Town Housing. – Bury CCG and Six Town Housing already pay staff in excess of the Living Wage rate and Persona will move to this position as part of the proposed changes to Adult Social Care commissioned providers noted above. The Council will actively support work to progress formal accreditation by these organisations. – The Executive Director of Strategic Commissioning and new Executive Director of Place & Housing (once appointed) will oversee this work.

2. As well as application to maintained schools, the Council will write to all other Bury Schools (including Academies) to commend payment of the Living Wage as a positive action to support their workforce as well as the local economy. – The Director of Education and Skills will oversee this.
3. As part of the Council's commitment to ethical procurement the Council will look to include payment of the Living Wage within other procurement processes, even when not required for accreditation. – The Executive Director of Finance will oversee this work.
4. We will commend the Living Wage to key employers within Bury through the Bury Means Business brand, including the recruitment and retention merits of employers paying Living Wage. Bury Council's Business Engagement Team will continue to work in partnership with the GM Good Employment Charter, the Living Wage Foundation and Greater Manchester Living Wage Campaign to embed positive promotion through existing and new channels. The Business Engagement Team will promote and support the Real Living Wage Bury businesses. – The Director of Economic Regeneration & Capital Growth will oversee this.

In further support of the above, the Council will look to proactively celebrate its Living Wage accreditation, once achieved, and use this as a further opportunity to encourage payment across the borough during Living Wage Week 2021 in November.

4. Financial Implications

To deliver a balanced budget over the medium term the Council is utilising c.£27m of reserves over the period 21/22 -22/23 (incl) and delivering a £21.4m efficiency & service reduction saving programme over the period 21/22- 24/25 (incl)

Given the scale of the financial challenge faced by the Council, the successful delivery of the Council's savings programme is critical in not only delivering a balanced budget over the medium term but also to meet the Council's commitment to become an accredited Real Living Wage employer.

Formal monitoring of the £21.4m savings programme is required and reported to Cabinet to ensure that the savings are on track to be delivered and where this is not the case, the financial impact of non-delivery needs to be managed by the responsible service within existing budgets or by the identification of alternative savings schemes.

4.1 Cost of Implementation

The forecast cost of implementing the RLW over the period 2021/22 – 2025/26 is £5.487m, Table 1 provides an annual analysis of the £5.487m

Table 3: Projected Living Wage Implementation Costs

Area		Projected Annual Gross Cost Impact of RLW					
		2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	Total (£000)
Employed Workforce	Mainstream funded	31	50	51	50	50	233
	Traded Services	74	83	83	83	83	404
	Schools	69	75	75	75	75	371
	Sub Total	174	208	209	208	208	1,008
Contracts & Commissioning Costs	One Commissioning Organisation	969	1,161	1,210	202	203	3,746
	Children & Young People	184	220	229	43	43	719
	Operations	3	3	3	3	3	15
	Sub Total	1,157	1,385	1,442	248	248	4,479
Total		1,330	1,593	1,651	456	457	5,487

The costs above are net of the Council's existing pay inflation assumption of 2% per year from 2022/23 onwards.

For Adult Social Care costs, where the majority of the costs lie, in addition to funding the cost of implementing the RLW the Council's annual budget setting process has historically and needs to maintain funding for:

- Non staffing inflationary pressures budgeted at 1% from 2022/23, although 2% was previously budgeted
- Annual uplift to meet the council's existing commitment of ensuring commissioned providers pay the National Living Wage (NLW) to their staff. This is budgeted at 1.7% per annum within the MTFS.

Both of these elements are already built into the MTFS and therefore the future years pressure are only in relation to the uplift required to meet the real living wage.

To put into context the combined cost impact of the annual growth required for RLW, NLW and non-staffing inflation pressures is £12.168m. Table 4 summarises the annual (and total) additional growth the One Commissioning Organisation

Directorate Adult Social Care commissioned provider budgets will require over the period 2021/22-2025/26.

Table 4: Adult Social Care Provider Budget: Annual Growth Required for RLW, NLW and Non-Staffing Inflation

Growth Description	2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	Total (£000)
OCO RLW Costs	969	1,166	1,214	207	207	3,764
OCO NLW Costs	911	973	941	979	976	4,780
OCO Non-Staff	1,140	600	627	631	673	3,671
Total	3,014	2,729	2,771	1,806	1,846	12,168

4.2 Funding Implementation

A number of funding sources will be used to cover the full projected costs of Real Living Wage Implementation:

- The proposal is that Schools will absorb any increased cost because of the Real Living Wage. These costs should be coverable within existing schools' budgets.
- From 2022/23 Traded services will meet the additional cost of the RLW through additional income generation (these costs will be met centrally by the Council in-year to allow time for the necessary changes to contracts).
- Members have already allocated additional funding in-year from the Adult Social Care Precept to cover the costs associated with the Real Living Wage implementation in 2021/22.

The remaining RLW cost are expected to be met and therefore will be built into the Councils Medium Term Financial Strategy (MTFS) as part of a forthcoming MTFS refresh exercise.

Table 5 highlights for the period 2021/22 – 2025/26 that once the 21/22 ASC precept funding and the Schools and Traded services contributions have been netted off, then £3.585m of RLW cost remains to be funded.

It cannot be assumed that there is an ability to raise an ASC precept in future years therefore the costs beyond 2021/22 to fund the Real Living Wage will be built into the MTFS refresh.

Table 5: Funding Real Living Wage Implementation

Area	Description of RLW Costs	RLW Gross Cost over 5 Years	Funding	Net Cost as Per RLW Costing Model
One Commissioning Organisation	Mainstreamed Funded Staff & Commissioned Providers	3,768	-1,201	2,567
Children & Young People	Mainstreamed Funded Staff & Commissioned Providers	781	0	781
	Schools	371	-371	0
	Traded Services	22	-20	2
Operations	Mainstreamed Funded Staff & Commissioned Providers	136	0	136
	Traded Services	383	-311	72
Corporate Core	Mainstreamed Funded Staff & Commissioned Providers	23	0	23
Business, Growth & Infrastructure	Mainstreamed Funded Staff & Commissioned Providers	4	0	4
Total		5,487	-1,902	3,585

5. Conclusion and Next Steps

Subject to Members' approval, work will progress to put in place the changes set out above:

- Changes to rates of pay for Council staff (including schools' staff) will be included within October payroll and backdated to April 2021. Rates of pay for agency staff will also increase from that point.
- New pay rates for Adult Social Care commissioned providers will go-live from 1 October 2021
- The Living Wage will be included within relevant contract procurement activity with immediate effect
- Activity to commend the Living Wage to key Council partners will be undertaken.

Once approved, this report will provide the basis for the Council to formally apply to be recognised by the Living Wage Foundation. On receipt of a successful response from the Foundation a further report will be provided to update Members. It is worth emphasising that, once accreditation is received, it is crucial that activity continues to deliver against the actions required to apply and assure payment to relevant staff and providers in-line with the timeline prescribed by the Foundation. The Living Wage Task and Finish Group currently established will therefore continue to meet as a Living Wage Quality Assurance Group, on a quarterly basis going forward, chaired by the Director of People and Inclusion.

Community impact/links with Community Strategy

Equality Impact and considerations:

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

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

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

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

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
An initial EA has been undertaken in relation to the proposals set out within this report. This identified only positive or neutral implications across protected characteristics. Positive implications were noted in particular in relation to age, gender and to socio-economically disadvantaged.	

**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 rate of increase to the Living Wage is greater than the 25p per year cost model.	The position will be kept under close review. Once increases are announced in November the Council will have six months to make the necessary adjustments to remain compliant.
Current rates of pay for apprentices fall below the Real Living Wage	This is not a requirement of accreditation. However, the Council is working towards bring rates of pay for apprentices in line with the Living wage by the end of this financial year.
Providers may not pass on the additional funding to staff and hence may not pay the Living Wage	Contractual documentation and monitoring will seek to assure that this happens.
Maintained schools choose not to apply the Living Wage increase	Strong engagement with schools and limited financial impact per school
Significant costs of implementation	Funding to be built into refreshed MTFS.
Adult Social Care Specific Risks	
Each provider has unique circumstances and one financial model is not likely to work for all (different staffing models/ structures). Unfortunately, lack of complete open book accounting means that Bury Council is not in a position to understand individual provider business models.	Strategic Engagement Groups with providers have enabled Bury Council to co-produce the costing model and implementation plan.
Unintended and unforeseen consequences for providers.	Bury Council has attempted to pre-empt unintended consequences with providers during Strategic Engagement Groups. We will continue to manage the social care market by maintaining dialogue with providers and taking appropriate action as required.
Care homes with a higher proportion of self-funding customers could be inadvertently penalised as any uplift in fee rate is only applicable to LA funded customers. As a consequence, fees could increase for self-funding customers. Top-up fees could also increase.	The model takes into account the make-up of care home occupancy and attempts to mitigate shortfalls for most providers.
Stakeholders could misunderstand/overlook that the RLW will not be fully implemented until year three.	Highlighted through communications and engagement.

Consultation:

A range of stakeholders have been consulted in the development of these proposals including:

- Adult Social Care providers through provider engagement sessions and re-purposed Strategic Engagement Groups.
- Bury Schools via Bury Association of Secondary Heads, the Heads Advisory Group as well as a direct letter to each school
- Local authority and Schools Trade Unions through the Council Joint Consultative Committee and Schools' Professional Association meeting.
- Members via a dedicated Members Task and Finish Group.
- The Living Wage Foundation through a dedicated relationship manager.

Legal Implications:

Detailed analysis has been undertaken to support the accreditation application to the Living Wage foundation. The medium and long term financial considerations on adopting the rate of pay for directly employed staff and in some cases reflecting the impact on commissioning budgets will be addressed by the S151 officer. The approach as outlined to Cabinet does not change the nationally agreed pay scales for Council staff. If Cabinet agree to the recommendations Council will then be requested to adopt the amendments to the Council's pay policy. Any changes to pay and back pay arrangements will be dealt with in accordance with the Councils HR policies and procedures.

Financial Implications:

Funding to support the transition to the real living wage for adult social care was built into the budget for 2021/22 from the adult social care precept but no allowance was made at the time within the medium term financial strategy for the ongoing funding in future years as it cannot be assumed that the Council will be able to raise a precept beyond 2021/22.

The financial impact for none adult social care commissioned staff for 2021/22 excluding schools will be built into the medium term financial strategy refresh which will be brought back to October's Cabinet meeting. Future years funding of the real living wage for all service areas with the exception of schools and traded services will be included within the MTFS for future years. The additional cost of funding the real living wage over and above that already budgeted for is £3.585m.

Report Author and Contact Details:

Sam McVaigh
Director of People and Inclusion
s.mcvaigh@bury.gov.uk

Background papers:

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

Term	Meaning
RLW	Real Living Wage
LWF	Living wage Foundation
MTFS	Medium Term Financial Strategy

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**MINUTES OF THE VIRTUAL MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY
HELD ON FRIDAY 28 MAY 2021 AT MANCHESTER TOWN HALL**

PRESENT:

Greater Manchester Mayor
Greater Manchester Deputy Mayor
Police, Crime & Fire
Bolton
Bury
Manchester
Oldham
Rochdale
Salford
Stockport
Tameside
Trafford
Wigan

Andy Burnham (In the Chair)
Baroness Bev Hughes

Councillor David Greenhalgh
Councillor Eamonn O'Brien
Councillor Bev Craig
Councillor Arooj Shah
Councillor Neil Emmott
Councillor John Merry
Councillor Elise Wilson
Councillor Brenda Warrington
Councillor Andrew Western
Councillor David Molyneux

IN ATTENDANCE:

Rochdale

Councillor Janet Emsley

OFFICERS IN ATTENDANCE:

GMCA - Chief Executive
GMCA - Deputy Chief Executive
Bury
Manchester
Oldham
Salford
Stockport
Tameside
Wigan
Office of the GM Mayor
GMCA
GMCA
GMCA
GMCA
GMCA

Eamonn Boylan
Andrew Lightfoot
Lynne Ridsdale
Joanne Roney
Carolyn Wilkins
Tom Stannard
Pam Smith
Steven Pleasant
Alison McKenzie-Folan
Kevin Lee
Steve Wilson
Julie Connor
Sylvia Welsh
Nicola Ward
Ross McCrae

GMCA 85/21 APOLOGIES

RESOLVED /-

That apologies be received and noted from Salford City Mayor Paul Dennett, Sir Richard Leese, Sara Todd, Liz Treacy and Steve Rumbelow.

GMCA 86/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor informed the Combined Authority that the new Chief Constable for GMP, Steve Watson had been formally sworn in, marking a new era for policing in Greater Manchester. With his appointment would come a greater presence of senior police officers across all districts including one dedicated senior commander. This had been welcomed across the force and there had already been positive feedback received on the changes that had been implemented.

Baroness Beverly Hughes, Deputy Mayor for Police, Crime and Fire added that the new Chief Constable was looking at strengthening neighbourhood policing as part of a review of the whole policing system, and not segmenting it from how a case progresses further, as this approach would enable performance management of the whole system to be improved. He would also be supporting the discontinuation of the targeted operational model, removing concerns that the model was not effective in screening out crime and that it resulted in excessive caseloads for inexperienced officers. Those initial initiatives were beginning to formulate a plan that would support GMP in moving forward with more public accountability.

RESOLVED /-

That it be noted that the new Chief Constable for GMP, Steve Watson has been formally sworn in.

GMCA 87/21 DECLARATIONS OF INTEREST

RESOLVED /-

There were no declarations of interest made in relation to any item on the agenda.

GMCA 88/21 MINUTES OF THE GMCA MEETING – 26 MARCH 2021

RESOLVED /-

That the minutes of the GMCA meeting held on 26 March 2021 be approved as a correct record.

GMCA 89/21 MINUTES OF THE GMCA AUDIT COMMITTEE – 27 APRIL 2021

RESOLVED /-

That the minutes of the GMCA Audit Committee meeting held on the 27 April 2021 be noted.

GMCA 90/21 MINUTES OF THE GM TRANSPORT COMMITTEE – 24 MARCH 2021

RESOLVED /-

That the minutes of the GM Transport Committee meeting held on the 24 March 2021 be noted.

GMCA 91/21 MINUTES OF THE GM WASTE AND RECYCLING COMMITTEE – 24 APRIL 2021

RESOLVED /-

That the minutes of the GM Waste and Recycling Committee meeting held on 24 April 2021 be noted.

GMCA 92/21 APPOINTMENTS TO THE GMCA

RESOLVED /-

1. That the appointment of Councillor Arooj Shah (Oldham) and Councillor Neil Emmott (Rochdale) as members of the Greater Manchester Combined Authority be noted.
2. That thanks be noted to the outgoing GMCA members Councillor Sean Fielding and Councillor Allen Brett for their dedication to the work of the GMCA throughout their term of office.

GMCA 93/21 GMCA APPOINTMENTS TO SCRUTINY AND TRANSPORT COMMITTEES

Gwynne Williams, Deputy Monitoring Officer to the GMCA took Members through the appointments report and drew attention to the recommendations. In relation to GMCA Portfolios, the following changes were specifically noted –

- Cllr Andrew Western – Digital, Education, skills, Work and apprenticeships & Clean Air
- Cllr Neil Emmott – Green City Region
- Cllr Arooj Shah – Community, Cooperatives & Inclusion

RESOLVED /-

1. That the Mayor's appointments to Portfolios for 2021/22 as detailed in paragraph 1.1 of the report be noted.
2. That it be agreed to re-constitute and appoint to the three Overview & Scrutiny Committees as detailed in paragraph 2.1 of the report for the period up to 27 May 2022.
3. That it be agreed to appoint up to 16 members to the GMCA Scrutiny substitute's pool, as detailed in paragraph 2.2 of the report for the period up to 27 May 2022.
4. That it be noted that any remaining Scrutiny appointments will be reported to the GMCA at its meeting on 25 June 2021.

5. That the appointments made by the GM Local Authorities to the GM Transport Committee be noted.
6. That it be noted that the GM Mayor is a member of the GM Transport Committee.
7. That Councillor Brenda Warrington be appointed to act as a substitute member to attend meetings of the GM Transport Committee, in the Mayor's absence.
8. That Councillor Andrew Western be appointed as the GMCA member to the GM Transport Committee and Councillor Eamonn O'Brien be appointed as the GMCA member to act as a substitute to the GM Transport Committee.
9. That it be noted that the GM Mayor will determine the remaining appointments to the Transport Committee.
10. That it be noted that the GM Transport Committee shall select and recommend the appointment of a Chair for approval by the Mayor.
11. That the appointment of the GM Mayor to the Transport for the North Board be noted and that a substitute member will be appointed at the GMCA Annual Meeting in June 2021.
12. That Councillor Roger Jones be re-appointed to act as the GMCA's member to the Transport for the North Scrutiny Committee until the GMCA Annual Meeting in June 2021.

GMCA 94/21 TRANSPORT FOR GREATER MANCHESTER NON-EXECUTIVE DIRECTOR

Eamonn Boylan, Chief Executive GMCA & TfGM introduced a report which sought approval for the extension of the term of office for Les Mosco as a Non-Executive Director to TfGM until the end of December 2021 to allow for the recruitment of a replacement to be undertaken.

RESOLVED /-

1. That the extension of the appointment of Les Mosco as A Non-Executive Director of TfGM until 31 December 2021 be approved.
2. That authority be delegated to the Chief Executive, GMCA & TfGM to formalise the terms of the extended appointment.
3. That the commencement of a recruitment process for a replacement Non-Executive Director, to replace Les Mosco be approved.
4. That authority be delegated to the Chief Executive, GMCA & TfGM to formalise the terms of the appointment of the new Non-Executive Director.

GMCA 95/21 NEXT STAGE IMPLEMENTATION OF BUS REFORM

Eamonn Boylan, Chief Executive GMCA & TfGM introduced a report which set out the next steps required for the implementation and operation of the Greater Manchester Franchising Scheme for Buses 2021 following the making of the scheme by the Mayor on 30 March 2021 and made recommendations for the delegation of certain connected functions to TfGM to enable TfGM to implement and operate the scheme on the GMCA's behalf.

RESOLVED /-

1. That the report be noted.
2. That, in relation to the Local Service Contracts required for the implementation and operation of Tranche 1 of the Greater Manchester Franchising Scheme for Buses 2021:
 - i. It be agreed to commence the procurement process as set out in the Assessment and summarised in section 2 of the report.
 - ii. It be agreed to delegate authority to TfGM to undertake and manage the above procurement process on its behalf subject to the following condition as set out in section 2 of this report:
 - a) TfGM will recommend a preferred bidder in relation to each Local Service Contract; in relation to large Local Service Contracts the decision to award will be taken by the GMCA and in relation to small Local Service Contracts and contracts for schools the decision to award will be taken in accordance with the contract award delegations as set out in the GMCA Constitution.
3. That, in relation to on-bus equipment, other equipment, any systems and associated services which are necessary for the implementation and operation of the Greater Manchester Franchising Scheme for Buses 2021:
 - i. It be agreed to commence the procurement of such on-bus equipment, other equipment, any systems and associated services as required.
 - ii. It be agreed to delegate to TfGM the authority to undertake and manage the procurement process on its behalf (including authority to determine the appropriate method of procurement as required and recommend preferred bidders).
 - iii. It be agreed to delegate authority to the Chief Executive Officer, GMCA & TfGM to agree the award of, and final terms of, all necessary legal agreements;
 - iv. It be agreed to delegate authority to the GMCA Monitoring Officer to complete and execute all necessary legal agreements.
 - v. It be agreed to delegate to TfGM the function of managing any such contracts following their award, for the entirety of the contracts.
4. That it be agreed to proceed with the depot strategy set out in the Assessment and that authority be delegated to TfGM to take any necessary or appropriate steps as required in relation to the implementation of the depot strategy. That it be noted that a further report will be submitted by TfGM in due course to recommend appropriate next steps.

5. That it be agreed to implement the Residual Value (RV) mechanism proposals as set out in the Assessment and to delegate authority to TfGM to undertake any preparatory work necessary to establish, operate and manage the RV mechanism on its behalf and that it be noted that a further report will be submitted by TfGM in due course to recommend appropriate next steps.

GMCA 96/21 GREATER MANCHESTER ACTIVE TRAVEL PROGRAMME AND CYCLING & WALKING FINANCIAL UPDATE

The GM Mayor presented a report which sought approval for a delegated scheme of delivery for the active travel schemes that comprise Greater Manchester's Active Travel Fund programme, to facilitate Programme delivery in line with the Department for Transport timescales. Specifically, the report sought approval for funds for development costs for two schemes which had the potential to enhance safety for both pedestrians and cyclists.

RESOLVED /-

1. That the progress to date in securing funding for, and establishing, the GM Active Travel Fund (ATF) programme, following a successful bid to the Department for Transport be noted.
2. That the proposed ATF governance structure and associated delegations set out in sections 2 and 3 of the report be approved.
3. That the current package of infrastructure schemes included within the GM ATF Programme, and the proposed ATF Complimentary Measures work programme be noted.
4. That the release of up to £1.89 million of development cost funding for the 2 MCF schemes set out in section 3 of the report be approved.
5. That GM's Capability Fund submission, in accordance with the region's indicative allocation of £2.88 million revenue funding for Active Travel, be noted.
6. That the current position in relation to grant funding and expenditure for Cycling and Walking measures arising from the impact of COVID-19, as outlined in section 5 of the report be noted.

GMCA 97/21 LOCAL GROWTH DEAL FUNDING AND APPROVALS

The GM Mayor took the Combined Authority through a report which gave an update on the Local Growth Deal Funding, detailing that £493.3m had already been allocated to a range of projects over the last three Growth Deals, including £143m skills capital funds. The paper gave assurance that all funds were now fully committed to GM priorities, and all projects would be able to meet their delivery targets.

RESOLVED /-

1. That the revised final Growth Deal allocations, recycled funding allocations and Growth Deal grant outturn figures for reporting to Government, as set out in the report and detailed in Annex A, be noted.

2. That the proposals for allocating remaining non transport funds, as set out in Sections 8.1 to 8.4 of the report, be approved.

GMCA 98/21 GM HOUSING INVESTMENT LOANS FUND - INVESTMENT APPROVAL RECOMMENDATIONS

Eamonn Boylan, Chief Executive GMCA & TfGM introduced a report which sought approval for a small loan to a SME development company for a scheme in Bury. If approved this would equate the total of the Housing Investment Loan Fund to £528.7m, clearly evidencing the significant value of re-cycled monies for further investment growth in GM.

RESOLVED /-

1. That the GM Housing Investment Loans Fund loans detailed in the table below, and detailed further in this and the accompanying Part B report be approved;

BORROWER	SCHEME	DISTRICT	LOAN
Belmont Property Investments Ltd	Park Rd, Prestwich	Bury	£1.253m

2. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

GMCA 99/21 GM INVESTMENT FRAMEWORK, CONDITIONAL PROJECT APPROVAL

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which sought approval of a funding application for Broughton House, Veteran Care Village.

Members of the Combined Authority recognised its strong history in Greater Manchester and the shared ambition for gold standard support for veterans that the proposals for this project would actively enhance. The success of the treatment centre was highlighted as something GM should be proud of having being able to achieve through effective collaborative working and it was hoped that this funding would allow the service to further flourish.

RESOLVED /-

1. That the funding application for Broughton House – Veteran Care Village (loan of up to £2,000,000) be approved and progressed to due diligence.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the above company, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan noted above.

3. That it be noted that the loan to Manchester Science Partnerships Limited was agreed under delegated authority.

GMCA 100/21 MONTHLY ECONOMIC UPDATE

Councillor Elise Wilson, Portfolio Lead for Economy, introduced a report which provided the GMCA with the latest version of the Greater Manchester Economic Resilience Dashboard. It specifically highlighted the economic changes as the Government's roadmap of restriction eases had begun to be introduced. Furthermore it also illustrated the UK's new relationship with the EU and the continued economic impact of the Covid crisis.

Councillor Eamonn O'Brien, Leader of Bury Council drew attention to the proposal from Capita to relocate its offices from Bury to Runcorn, recognising the significant impact this would have on the lives of many GM residents who currently work there.

The GM Mayor added his support to the workforce and offered to meet with Capita and the other businesses included in this potential relocation to endeavour to retain these jobs within Greater Manchester.

RESOLVED /-

1. That the latest update of the Greater Manchester Economic Resilience Dashboard be noted.
2. That it be noted that the Mayor and the GMCA would welcome a conversation with Capita, Vodaphone Mobile and the trade unions regarding the proposal to relocate from Bury Town Centre to Runcorn with a view to discuss options for retaining the businesses within Greater Manchester.

GMCA 101/21 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA 102/21 GREATER MANCHESTER HOUSING INVESTMENT LOANS APPROVALS

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 98/21 above refers).

RESOLVED /-

That the report be noted.

**GMCA 103/21 GREATER MANCHESTER INVESTMENT FRAMEWORK,
CONDITIONAL PROJECT APPROVAL**

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 99/21 above refers).

RESOLVED /-

That the report be noted.

Signed by the Chair:

1.

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**MINUTES OF THE MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY
HELD ON FRIDAY 25 JUNE 2021 AT LEIGH SPORTS VILLAGE, WIGAN**

PRESENT:

Greater Manchester Mayor
Greater Manchester Deputy Mayor
Police, Crime & Fire
Bolton
Bury
Manchester
Oldham
Rochdale
Salford
Stockport
Tameside
Trafford
Wigan

Andy Burnham (In the Chair)
Baroness Bev Hughes

Councillor Martin Cox
Councillor Eamonn O'Brien
Councillor Richard Leese
Councillor Arooj Shah
Councillor Neil Emmott
Councillor Paul Dennett
Councillor Elise Wilson
Councillor Brenda Warrington
Councillor Andrew Western
Councillor David Molyneux

IN ATTENDANCE:

Wigan

Councillor Nazia Rehman

OFFICERS IN ATTENDANCE:

GMCA - Chief Executive
GMCA - Deputy Chief Executive
GMCA Monitoring Officer
GMCA Treasurer
Bury
Oldham
Rochdale
Salford
Stockport
Tameside
Wigan
Office of the GM Mayor
GMCA
GMCA
GMCA
GMCA
TfGM

Eamonn Boylan
Andrew Lightfoot
Liz Treacy
Steve Wilson
Lynne Risdale
Helen Lockwood
Steve Rumbelow
Tom Stannard
Pam Smith
Steven Pleasant
Alison McKenzie-Folan
Kevin Lee
Steve Wilson
Sylvia Welsh
Nicola Ward
James Killin
Simon Warburton

GMCA 104/21 APOLOGIES

RESOLVED /-

That apologies be received and noted from Councillor David Greenhalgh (Councillor Martin Cox attending), Carolyn Wilkins (Helen Lockwood attending) and Geoff Little (Lynne Risdale attending).

GMCA 105/21 APPOINTMENT OF CHAIR TO THE GMCA - 2021/22

RESOLVED /-

That it be noted that Andy Burnham, as the GM Mayor, under part 5A, Section 4 of the GMCA Constitution is the Chair of the GMCA (ex-officio).

GMCA 106/21 APPOINTMENT OF VICE CHAIRS - 2021/22

RESOLVED /-

1. That it be noted that Councillor Richard Leese Deputy Mayor, is automatically appointed as a Vice Chair, under Part 5A, section 4, of the Constitution.
2. That it be noted that Councillor David Greenhalgh is automatically appointed as a Vice Chair, under Part 5A, section 4, of the Constitution.
3. That the appointment of Councillor Brenda Warrington as a Vice Chair, under Part 5A, section 4, of the Constitution be agreed.

GMCA 107/21 GREATER MANCHESTER APPOINTMENTS AND NOMINATIONS - 2021/22

The GM Mayor, Andy Burnham presented a series of appointments to be considered by the GMCA.

RESOLVED /-

1. That Julie Connor, Assistant Director, Governance & Scrutiny be appointed as the Secretary of the GMCA.
2. That the Mayor's and Chief Executive Officer, GMCA & TfGM, appointments to Portfolios for 2021/22 be noted as follows:

Portfolio	Lead Member	Lead Chief Executive
Safe & Strong Communities (Police and Fire)	Bev Hughes (GMCA)	Carolyn Wilkins (Oldham)
Green City Region	Neil Emmott (Rochdale)	Pam Smith (Stockport)
Economy & Business	Elise Wilson (Stockport)	Joanne Roney (Manchester)
Housing, Homelessness & Infrastructure	Paul Dennett (Salford)	Steve Rumbelow (Rochdale)
Resources &	David Molyneux (Wigan)	Steve Wilson (GMCA)

Investment		
Equalities	Brenda Warrington (Tameside)	Pam Smith (Stockport)
Policy & Reform, Transport	Andy Burnham (GMCA)	Eamonn Boylan (GMCA) – Policy & Transport Tony Oakman (Bolton) - Reform
Digital, Clean Air	Andrew Western (Trafford)	Sara Todd (Trafford)
Education, Skills, Work & Apprenticeships	Andrew Western (Trafford)	Tom Stannard (Salford)
Young People & Cohesion	Eamonn O'Brien (Bury)	Geoff Little (Bury)
Culture	David Greenhalgh (Bolton)	Alison McKenzie-Folan (Wigan)
Healthy Lives & Quality Care	Sir Richard Leese (Manchester)	Steven Pleasant (Tameside)
Community, Co-operatives & Inclusion	Arooj Shah (Rochdale)	Carolyn Wilkins (Oldham) Andrew Lightfoot (GMCA)

3. That it be noted that specific Portfolio Assistants would not be appointed and that Leaders may, if they so wish, appoint a Greater Manchester Local Authority Councillor to act as a Portfolio Assistant, under the Constitution, to assist with the delivery of their portfolio.
4. That the appointments by GM Local Authorities of members and substitute members to the Greater Manchester Combined Authority for 2021/22 be noted as below. That it also be noted that all substitute members will be invited to attend meetings of the GMCA, to be able to speak but not vote (unless acting in the absence of their member) as provided for in the constitution.

District	Member	Substitute Member
GMCA	Andy Burnham	
Bolton	David Greenhalgh (Con)	Martyn Cox Con)
Bury	Eamonn O'Brien (Lab)	Andrea Simpson (Lab)
Manchester	Richard Leese (Lab)	Bev Craig (Lab)
Oldham	Arooj Shah(Lab)	Amanda Chadderton (Lab)
Rochdale	Neil Emmott (Lab)	Sara Rowbotham (Lab)
Salford	Paul Dennett (Lab)	John Merry (Lab)
Stockport	Elise Wilson (Lab)	Tom McGee (Lab)
Tameside	Brenda Warrington (Lab)	Bill Fairfoull (Lab)
Trafford	Andrew Western (Lab)	Catherine Hynes (Lab)
Wigan	David Molyneux (Lab)	Nazia Rehman (Lab)

5. That the appointment of the following GMCA members (**4 Labour & 1 Conservative**) to the GMCA Standards Committee for 2021/22 be approved as follows:

David Greenhalgh (Bolton) (Con)
 Paul Dennett (Salford) (Lab)
 Elise Wilson (Stockport) (Lab)
 Andrew Western (Trafford) (Lab)
 Brenda Warrington (Tameside) (Lab)

6. That the extension of the appointment Geoff Linnell, Co-opted Independent Member, to act as the Chair of the Standards Committee and Nicole Jackson, Independent Person, to assist the Monitoring Officer and Hearing Panel in dealing with allegations that members of the GMCA have acted in breach of the GMCA's Code of Conduct, to 30 November 2021 be approved, during which time a recruitment exercise will be undertaken.
7. That the appointment of the following GMCA members **(6 Labour & 1 Conservative)** to the GMCA Resources Committee for 2021/22 be approved as follows:
- Mayor of Greater Manchester, Andy Burnham (Lab)
 David Greenhalgh (Bolton) (Con)
 Richard Leese (Manchester) (Lab)
 Elise Wilson (Stockport) (Lab)
 Paul Dennett (Salford) (Lab)
 Brenda Warrington (Tameside) (Lab)
 David Molyneux (Wigan) (Lab)
8. That the appointment of the following members five members to the GMCA Audit Committee **(4 members - 3 Labour & 1 Conservative) and 2 substitute members)** for 2021/22 be approved as follows:

1	Bury	Mary Whitby	Lab
2	Oldham	Colin McLaren	Lab
3	Manchester	Sarah Russell	Lab
4	Trafford	Chris Boyes	Con
Substitute Members			
5	Salford	Tracy Kelly	Lab
6	Wigan	Joanne Marshall	Lab

9. That it be noted that the GMCA has previously agreed to extend the appointment of Gwyn Griffiths and Catherine Scivier as Independent members of the GMCA's Audit Committee for a further 3-year term of office, terminating on 30th June 2023.
10. That the final appointments to the GMCA Overview & Scrutiny Committees for 2021/22 be agreed as follows:

**CORPORATE ISSUES & REFORM
OVERVIEW & SCRUTINY**

1	Bolton	Samuel Rimmer (Con)
2 3	Bury	TBC (Lab) Tim Pickstone (Lib Dem)
4	Manchester	TBC (Lab)
5 6	Oldham	Colin McClaren (Lab) TBC (Lab)
7	Rochdale	Kallum Nolan (Lab)
8 9	Salford	Gina Reynolds (Lab) TBC (Lab)
10 11	Stockport	Wendy Wild (Lab) John McGahan (Con)
12	Tameside	Teresa Smith (Lab)
13 14	Trafford	Jill Axford (Lab) Nathan Evans (Cons)
15	Wigan	Joanne Marshall (Lab)

ECONOMY, BUSINESS GROWTH & SKILLS OVERVIEW & SCRUTINY		
1 2	Bolton	Andrea Finney (Con) Susan Howarth (Lab)
3	Bury	Mary Whitby (Lab)
4 5	Manchester	Greg Stanton (Lab) TBC (Lab)
6	Oldham	George Hulme (Lab)
7 8	Rochdale	Ray Dutton (Lab) Mike Holly (Con)
9	Salford	Jim King (Lab)
10 11	Stockport	Kate Butler (Lab) Becky Senior (Lib Dem)

12	Tameside	Stephen Homer (Lab)
13	Trafford	Barry Brotherton (Lab)
14 15	Wigan	Charles Rigby (Lab) Michael Winstanley (Con)

HOUSING, PLANNING & ENVIRONMENT OVERVIEW & SCRUTINY		
1	Bolton	John Walsh (Con)
2	Bury	Martin Hayes (Lab)
3 4	Manchester	Mandie Shilton-Godwin (Lab) TBC (Lab)
5	Oldham	Barbara Brownridge (Lab)
6 7	Rochdale	Linda Robinson (Lab) Kathleen Nickson (Con)
8	Salford	Stuart Dickman (Lab)
9 10	Stockport	Janet Mobbs (Lab) Colin MacAlister (Lib Dem)
11 12	Tameside	Mike Glover (Lab) Liam Billington (Con)
13 14	Trafford	Kevin Procter (Lab) Akilah Akinola (Lab)
15	Wigan	Fred Walker (Lab)

11. That it be agreed to appoint the following members to the GMCA Scrutiny Substitute Pool.

	LABOUR	CONSERVATIVE	LIB DEM	IND
Bolton	Akhtar Zaman	Stuart Hartigan	n/a	n/a
Bury	TBC	TBC	n/a	n/a

Manchester	n/a	n/a	TBC	n/a
Oldham	n/a	n/a	Hazel Gloster Sam Al-Hamdani	n/a
Rochdale	Tom Besford	n/a	n/a	n/a
Salford	n/a	Ari Leitner Karen Garrido	n/a	n/a
Stockport	n/a	n/a	n/a	n/a
Tameside	Adrian Pearce	Ruth Welsh	n/a	n/a
Trafford	n/a	Mussadak Mirza	n/a	n/a
Wigan	Debra Wailes	n/a	n/a	Paul Maiden

12. That the appointment to the Greater Manchester Waste & Recycling Committee (11 Labour, 3 Conservative and 1 Liberal Democrat), from the nominations received from the GM Local Authorities, for 2021/22 be approved as follows:

District	Member
Bolton	Adele Warren (Con)
Bury	Allan Quinn (Lab)
Manchester	Tracey Rawlins (Lab) Shaukat Ali (Lab)
Oldham	Peter Davis (Lab) Mohammed Alyas (Lab)
Rochdale	Wendy Cocks (Lab) Terry Smith (Lab)
Salford	David Lancaster (Lab) Robin Garrido (Con)
Stockport	Roy Driver (Lab) Helen Foster-Grime (Lib Dem)
Tameside	Allison Gwynne (Lab)
Trafford	Stephen Adshead (Lab) Dylan Butt (Con)
Wigan	NA

13. That it be noted that the appointment of the Chair of the GM Waste & Recycling Committee will be made at the GMCA meeting in July, on the recommendation of the GM Waste & Recycling Committee.
14. That the appointments to the GM Culture & Social Impact Fund Committee for 2021/22 be agreed as follows:

District	Member	Substitute Member
Bolton	Hilary Fairclough (Con)	To be confirmed
Bury	Charlotte Morris (Lab)	Richard Gold (Lab)
Manchester	To be confirmed	To be confirmed
Oldham	Norman Briggs (Lab)	To be confirmed
Rochdale	Janet Emsley (Lab)	Susan Smith (Lab)
Salford	Stephen Coen (Lab)	David Lancaster (Lab)
Stockport	To be confirmed	To be confirmed
Tameside	Leanne Feeley (Lab)	Mike Smith (Lab)
Trafford	Liz Patel (Lab)	Mike Freeman (Lab)
Wigan	Paul Prescott (Lab)	Keith Cunliffe (Lab)

15. That Councillor Andrew Western, as the Portfolio Lead for Skills, Employment & Apprenticeships, be appointed to the Skills and Employment Partnership for 2021/22.
16. That the appointment of ten members to the Skills and Employment Executive be agreed as follows:

District	Member
Bolton	Martyn Cox (Con)
Bury	Tamoor Tariq (Lab)
Manchester	To be confirmed
Oldham	Shaid Mushtaq (Lab)
Rochdale	John Blundell (Lab)
Salford	Philip Cusack (Lab)
Stockport	To be confirmed
Tameside	Ged Cooney (Lab)
Trafford	Mike Freeman (Lab)
Wigan	Dane Anderton (Lab)

17. That the appointments by the GM Local Authorities to the Health and Care Board for 2021/22 be noted as follows:

District	Member	Substitute Member
Bolton	Susan Baines (Con)	Andrew Morgan (Con)
Bury	Andrea Simpson (Lab)	To be confirmed
Manchester	Richard Leese (Lab)	Bev Craig (Lab)
Oldham	Zahid Chauhan (Lab)	Arooj Shah (Lab)
Rochdale	Daalat Ali (Lab)	Shah Wazir (Lab)
Salford	Paul Dennett (Lab)	John Merry (Lab)
Stockport	To be confirmed	To be confirmed
Tameside	Brenda Warrington (Lab)	Bill Fairfoull (Lab)
Trafford	Andrew Western (Lab)	Jane Slater (Lab)
Wigan	Keith Cunliffe (Lab)	James Moodie (Lab)

18. That the appointments by the GM Local Authorities to the Joint Health Commissioning Board for 2021/22 be noted as below and that those appointed to be requested to appoint their own substitute.

District	Member	Substitute Member
Bolton	Andrew Morgan (Con)	Anne Galloway (Con)
Bury	Andrea Simpson (Lab)	To be confirmed
Manchester	Bev Craig (Lab)	To be confirmed
Oldham	Zahid Chauhan (Lab)	To be confirmed
Rochdale	Daalat Ali (Lab)	To be confirmed
Salford	John Merry (Lab)	Damien Bailey (Lab)
Stockport	To be confirmed	To be confirmed
Tameside	Brenda Warrington (Lab)	To be confirmed
Trafford	Jane Slater (Lab)	Andrew Western (Lab)
Wigan	Keith Cunliffe (Lab)	David Molyneux (Lab)

19. That the appointments to the GM Transport Committee, as agreed by the 10 GM Local Authorities for 2021/22, be noted as follows:

District	Member	Substitute Member
Bolton	Stuart Haslam (Con)	Stuart Hartigan (Con)
Bury	Kevin Peel (Lab)	Nathan Baroda (Lab)
Manchester	Emma Taylor (Lab)	Julie Connolly (Lab)
	Naeem Hassan (Lab)	John Farrell (Lab)
Oldham	Norman Briggs (Lab)	To be confirmed
Rochdale	Phil Burke (Lab)	Susan Emmott (Lab)
Salford	Roger Jones (Lab)	Mike McCusker (Lab)
Stockport	David Mellor (Lab)	Angie Clark (Lib Dem)
Tameside	Warren Bray (Lab)	To be confirmed
Trafford	Stephen Adshead (Lab)	James Wright (Lab)
Wigan	Joanne Marshal (Lab)	Paul Prescott (Lab)

20. That it be noted that the GM Mayor is a member of the GM Transport Committee and that Brenda Warrington, Leader of Tameside Council, be appointed to act as the Mayor's substitute member on the GM Transport Committee.
21. That it be agreed that Andrew Western, Leader of Trafford Council, be appointed as the GMCA member to the GM Transport Committee, and that Eamonn O'Brien, Leader of Bury Council, be appointed to act as the GMCA substitute member to the GM Transport Committee.
22. That the GM Mayor's appointments to the Transport Committee, ensuring that each district is represented and there is political balance of the Committee, be noted as follows:

Labour Appointments (5):

Mohammed Auyub (Bolton)

Shah Wazir (Rochdale)
Barry Warner (Salford)
Elise Wilson (Stockport)
Mark Aldred (Wigan)

Substitute Labour Appointments:

Tom McGee (Salford)
To be confirmed

Conservative Appointments (3):

Doreen Dickinson (Tameside)
Nathan Evans (Trafford)
Jackie Harris (Bury)

Substitute Conservative Members (3):

Linda Holt (Stockport)
Adam Marsh (Wigan)
To be confirmed

Liberal Democrat Members (2):

Howard Sykes (Oldham)
John Leech (Manchester)

Substitute Liberal Democrat Members (2):

Angie Clark (Stockport)

23. That it be noted that the GM Transport Committee shall select and recommend the appointment of a Chair by the GM Mayor.
24. That Councillor Neil Emmott, Leader of Rochdale Council, be appointed as the GMCA Green-City Region Portfolio Lead to the GM Green City Region Partnership Board for 2021/22.
25. That the appointments to the Clean Air Charging Authorities Committee, as agreed by the 10 GM Local Authorities for 2021/22, be noted as follows:

District	Member	Substitute
Bolton	Adele Warren (Con)	Anne Galloway (Con)
Bury	Alan Quinn (Lab)	Nathan Boroda (Lab)
Manchester	To be confirmed	To be confirmed
Oldham	Amanda Chadderton (Lab)	Steve Williams (Lab)
Rochdale	Sara Rowbotham (Lab)	To be confirmed
Salford	To be confirmed	To be confirmed
Stockport	To be confirmed	To be confirmed
Tameside	Alison Gwynne (Lab)	Laura Boyle (Lab)
Trafford	Stephen Adshead (Lab)	Jane Slater (Lab)
Wigan	Paul Prescott (Lab)	Joanne Marshall (Lab)

26. That the appointments to the Air Quality Administration Committee, as agreed by the 10 GM Local Authorities for 2021/22, be noted as follows:

District	Member	Substitute
Bolton	Adele Warren (Con)	Anne Galloway (Con)
Bury	Alan Quinn (Lab)	Nathan Boroda (Lab)
Manchester	To be confirmed	To be confirmed
Oldham	Amanda Chadderton (Lab)	Steve Williams (Lab)
Rochdale	Sara Rowbotham (Lab)	To be confirmed
Salford	To be confirmed	To be confirmed
Stockport	To be confirmed	To be confirmed
Tameside	Alison Gwynne (Lab)	Laura Boyle
Trafford	Stephen Adshead (Lab)	Jane Slater (Lab)
Wigan	Paul Prescott (Lab)	Joanne Marshall (Lab)

27. That the appointment Andrew Western, of the Portfolio Lead for Clean Air, to the Air Quality Administration Committee be noted.
28. That the appointment to the Places for Everyone Joint Committee, as agreed by the 10 GM Local Authorities for 2021/22, be noted as follows:

District	Member	Substitute
Bolton	Toby Hewitt (Con)	Martyn Cox (Con)
Bury	Eamonn O'Brien (Lab)	To be confirmed
Manchester	To be confirmed	To be confirmed
Oldham	Arooj Shah (Lab)	Hannah Roberts (Lab)
Rochdale	Neil Emmott (Lab)	Sara Rowbotham (Lab)
Salford	Paul Dennett (Lab)	John Merry (Lab)
Stockport	N/A	N/A
Tameside	Brenda Warrington (Lab)	Ged Cooney (Lab)
Trafford	Andrew Western (Lab)	James Wright (Lab)
Wigan	David Molyneux (Lab)	Paul Prescott (Lab)

29. That the appointment of 5 members (**4 Labour and 1 Conservative**) to the Board of Greater Manchester Accessible Transport Limited to the Greater Manchester Transport Committee for 2021/22 be delegated to the GM Transport Committee.
30. That the appointment of the following members to the Greater Manchester Local Enterprise Partnership for 2021/22 be approved:

Mayor of Greater Manchester, Andy Burnham

Richard Leese (Manchester) (Lab)
Brenda Warrington (Tameside) (Lab)
Elise Wilson (Stockport) (Lab)

31. That the appointment of the following members to the Manchester Growth Company Board for 2021/22 be approved:

Elise Wilson (Stockport)
Paul Dennett (Salford)
Martyn Cox (Bolton)
Arooj Shah (Oldham)
Leanne Feeley (Tameside)
32. That the appointment of the GM Mayor to the Transport for the North Board for 2021/22 be noted.
33. That Councillor Mark Aldred be appointed as the substitute member of the TfN Board for 2021/22.
34. That Roger Jones (Salford) and Philip Massey (Rochdale) be appointed to the TfN Scrutiny Committee for 2021/22.
35. That the appointment of the following members to the Greater Manchester European Structural Fund (European Programmes) Local Management Committee for 2021/22 be approved:

Andrew Western (Skills & Employment),
David Molyneux (Resource & Investment) Finance)
Elise Wilson (Economy)
Keith Cunliffe (Wigan)
To be confirmed
36. That subject to any further changes the GMCA may wish to make, all appointments to made up to the GMCA Annual Meeting in June 2022

GMCA 108/21 REVIEW OF GMCA CONSTITUTION

The Monitoring Officer to the GMCA, Liz Treacy, took members through the key amendments to the constitution for approval.

RESOLVED /-

1. That the revised constitution accompanying this report, as the Constitution, of the GMCA be adopted.
2. That it be noted that the discharge of mayoral functions and the delegation of such responsibilities rests with the Mayor, and that the delegation of mayoral functions (and the arrangements in relation to such) set out in this constitution are for the information of the GMCA only.

3. That the Monitoring Officer be authorised to make any changes of a typographical nature to the Constitution.

GMCA 109/21 SCHEDULE OF MEETING DATES - 2021/22

RESOLVED /-

That the proposed meeting dates be agreed as below -

Friday 30 July 2021
August – to be confirmed
Friday 24 September 2021
Friday 29 October 2021
Friday 26 November 2021
Friday 17 December 2021
Friday 28 January 2022
*Friday 11 February 2022 (budget meeting)
Friday 25 March 2022
April - Recess
Friday 27 May 2022
Friday 24 June 2022

GMCA 110/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor, Andy Burnham expressed his concern over the recent travel ban imposed by the Scottish Government to residents from certain areas of Greater Manchester with no prior notice. The issue had caused significant distress to those residents affected and the way it had been handled was of concern to the Mayor, not least in that the current system gave no ability to anticipate such bans.

The Dutchee of Lancaster, Sir Michael Gove had invited the Mayor to join a meeting of Ministers and First Ministers to discuss the details of the Scottish Policy at which he planned to seek clarity as to the exit strategy from such restrictions and determine how to ensure that there is prior notification of any such future bans to allow Local Authorities to advise their own residents accordingly.

Specifically, the GM Mayor would also be questioning the rationale for retaining the ban on residents from Bolton when their case numbers had fallen below many other areas in the UK where the ban was not in place, resulting in an inconsistent policy.

Members of the GMCA endorsed the proposed challenge, and appreciated the opportunity created by which the Mayor could have these conversations on behalf of the residents of Greater Manchester.

RESOLVED /-

1. That it be noted that the GM Mayor had been invited by the Dutchee of Lancaster to attend the UK meeting of Ministers and First Ministers to discuss the recently imposed travel ban of some GM residents (specifically those living in Bolton, Manchester and Salford) to Scotland.

2. That it be noted that the GM Mayor has requested that the Scottish Policy be published providing detail of the operating framework, including an exit strategy from restrictions, together with the establishment of a protocol to provide prior notification to those Local Authorities directly impacted.
3. That the GMCA endorse the proposal from the GM Mayor calling for the Scottish Government to release Bolton from the list of areas included in their current ban immediately, as their covid rate had significantly reduced.

GMCA 111/21

DECLARATIONS OF INTEREST

RESOLVED /-

1. That Councillor Brenda Warrington declared an interest in relation to item 27 on the agenda, as a Board Member of the GM Pension Fund.
2. That Councillor Elise Wilson declared an interest in relation to items 14 and 24 as a Board Member of the Stockport Mayoral Development Corporation.

GMCA 112/21

MINUTES OF THE GMCA MEETING HELD ON 28 MAY 2021

RESOLVED /-

That the minutes of the GMCA meeting held on 28 May 2021 be approved.

GMCA 113/21

GREATER MANCHESTER INDEPENDENT INEQUALITIES COMMISSION

Councillor Brenda Warrington, Portfolio Lead for Age Friendly Greater Manchester and Equalities took the Combined Authority through a report which provided an update on the roll-out of the 'Good lives for all' report of the Greater Manchester Independent Inequalities Commission, following its launch on 26th March 2021. Recent activities had included engagement with key stakeholders, equalities panels and partnerships to carry out a sense check and gauge initial feedback to the report and its recommendations.

RESOLVED /-

1. That the roll-out activity of the Commission report and the early feedback received be noted.
2. That that Local Authorities and Greater Manchester agencies be requested to share their current activities and plans in response to the Independent Inequalities Commission, to further inform the Greater Manchester development of next steps and actions.
3. That it be agreed to undertake a review of the membership of the Tackling Inequalities Board to ensure effective representation across districts and GM structures.

4. That an in-principle allocation of up to £250,000 to further develop and implement actions arising from the Commission's recommendations be agreed.

GMCA 114/21

CLEAN AIR PLAN UPDATE

Councillor Andrew Western, Portfolio Lead for Clean Air introduced a report which set out the proposed Greater Manchester final Clean Air Plan and policy following a review of all of the information gathered through the GM CAP consultation, evidence and modelling work. The report sought endorsement of the proposed plan, before it was to be considered by each of the GM Local Authorities.

The final proposals had been carefully considered and adjusted in response to an in-depth analysis of the recent consultation undertaken by TfGM, with specific focus on how it would impact the lives of local residents. As a result, the final proposals had been amended and did not include a charge to private vehicles.

However, the Clean Air Zone needed to be looked at through the lens of the universally acknowledged damage caused by nitro-oxides, contributing to over 12,000 deaths per year in Greater Manchester. Members of the Combined Authority reiterated that it was their moral obligation to address this issue and ensure no communities were adversely affected by poor air quality. However, they were also mindful of the challenging times for businesses during the recovery phase from the pandemic and therefore the timings of any policy changes needed to be carefully managed.

There had been a further £120m of funds approved by Government (in addition to the Hardship Fund) which was recognised by the Combined Authority as key to supporting businesses through this transition. This would allow for up to £5k to retrofit taxis and LGVs, and up to £16k to retrofit buses, coaches and HGVs to ensure that they met a Euro 6 standard.

The scheme would come into practice for HGVs and buses from 30 May 2022 to give time for other non-compliant vehicles to transition to a cleaner fleet before the scheme also was applied to taxis, coaches and LGVs. It was recognised that there could be a shortage of compliant vehicles, therefore retrofitting current fleet was a more welcomed approach than complete replacements. Taxis would also need to be registered within GM to be eligible for this support package, which was one of a range of measures detailed in the report.

The GM Mayor added that any changes would be fair and work well for everyone, however, was aware that there would inevitably be some further challenges along the way. Ultimately the health inequalities caused by poor air, often to the poorest communities could no longer be tolerated and the GMCA needed to take action.

Councillor Brenda Warrington, Leader of Tameside Council thanked Cllr Andrew Western and the GM Mayor for negotiations with Government resulting in the inclusion of the A628/A57 Mottram in the Clean Air Zone, the first time any piece of the strategic road network had been included as it was recognised that this would make a significant difference to the health of people in those communities. In regard to this, Members of the GMCA made a wider plea to Government that areas along any motorway network should also be included in any future zones.

Members also welcomed the consideration given to the feedback from the taxi and trade industries and the changes made to the proposals as a result. It was clear that their

concerns had been well balanced with the health inequality concerns and a desire to protect their businesses.

The CA recognised that as a result of the Clean Air Zone Greater Manchester would be in a better place, however it needed to remain ambitious in its air quality agenda and ensure further infrastructure changes were delivered to ensure the implementation could be successful.

In summary the GM Mayor also welcomed the move from Highways England to include the strategic road network in the GM Clean Air Zone but reflected that this was a much wider issue as to the lack of accountability of the motorway network in regards to its contribution to poor air quality. It was hoped that in the meantime, vehicles would stick to the strategic road network and stop taking short cuts along smaller roads and through residential areas reducing the current levels of safety and congestion issues.

RESOLVED /-

1. That the progress of the Greater Manchester Clean Air Plan be noted.
2. That the progress in the distribution of Bus Retrofit funding be noted.
3. That the Ministers' agreement to include the sections of the A628/A57, in Tameside, which form part of the Strategic Road Network within the Greater Manchester's Clean Air Zone (CAZ) be noted, including the request for Tameside MBC, TfGM and Highways England to establish the most appropriate solution for the charging mechanism to be applied on this section of the Strategic Road Network (SRN).
4. That the GM Clean Air Plan Policy, at Appendix 1 of the report be endorsed, noting the proposed implementation date of the Clean Air Zone is Monday 30 May 2022 and that this policy was to be agreed by the ten GM local authorities.
5. That the Equalities Impact Assessment, as set out at Appendix 2 of the report, be noted.
6. That the AECOM Consultation Report, as set out at Appendix 3 of the report, be noted.
7. That the proposed Response to the Consultation at Appendix 4, which has been prepared by TfGM on behalf of the ten GM local authorities be noted, and that it is to be agreed by the ten GM local authorities.
8. That the Impacts of COVID-19 Report, as set out at Appendix 5 of the report, be noted.
9. That the Modelling report of the final CAP package, as set out at Appendix 6 of the report, be noted, and in particular that the modelling outputs of the final plan scheme show the achievement of compliance with the legal limits for Nitrogen Dioxide in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.
10. That the economic implications of the CAP Report, as set out at Appendix 7 of the report, be noted.

11. That the update on the GM Minimum Licensing Standards, set out in section 3.1 of the report, be noted, and in particular that licensing conditions will not be used to support delivery of the GM Clean Air Plan.
12. That it be noted that the ten GM local authorities will be recommended to carry out a 6-week public consultation on the inclusion of motorhomes classified as MSP1 within the scope of Clean Air Zone charges and on the inclusion in the GM Clean Air Zone of the A575 and A580 at Worsley commencing on 1 September 2021.
13. That the reallocation of funding from the Try Before You Buy scheme to provide additional electric vehicles charging points dedicated for use by taxis be endorsed and that it be noted that it is to be agreed by the ten GM local authorities.
14. That it be noted that the GM Clean Air Charging Authorities Committee has the authority to make the Charging Scheme Order which establishes the GM Charging Scheme in line with the agreed GM Clean Air Plan Policy.
15. That it be noted that the ten GM local Authorities will be asked to delegate to the GM Charging Authorities Committee the authority to determine the outcome of the consultation on both the inclusion of motorhomes classified as MSP1 within the scope of Clean Air Zone charges and on the inclusion in the GM Clean Air Zone of the A575 and A580 at Worsley following the conclusion of that consultation.
16. That it be noted that the GM Charging Authorities Committee has the authority to vary the Charging Scheme Order if this is established as the most appropriate charging mechanism to be applied on sections of the A628/A57 part of the Strategic Road Network (SRN) in Tameside.
17. That it be noted that the Air Quality Administration Committee has the authority to agree the final form of the Operational Agreement for the Central Clean Air Service , and to authorise the making of the Agreement, on behalf of the ten GM local authorities.
18. That it be noted that the Air Quality Administration Committee has the authority to:
 - a. establish and distribute the funds set out in the agreed GM Clean Air Plan policy;
 - b. approve the assessment mechanism agreed with JAQU to ensure that Clean Air Funds can be adapted if necessary;
 - c. keep the use of the funds under review and to determine any changes in the amounts allocated to each and their use and
 - d. Monitor and evaluate the joint local charging scheme.
19. That authority be delegated to Chief Executive Officer, GMCA & TfGM to approve the submission of the Interim Full Business Case if required and the Full Business Case (FBC) to the Government's Joint Air Quality Unit to support the GM Clean Air Plan and any supplementary information to that Unit.
20. That the Government be urged to include the motorway network within the remit for Clean Air Plans.

The GM Mayor, Andy Burnham introduced a report which set out the progress that has been made on the development of a set of minimum licensing standards relating to taxi and private hire in Greater Manchester and outlined the timetable for consideration. It recognised the important role that taxis play in the GM transport system, their significant workforce size and the integral policy fit with Clean Air. Raising the standard of taxi provision would further build on GM's ambitions for a world class transport system.

The scheme has been consulted on, and consideration given to issues in relation to safety, driver training and vehicle standards and refined in line with the challenges identified by the trade. There were now two phases within the proposal, driver operation and LA standards was scheduled to be implemented from 21 July 2021 to ensure public safety was the number one priority. Phase two would focus on vehicle standards, emissions, age and ensuring vehicles were registered in GM and was scheduled to begin in September 2021. Alongside this phase would be the ability to access a proportion of £20m funding allocated to support the trade move to higher vehicle standards.

It was the Mayor's ambition to have one consistent taxi fleet, visibly registered to GM with a clear brand that would ensure residents were aware as to which vehicles had met the standards. It was anticipated that LA and driver standards would be completed by March 2022 and vehicle standards would be achieved by April 2023.

RESOLVED /-

1. That the progress of the Minimum Licensing Standards workstream be noted and the proposed approach and timeline be endorsed.
2. That the proposal to consider the final Standards recommendations in two stages; Stage 1 (Drivers, Operators and Local Authority) and Stage 2 (Vehicles) be noted.

GMCA 116/21 LIVING WITH COVID RESILIENCE PLAN - QUARTER 3 UPDATE

The GM Mayor, Andy Burnham took Members through the Living with Covid Resilience Plan, Quarter 3 Update which provided an overview of the early stages of refreshing the Greater Manchester Strategy, and how it was being shaped and informed by the development and delivery of the Living with Covid Resilience Plan. Information was also provided in the report on the extensive work underway to develop Greater Manchester's collective ability to evidence, target and more effectively respond to inequalities present, and how these approaches were being developed and embedded as future ways of working.

There seemed to be a greater sense of stability as Greater Manchester began its second year of response to the pandemic, with much of the initial emergency response now embedded into business as usual. The latest spike in cases in Bolton was a reminder that every borough needed to remain agile to ensure it could respond promptly.

It was clear that there would be some further challenges, particularly as the furlough scheme ended and as a result of no-fault evictions recently having been reinstated. Many people were still reporting uncertainties in relation to their economic position, and this was reflected in the resident survey findings contained within the report.

The new refreshed Greater Manchester Strategy, planned to be presented to the GMCA in the Autumn and would build on elements contained within the Covid Resilience Plan.

RESOLVED /-

1. That the overall update on the system developments in response to the ongoing pandemic be noted.
2. That the proposed approach, work to date and further development in refreshing the Greater Manchester Strategy be noted.
3. That the overall progress being made to develop new mechanisms and ways of working to better understand and respond to inequalities be noted.
4. That the progress and development of activity being delivered to support attainment of the deliverables in the Living with Covid Resilience Plan be noted.
5. That it be noted that the refreshed Greater Manchester Strategy would be submitted to the GMCA in the Autumn 2021.

**GMCA 117/21 STOCKPORT MAYORAL DEVELOPMENT CORPORATION (MDC)
DELIVERY PLAN 2021-2026**

The GM Mayor Andy Burnham introduced a report which sought approval from the GMCA for the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan 2021-2026 and the Annual Action Plan which set out more detail on the commercially sensitive activities the MDC would undertake over the course of 2021 / 2022 to deliver the objectives in the full plan.

This was an exciting piece of work with national implications as a unique example of using mayoral powers to level up a town centre in a more creative and diverse way, bringing significant regeneration through an ambitious masterplan including housing, living spaces, transport and retail. The scheme had a real inspiring vision, and benefits could already be seen across the town.

Councillor Elise Wilson, Leader of Stockport Council added that in the midst of a national planning debate this scheme was an excellent example of forward thinking that would allow the town centre to be re-shaped in line with Stockport Council's values and proactively support the revival of the high-street. St Thomas' site, currently a brownfield site in disrepair would offer a range of housing options, which would all be affordable. There was already immense pride for the work of the Mayoral Development Corporation which it was clear had the ability to start to level up Stockport town centre and the district as a whole.

The GMCA recognised the MDC as a strong example of effective collaboration and commitment to support Stockport in attaining its new homes target of 1093 per year through the devolution offered through the use of these mayoral powers. The MDC was a key enabler for towns in the north as they often had viability challenges, and this initiative could become a template for how to turn around other town centres within Greater Manchester. Thanks were expressed to the leadership at Stockport Council for their pursuit of this opportunity and to Lord Kerslake for chairing the MDC and achieving such significant progress to date.

RESOLVED /-

1. That the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2021 – March 2026 (Appendix A) be approved.
2. That the Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2021 – March 2022 (Appendix B) be approved.

GMCA 118/21 GM HOUSING INVESTMENT LOANS FUND - INVESTMENT APPROVAL RECOMMENDATIONS

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure introduced a report which sought the Combined Authority's approval to the GM Housing Investment Loans Fund loans from FSG (Kara) Projects Ltd for 66 new homes, and to Newpark Gables LTD where planning permission had already been granted. It further sought approval for equity investment to City Heart LTD and Rise Homes LTD for 196 apartments as part of the new Stockport Interchange development. £5m had been previously agreed, but this was an increase of investment to £9.3m which was now seeking approval following adaptations to its building quality and design.

RESOLVED /-

1. That the GM Housing Investment Loans Fund loans detailed in the table below, as detailed further in this and the accompanying Part B report be approved:

BORROWER	SCHEME	DISTRICT	LOAN
FSG (Kara) Projects Ltd	Kara Street, Seedley	Salford	£5.126m
Newpark Gables Ltd	7 Old Hall Road	Salford	£1.455m

2. That the GM Housing Investment Loans Fund equity investment detailed in the table below, as detailed further in this and the accompanying Part B report be approved:

DEVELOPER	SCHEME	DISTRICT	EQUITY
Cityheart Ltd and Rise Homes Ltd	Stockport Interchange	Stockport	£9.300m

3. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

GMCA 119/21 UTILISATION OF GM HOUSING INVESTMENT LOANS FUND AND EVERGREEN FUND SURPLUSES AND INCLUSION OF BROWNFIELD HOUSING FUND SITE

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure took Members through a report which sought approval to utilise some of the surpluses generated from the continued investment of the GM Housing Investment Loans Fund and Evergreen Fund to create three posts within the GMCA and provide grant funding to individual Districts to bring forward development proposals across GM. The report also sought approval for the inclusion of an additional site to be awarded a Brownfield Housing Fund grant.

The three posts within the GMCA would be for a Transaction Manager, a Strategic Planner and a Quantity Surveyor to support the fund, and further grant funding to each GM Local Authority to bring forward development proposals for schemes and also broader growth proposals.

The additional brownfield site proposed for funding through the Brownfield Housing Fund Grant was at Northern Gateway, Gould St in Manchester. Councillor Richard Leese, Leader of Manchester City Council added that this scheme would offer a range of housing options and be a key contributor to achieving Greater Manchester's housing ambitions. It would include 22 new units, some of which would be carbon negative.

RESOLVED /-

1. That the acceptance of £3m of Evergreen Surpluses from the Evergreen Holdings Fund Board be approved.
2. That the proposal to enter Grant Funding Agreements with each of the 10 GM Districts to allocate revenue funding, as outlined within the report. Be approved.
3. That the creation of additional required roles be approved with formal appointment of relevant posts to be referred to the Resources Committee.
4. That the allocation of £2.125m of Brownfield Housing Fund grant monies, as set out in Section 4 of the report, be approved.
5. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to agree the final terms of all the necessary agreements.

GMCA 120/21 THE MAYOR'S CYCLING AND WALKING CHALLENGE FUND

The GM Mayor, Andy Burnham set out the schemes contained within the report which required approval in order to progress the Mayor's Cycling and Walking Challenge Fund Programme. Specifically, it sought approval for phase two of the Manchester Beswick Scheme and phase 1 of the GM Bike Hire Scheme that would offer a docked bike hire programme initially to the urban core of Manchester, Salford and Trafford.

RESOLVED /-

1. That the release of up to £0.573 million MCF funding for the Manchester Beswick Phase 2 scheme be approved, in order to secure full approval and enable the signing of the necessary legal agreements, as set out in section 2 of the report.
2. That the release of up to £11.88 million MCF funding for the Greater Manchester Bike Hire scheme (Phase 1) be approved, in order to secure full approval and enable the signing of the necessary legal contracts for the scheme, as set out in section 2 of the report (and approve TfGM entering into such contracts).
3. That it be noted that the 'Streets for All' report will be submitted to the GMCA in July 2021.

GMCA 121/21 LOCAL TRANSPORT GRANT AND POTHOLE CHALLENGE FUNDING

The GM Mayor, Andy Burnham introduced a report which set out the final allocation of the devolved Local Transport Grant, which included funding for the Integrated Transport Block and Highways Maintenance Block and Incentive Element totalling £35.7m. The funding for 2021/22 was confirmed later than in previous years and was not received in time to be included in the 2021/22 budget approved by GMCA on 12th February 2021. The Government has also recently confirmed the allocation for the Pothole and Challenge Fund of £15.5m.

Members of the GMCA were disappointed by the recent Government announcement regarding the Highways Maintenance Fund, it was hoped that the share of this fund being returned to Local Authorities would go some way to mitigating against this budget deficit.

RESOLVED /-

1. That the proposed allocations for Highways funding to Districts and the proposed allocation of the Integrated Transport Block Funding for 2021/22 be approved.
2. That the update to the 2021/22 GMCA Capital Programme be approved.
3. That it be noted that the funding allocations for future years will be the subject of future reports to GMCA.

GMCA 122/21 MONTHLY ECONOMIC UPDATE

Councillor Elise Wilson, Portfolio Lead for Economy took Members through the latest Economic Resilience Dashboard, which had begun to indicate the impact of the lifting of some of the covid restrictions and the new relationship with the EU. Specifically it had highlighted the recruitment challenges for the tourism, manufacturing, health & social care, leisure and construction industries which would be observed over the next few months to understand the severity of the issues.

A recent report had highlighted Greater Manchester as the fastest growing technology city region in the EU, outside London which was a significant recognition for the conurbation.

Councillor Eamonn O'Brien, Leader of Bury Council reported that he and the GM Mayor had met with Capita regarding their proposed relocation of their site outside of Greater Manchester and the impact that it would have to the 500 employees who also live here. The conversations were welcomed, and a request was made that they look again at a working from home offer for their staff that would support their needs and also the wider GM economy. Thanks were also expressed to the ongoing support of the Communication Workers Union in this matter.

RESOLVED /-

1. That the latest update of the Greater Manchester Economic Resilience Dashboard be noted.
2. That it be noted that PROGRESS21 had been rescheduled and would now take place on 23 September 2021.

3. That it be noted that the GM Mayor and Leader of Bury Council had met with Capita regarding their proposed relocation of business from Bury to Preston-Brook, Runcorn, with a resulting loss over 500 jobs across GM. It was hoped that the meeting would have a positive impact on the discussions and that a positive outcome could be reported to the GMCA in July 2021.

GMCA 123/21 GMCA CAPITAL OUTTURN 2020/2021

Councillor David Molyneux, Portfolio Lead for Investment and Resources introduced a report which informed Members of the Greater Manchester Combined Authority of the capital outturn for 2020/21.

RESOLVED /-

That the 2020/21 actual outturn capital expenditure of £420.3 million compared to forecast for 2020/21 presented to GMCA on 12 February 2021 of £427.6 million be noted.

GMCA 124/21 GMCA PROVISIONAL REVENUE OUTTURN 2020/21

Councillor David Molyneux, Portfolio Lead for Investment and Resources introduced a report which informed Members of the Greater Manchester Combined Authority provisional revenue outturn for 2020/21.

RESOLVED /-

1. That it be noted that Mayoral General Budget provisional revenue outturn position for 2020/21 is breakeven after transfer to earmarked reserves.
2. That it be noted that the Mayoral General – GM Fire & Rescue provisional revenue outturn position for 2020/21 is an underspend of £477k after transfer to earmarked reserves. The underspend will be transferred to Fire General Fund.
3. That it be noted that the GMCA General Budget provisional revenue outturn position for 2020/21 is breakeven after transfer to earmarked reserves.
4. That it be noted that the Waste and Resourcing provisional revenue outturn position for 2020/21 is breakeven after transfers from earmarked reserves and agreed return of levy and reserves to Districts.
5. That it be noted that the GMCA Transport provisional revenue outturn position for 2020/21 is breakeven.
6. That it be noted that the TfGM provisional revenue outturn position for 2020/21 is breakeven.
7. That it be noted that the Government has extended the statutory deadline for the publication of the 2020-21 draft accounts by two months to 31st July 2021.

8. That it be noted that the final position is subject to the submission of the audited accounts to be finalised by 30th September 2021 and to be reported to the GMCA Audit Committee prior to the deadline.

GMCA 125/21 GM INVESTMENT FRAMEWORK, CONDITIONAL PROJECT APPROVAL

Councillor David Molyneux, Portfolio Lead for Investment and Resources introduced a report which sought approval for an investment to The Modular Analytics Company Limited that would be made from recycled funds.

RESOLVED /-

1. That the funding application for The Modular Analytics Company Limited (investment of up to £750,000) be approved and progressed to due diligence.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the above company, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment noted above.

GMCA 126/21 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA 127/21 STOCKPORT MAYORAL DEVELOPMENT CORPORATION (MDC) DELIVERY PLAN 2021-2026

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (Item 117/21 above refers).

RESOLVED /-

That the report be noted.

GMCA 128/21 GM HOUSING INVESTMENT LOANS FUND - INVESTMENT APPROVAL RECOMMENDATIONS

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 118/21 above refers).

RESOLVED /-

That the report be noted.

GMCA 129/21 GM INVESTMENT FRAMEWORK, CONDITIONAL PROJECT APPROVAL

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 125/21 above refers).

RESOLVED /-

That the report be noted.

GMCA 130/21 BUS FRANCHISING - LAND ACQUISITION

Eamonn Boylan, Chief Executive of the GMCA & TfGM introduced a report which sought approval for the acquisition of land for the Greater Manchester Bus Franchising Scheme.

RESOLVED /-

1. That the report be noted,
2. That the acquisition of land be approved for the purposes of the Greater Manchester Bus Franchising Scheme.
3. That the proposed increase in the capital programme be approved for the purposes of the acquisition of land for the Greater Manchester Bus Franchising Scheme.
4. That authority be delegated to the Chief Executive Officer, GMCA & TfGM to agree the final terms of all necessary agreements for the purchase of the land.
5. That authority be delegated to the GMCA Monitoring Officer to complete and execute all necessary legal agreements.
6. That authority be delegated to TfGM to agree the best commercial terms in consultation with the GMCA Treasurer.

Signed by the Chair:

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