

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/Colleague

Cabinet

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

Date:	Wednesday, 17 November 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 Monday, 15 November 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 12 November 2021.

5 MINUTES *(Pages 5 - 18)*

Minutes from the meeting held on 13 October 2021 are attached.

6 COUNCIL TAX ON EMPTY PROPERTIES *(Pages 19 - 22)*

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

7 THE COUNCIL'S FINANCIAL POSITION AS AT 30TH SEPTEMBER 2021 *(Pages 23 - 58)*

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

8 SUCCESS ON LEVELLING UP FUND BIDS AND CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT *(Pages 59 - 66)*

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

9 BURY TOWN CENTRE MASTERPLAN - PROGRESS AND EMERGING HEADLINES *(Pages 67 - 76)*

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

10 ACQUISITION OF THE MILLGATE ESTATE BURY - PART A *(Pages 77 - 92)*

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

11 DISPOSAL OF LAND TO UNLOCK THE DEVELOPMENT OF UPLANDS, WHITEFIELD FOR A HEALTH & WELLBEING CENTRE - PART A

Please note this item has been withdrawn from the agenda.

12 BROWNFIELD HOUSING DELIVERY STRATEGY: DISPOSAL OF LAND AT SEEDFIELD BURY AND WILLIAM KEMP HEATON BURY - PART A *(Pages 93 - 108)*

A report from the Cabinet Member for Housing Services is attached.

13 DELIVERY OF A NEW SECONDARY SCHOOL IN RADCLIFFE: LAND PROPOSAL TO DFE & STAR ACADEMIES - PART A *(Pages 109 - 116)*

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

14 SIX TOWN HOUSING LIMITED OPERATIONAL ARRANGEMENTS *(Pages 117 - 150)*

A report from the Cabinet Member for Housing Services is attached.

15 GREATER MANCHESTER COLLABORATIVE AGENCY CONTRACT *(Pages 151 - 156)*

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

16 BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT QUARTER TWO 2021-22 *(Pages 157 - 190)*

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

17 GREATER MANCHESTER VOLUNTARY, COMMUNITY AND SOCIAL ENTERPRISE SECTOR (VCSE) ACCORD *(Pages 191 - 222)*

A report from the Cabinet Member for Communities is attached.

18 UPDATE ON HIGHWAY INVESTMENT STRATEGY, TRANCHE 2 (HIS2) *(Pages 223 - 234)*

A report from the Cabinet Member for Environment, Climate Change and Operations is attached.

**19 MINUTES OF ASSOCIATION OF GREATER MANCHESTER
AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY**
(Pages 235 - 248)

To consider the minutes of meeting of the Greater Manchester Combined Authority held on 24 September 2021.

20 URGENT BUSINESS

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

21 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.

22 ACQUISITION OF THE MILLGATE ESTATE BURY - PART B *(Pages 249 - 320)*

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

**23 DISPOSAL OF LAND TO UNLOCK THE DEVELOPMENT OF UPLANDS,
WHITEFIELD FOR A HEALTH & WELLBEING CENTRE - PART B**

Please note this item has been withdrawn from the agenda.

**24 BROWNFIELD HOUSING DELIVERY STRATEGY: DISPOSAL OF LAND
AT SEEDFIELD BURY AND WILLIAM KEMP HEATON BURY - PART B**
(Pages 321 - 342)

A report from the Cabinet Member for Housing Services is attached.

**25 DELIVERY OF A NEW SECONDARY SCHOOL IN RADCLIFFE: LAND
PROPOSAL TO DFE & STAR ACADEMIES - PART B** *(Pages 343 - 352)*

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

Minutes of: **CABINET**

Date of Meeting: 13 October 2021

Present: Councillor E O'Brien (in the Chair)
Councillors C Cummins, C Morris, A Quinn, T Tariq and
T Rafiq

Also in attendance: Councillors N Jones, M Powell, R Bernstein and C Birchmore

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

Apologies for Absence: Councillor R Gold, Councillor A Simpson and Councillor
J Mason

CA.141 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Richard Gold, Councillor Andrea Simpson and Councillor James Mason.

CA.142 DECLARATIONS OF INTEREST

Councillor Nick Jones declared a non-pecuniary interest in respect of items 7 and 18, Disposal of Land at Wheatfields in Whitefield to Enable Affordable Housing Development (Parts A and B), owing to his position as a Board Member of Six Town Housing.

CA.143 PUBLIC QUESTION TIME

There were no public questions.

CA.144 MEMBER QUESTION TIME

The following question was submitted in advance of the meeting by Councillor Russell Bernstein:

Bearing in mind the feedback from the LGA Corporate Peer Challenge how will Cabinet ensure that critical priorities both current and future will be delivered in a timely and appropriate manner?

Responding, Councillor Tahir Rafiq reported that delivery against the Corporate Plan is monitored and reported on a quarterly basis to the Council's Cabinet. These reports provide an opportunity to reflect on scheduled progress; identify new priorities and reconfigure planned work programmes if necessary. Reported delivery progress is underpinned through individual performance management of the council's workforce, which has recently been strengthened and a significant improvement in the volume of PDRs completed has been secured.

A further supplementary question was asked:

How will resources be moved around the organisation if and when different priorities are identified?

Councillor Rafiq reported that resources would be reviewed based on the assessment of priorities and allocated appropriately. Councillor O'Brien added that this was wrapped up in the budget process.

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

According to the Manchester Evening News (dated 6th October) Paul Ormerod who heads up the Rochdale Council backed Rochdale Development Agency said at the Conservative Party Conference that Rochdale does not want any more affordable housing because "the council gets no money from it".

He went on to say that they wanted "unaffordable housing" and that they were deliberately creating homes that were expensive for the area and according to the Evening News when talking about Manchester residents and their housing costs he stated that: "We want some of them to come and live round Rochdale station where they can get it for half the price and the cost of a 15minute train journey."

Can the Leader please tell us if Bury Council has adopted a similar approach? If the Leader does not agree with this policy please can he explain why Bury Council are not following the lead of Salford and Manchester councils who are planning to build genuinely affordable housing available at social rent on brownfield land that they own rather than selling the brownfield land off to housing developers and only insisting for the majority of these sites that developers provide 20-25% of so called "affordable" rents which are based on the Local Housing Allowance figure for Bury.

Responding, Councillor Eamonn O'Brien reported that Bury has carried out an assessment of housing demand and need and developed a housing strategy. There was a shortage of affordable housing, a genuine issue many residents across the borough faced, and the Council's priority was to have as much affordable housing as it could reasonably get in the current housing market. To that end, the ambition to secure a mix of types was at the heart of the housing strategy.

He noted that there were numerous definitions of 'affordable' housing, some of which was not truly affordable to the majority of people so Bury Council was trying to use multiple types of 'affordability' to get a mix of uses with sites on tonight's agenda securing above the 25% target for affordable housing. Councillor O'Brien also spoke about the shortage of social housing and the lack of support for that type of development under the current system.

A further supplementary question was asked:

Looking at the local housing allowance, a two-bedroom house is £477 per calendar month and a three-bedroom house is £593 per calendar month. A significant part of building housing is the land itself so, by using land already owned by the Council to build on, this cost was removed and would allow for houses to be built for less and achieve rents closer to what most people would consider as 'affordable'.

Councillor O'Brien acknowledged and supported comments that rents in-line with the local housing allowance were not necessarily affordable to many people. In terms of building on brownfield land, it did have certain advantages but some sites were tricky, requiring a subsidy up-front to remediate and prepare the land so it

was suitable for development. This allowed the Council to, hopefully, bring forward more than the market would do, as demonstrated by the developments on tonight's agenda.

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

The LGA report states that "Responding to all of these demands has been tough. Capacity remains stretched and the Council must get better at prioritising". How does the Council intend to address the issue of capacity and prioritisation going forward?

Responding, Councillor Tahir Rafiq reported that in 2020/21 the Cabinet introduced a Corporate Plan which sets out the strategy and priorities for delivery across the council and CCG on a rolling annual basis. Behind this corporate framework each department operates its own plan about how these priorities will be delivered and this, in turn, informs the objectives and performance management of every member of staff. This "Golden thread" of corporate objectives translated into individual work plans allows for detailed consideration of operational capacity against vision.

The Cabinet has also now developed a strategic planning framework to guide the Covid recovery strategy: the "3Rs". The 3Rs are guiding principles to direct the near-term work plan which are "response, recovery and renewal". All priorities in the current corporate plan have been validated against these principles and new and emerging priorities will be tested against the framework to ensure they are congruent with wider strategy and therefore a priority against which capacity should be applied.

The following question was submitted in advance of the meeting by Councillor Jo Lancaster:

The delivery of the Let's Do It! Vision will require particular leadership from the Council on health and care integration; public service reform including community engagement; economic development and climate change. What steps are the council putting in place to ensure the Let's Do It! Strategy is delivered and there is the required leadership from the executive team down?

Responding, Councillor Tahir Rafiq reported that the Let's do it strategy is a vision for 10 years of reform. Within this time it was agreed that specific delivery priorities will be defined on a bi-annual basis and progress reported through an annual "state of the Borough" report.

The strategy was launched with the initial 7 priorities for 2020-2022 included, against which a detailed delivery plan has been agreed with the Team Bury partnership. The 2021 "State of the Borough" report will focus on managing inequalities in the context of the Marmot report (Build Back Fairer in Greater Manchester).

The Leader and Chief Executive/Accountable Officer lead a network of Chairs and non-Executive leaders in the Bury systems to shape and oversee delivery of the strategy. The Deputy Chief Executive chairs monthly delivery meetings with all Team Bury system partners and the majority of Council Executive Directors

attend. A strategic planning session is also in the process of being arranged to remind partners of the vision and inform detailed work planning for next year.

CA.145 MINUTES

It was agreed:

Minutes of the meeting held on 1 September 2021 be approved as a correct record and signed by the Chair.

CA.146 MEDIUM TERM FINANCIAL STRATEGY REFRESH 2022/23 - 2025/26

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report regarding the refresh of the Medium Term Financial Strategy (MTFS), a 4 year plan which aligns the Council's spending decisions and priorities with its corporate plan and those identified through the Boroughs Let's Do It! Strategy.

In response to Members' questions it was noted the transformation and reform agendas maintained a system of checks and balances to monitor and measure cost pressures and ensure early signs of non-delivery or additional pressures were picked up and addressed. In most cases these would be absorbed internally, with directorates tasked with tackling emerging pressures in existing budget envelopes. With regards to Council Tax growth, an assumption had been made in the figures that this would increase by 0.5% each year which was based on the pipeline of work coming through planning. With regards to the Real Living Wage, these were set out in the report but included an assumed national increase year on year.

In response to a question about use of reserves, it was noted that there was an assumption that reserves would not be used as a long term solution but using them now would allow space for the reform and transformation savings to be realised. This strategic use allowed for reserves to be built back in later. Finally, it was noted that the terminology of Labour/Council amendments in the report were all the same and should all read 'Council'.

Decision:

Cabinet:

1. Approved the medium term financial strategy and the assumptions regarding resources and spending requirements as at October 2021;
2. Noted that additional demand pressures are subject to directorates identifying and delivering demand management programmes, mitigations, or savings to offset;
3. Noted that the option of an adult social care precept is not reflected in the strategy until further national government announcements are made;
4. Noted the projected budget gap of £2.306m in 2022/23 and £16.656m in 2023/24;
5. Noted the significant financial risks for funding, income and demand pressures in future years and the ongoing impact of COVID on the strategy;
6. Noted that the Medium Term Financial Strategy (MTFS) is to be updated when the government Spending Review (SR21) takes place and the outcome of the local government settlement is announced in December; and

7. Noted further reports will be coming to Cabinet identifying proposals for consideration on how to close the financial gap in future years.

Reasons for the decision:

The Council has a statutory duty to set a legal budget for the following financial year. This report sets out an approach that enables this to be achieved within the required timescales. The MTFS aligns the Council's spending decisions and priorities with its corporate plan and those identified through the Boroughs Let's Do It Strategy.

Other options considered and rejected:

N/A

CA.147 DISPOSAL OF LAND AT WHEATFIELDS IN WHITEFIELD TO ENABLE AFFORDABLE HOUSING DEVELOPMENT - PART A

Councillor Clare Cummins, the Cabinet Member for Housing Services, presented the report which sought approval to dispose of Wheatfields, a Council owned brownfield site in Whitefield, to Onward Homes, a registered provider, for the delivery of a 100% affordable housing scheme on Council owned brownfield land. This would enable the construction of 30 new affordable homes, generate a capital receipt and also take over liability for the grant repayment. Councillor Cummins advised that the Regenda / STH supported living accommodation would not be affected by the proposed land disposal and that the Council had worked with Onward to develop the plans which included bungalows to be designed to meet the needs of those with mobility issues. It was noted that full details of the commercial terms were set out in the Part B paper later in the agenda.

Decision:

Cabinet:

1. Approved the disposal of this site to Onward Homes for affordable housing development;
2. Approved the Heads of Terms for this disposal as set out in this report and the Part B report; and
3. Delegated the finalised terms of the agreement to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for the decision:

- The development of this site contributes to the delivery of the Council's brownfield first policy.
- There is an increasing shortage of affordable housing in the Borough, and many families are finding it difficult to access a suitable home they can afford which meets their needs.
- The recently published Housing Strategy has been developed to deliver the Council's housing priorities and ensure the delivery of sufficient high quality housing to meet the current and future needs of residents. The Strategy prioritises affordable housing development, including provision for older people and specialist groups such as people with disabilities.
- The proposal will deliver 30 two and three bed affordable homes with provision for older people and those with a disability.

- The sale of the land will also generate a capital receipt, remove any repair and maintenance liabilities and result in wider social, environmental and financial benefits including new homes bonus and council tax revenue.
- This proposal will accelerate delivery of this site allowing resources to be spent unlocking other brownfield housing sites across the district.

Other options considered and rejected:

- Sale on the open market to a private developer – this option has been rejected as the sale would be subject to a viability assessment which may have the potential to mitigate the requirement for the provision of affordable housing and, potentially, reduce any capital receipt.
- Sale via traditional approach - appoint an agent, formulate development brief through planning analysis, collate marketing materials, openly market the site and attract offers from providers. This option has been rejected as it would incur sales and marketing costs and delay the construction of the new homes by circa 18 months.

CA.148 PRESTWICH REGENERATION – JOINT VENTURE - PART A

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report regarding the proposed 50:50 Joint Venture vehicle between Bury Council and Muse Developments in the regeneration programme in Prestwich. It was noted that full financial and legal details were set out in the Part B paper later in the agenda.

In response to Members' questions it was noted that liaison with existing tenants had taken place early on to inform them of the changes and how it would affect them. Relationships were being developed so tenants knew who to contact and were kept informed and the management office in Prestwich would ensure face-to-face contact was available. With regards to site being left empty, details and phasing were still to be developed but efforts would be made to minimise the inevitable disruption.

In terms of environmental standards, it was noted that anything the Council built would be as modern and eco-friendly as was reasonable. The Council's involvement would ensure this type of added value above the market itself, costing more at the outset but driving high standards and securing lower running costs long-term.

Decision:

Cabinet:

1. Approved the Heads of Terms and the formation of a JV with Muse Developments contained within Part B of this report with final approvals delegated to the Director of Regeneration, the Section 151 and Monitoring Officer's;
2. Approved the principle of underwriting predevelopment costs to enable the acceleration of the planning submission. This will be limited to works completed prior to entering into the JV agreement over the next 3 months; and
3. Noted the Council's ongoing work to manage the Longfield Shopping Centre and achieve vacant possession.

Reasons for the decision:

- Muse have an Option Agreement on the leasehold of the Longfield Shopping Centre, this puts Muse in a unique position, the Longfield Shopping Centre is integral to the regeneration scheme, and the Council could not have purchased the Shopping Centre without Option Agreement remaining in place.
- Muses' exclusive rights position is based upon the fact that their consent would be required for any entity (including the Council) to develop the Longfield Shopping Centre and deliver the wider regeneration programme.
- Addleshaw Goddard have provided clear legal advice to the Council regarding the exclusive rights position and procurement considerations when using the proposed JV.

Other options considered and rejected:

- Following acquisition of the Longfield Shopping Centre and the acknowledgment that the centre needs significant investment and must be regenerated, the council has an alternative option to redevelop:
- Muses' option agreement expires in 2025. Council retains the income producing asset until expiration then procure an OJEU compliant developer. However, this is not the preferred option. This would delay the project by 6+ years and would cause significant uncertainty to local businesses and the community.

CA.149 ACCELERATED LAND AND PROPERTY DISPOSALS PROGRAMME - PHASE 3 LIST OF ASSETS

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which identified the Phase 3 list of sites surplus to the requirements of the Council and sought approval for their disposal to help meet urgent savings targets and rationalise the estate. It also set out how the recommendation accepted by the Overview and Scrutiny Committee would be taken forward in relation to Community Asset Transfers (CATs).

In response to Members' questions, it was noted that phases 1 and 2 would be revisited to develop deadlines for community groups to engage with the Council with regards to CATs, and members of the public were encouraged to speak with local Councillors and engage with officers. With regards to the projected c£8m to be generated in capital receipts, this was based on market testing but needed further monitoring and updating to be a reliable estimate. It was further noted that some investment was sometimes needed up-front to get sites ready for development and achieve a higher value.

It was noted that engagement with communities would be carried out before any transfer, but also support would be provided afterwards to mitigate issues of capacity and access to funding.

Decision:

Cabinet gave approval for the disposal of the Phase 3 property assets that have been identified as surplus to the Council's requirements.

Reasons for the decision:

- To enable the Council to achieve its revenue savings targets through the Transformation Programme, as well as generate capital receipts that can enable other Council projects to be supported.
- To support community groups take on the management of property assets via CATs. This will allow residents to continue to enjoy the benefits they provide to local communities. This will also support the Council's 'Let's Do It Real' strategy – the work around the Neighbourhood Model and Team Bury's Community Wealth Building Framework.

Other options considered and rejected:

- Do nothing/not dispose of property assets – revenue savings and capital receipts would not be generated by not reducing the number of property assets and the Council would continue to be responsible for maintaining them with a finite budget.
- Identify other Council programmes where revenue savings could be made, and capital receipts generated. Other areas across the Council have already been earmarked for further revenue savings and this programme is required to enable savings targets to be met. With regards to the latter, there is no other programme that will bring about capital receipts.

CA.150 RADCLIFFE STRATEGIC REGENERATION FRAMEWORK – DISPOSAL OF LAND FOR HOUSING DEVELOPMENT AT SCHOOL STREET AND GREEN STREET - PART A

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which outlined proposals to dispose of Council owned land at School Street and Green Street. This would allow the construction of 225 new homes (of which 125 will be of affordable tenures) and would generate a significant capital receipt along with unlocking in excess of £30million of private investment and driving economic growth. It was noted that this report had been received and endorsed by the Radcliffe Cabinet Committee, and that full details of the proposal commercial terms were set out in the Part B report later in the agenda.

Decision:

Cabinet:

1. Approved the disposal of land at School Street and Green Street in Radcliffe for housing development;
2. Approved the commercial terms of these disposals as set out in the report; and
3. Delegated authority to approve the finalised terms of the agreement to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for the decision:

- Enable the delivery of key sites as part of the Councils Strategic Regeneration Framework for Radcliffe.
- Facilitate the Councils Brownfield first approach to housing delivery.
- Delivery of much needed homes with a range of affordable tenures and typologies to reflect the modern demands of housing in Radcliffe.
- Generate capital receipt upon the successful disposal of the sites.

- Reduce revenue cost to the council of holding, maintaining and securing this long term cleared sites.

Other options considered and rejected:

- An alternative traditional approach would be to appoint an agent, formulate development brief through planning analysis, collate marketing materials, openly market the site and attract commercial offers from the market. This would incur sales and marketing costs along with delaying the construction of homes by approximately 18 months. This would then risk oversaturation of the Radcliffe property market when other sites come online at the same time.
- In line with the CBRE advice, the quality of the proposals is considerable, the affordable housing is in excess of the planning policy compliant threshold and accelerates the construction of the homes. In addition the commercial offer is considerably higher than the Council's book value.
- The Council is also disposing of 40 other sites through the Accelerated Land Disposal Programme (ALDP). Capacity is limited and there is an acute housing need across the district. These disposals are over ready, allowing resources to be spent unlocking other brownfield housing sites.
- For these reasons this was discounted.

CA.151 REQUEST FROM TELECOMS OPERATORS TO SITE TELECOMMUNICATIONS ON COUNCIL OWNED LAND (PUBLIC OPEN SPACE) AT PEEL BROW, RAMSBOTTOM

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report regarding a request from WHP Telecom Ltd that an area of land next to the temporary mast on an area of open space on Peel Brow, Ramsbottom be considered as a permanent location for the telecommunications equipment.

Councillor Clare Cummins advised that she was sympathetic to the Council's position but owing to the concerns in her community she would not be voting in favour of this report.

Decision:

Cabinet approved the grant of a lease to the telecoms operators.

Reasons for the decision:

- The lease of the site will maintain the provision of existing mobile telecommunications for the area and provide a site that will enable the rollout of technologies such as 5G to improve digital connectivity for the area.
- It should be noted that the agreement with EE Ltd and Hutchison 3G UK Ltd would be subject to the Electronic Communications Code. The Code was created by Schedule 2 of the Telecommunications Act 1984. Electronic communication services are now classed as essential services – this includes landlines, mobile phones and internet services. To allow these services to be provided where they are needed, the Electronic Communications Code provides a statutory basis whereby communications providers can place their apparatus on land or buildings owned by another person or organisation, which includes land owned by Councils.

Other options considered and rejected:

- Refuse the request from the telecoms operators for a lease of the land - refusing the request could threaten the provision of the mobile telecommunications service to the area if an alternative location cannot be found. Refusal could also result in the operators exercising powers enjoyed under the Electronic Communications Code which include the ability to apply to the Upper Tribunal (Land Chamber) seeking the imposition of the agreement.
- Ask the telecoms operators to look for an alternative area of land on which to locate the telecommunications equipment - this was discussed with WHP however we are informed that the Council's land at Peel Brow is the preferred location for the siting of the equipment.

CA.152 FUNDING BURY ART MUSEUM ROOF

Councillor Charlotte Morris, the Cabinet Member for Culture and the Economy, presented the report advised that a funding application had been made to the Museum Estate and Development (MEND) fund to support the work on the gallery roof in order to preserve the building and the collections within, and sought approval for the release of funds to match-fund the cost of the required works. In response to Members' questions it was noted that a breakdown of how many people used the building each year could be provided after the meeting, and that if the application was not successful a Council decision would be needed to fund the works.

Decision:

1. If the funding application to MEND was successful, Cabinet approved that circa £201,000 is released from the Capital Reserve to meet the cost of the required works; or
2. If the funding from MEND is not received, Cabinet agreed to recommend to Council that the costs are met from the capital budget.

Reasons for the decision:

The money in the capital reserves has already been earmarked for investment into the Arts Service. The decision to use the money from the reserves is good management of risk to the gallery as it will prevent further disrepair of the gallery roof, further deterioration of the building and further risk of damage to the Borough's Collections.

Other options considered and rejected:

Bury Art Museum initially requested funding of £30k to carry out work to improve better access to the roof in order that some remedial repairs could be undertaken. It is currently unsafe for anyone to access the roof. Having consulted with architectural services and in view of the roof's age, along with health and safety considerations a condition survey was commissioned to provide a view on the best way forward. The conclusion was that remedial work might help to arrest the situation in the short term but it is merely treating the symptoms and not addressing the causes.

CA.153 LGA CORPORATE PEER CHALLENGE FEEDBACK

Councillor Tahir Rafiq, the Cabinet Member for Corporate Affairs and HR, presented the report which summarised feedback received from the LGA team's Corporate Peer Challenge Revisit received in summer 2021, and the Council's proposed action plan in response. In response to Members' questions it was noted that there was a focus on developing and upskilling existing staff and ensuring core systems, such as member casework and complaints, and processes like corporate planning were working efficiently.

Decision:

Cabinet:

1. Noted the feedback from the LGA team;
2. Endorse the "3R" Framework to inform prioritisation; and
3. Endorsed the proposed action plan.

Reasons for the decision:

To note the progress made against the recommendations identified during the original peer challenge and the impact this has had, and to ensure the Council responds to the further issues identified.

Other options considered and rejected:

N/A.

CA.154 CLIMATE ACTION STRATEGY AND ACTION PLAN

Councillor Alan Quinn, the Cabinet Member for Environment, Climate Change and Operations, presented the report which outlined the proposed arrangements to oversee the implementation and governance of the Climate Action Strategy and Action Plan developed in response to the Council's declaration of a Climate Emergency in 2019.

Decision:

Cabinet:

1. Noted the findings of the public consultation and the post consultation revisions, comments, and updates;
2. Adopted the updated Climate Action Strategy with a target of achieving carbon-neutrality by 2038;
3. Adopted the Climate Action Plan, which will be reviewed annually;
4. Approved the proposed arrangement for implementation and governance as set out in this report and delegate authority to the Director of Operations in consultation with the Cabinet Member for the Environment, Climate Change and Operations and Monitoring Officer to agree amendments to the governance arrangements if needed to ensure effective delivery; and
5. Approved the method outlined for distributing the Community Climate Action Fund and delegate authority to the Director of Operations in consultation with the Cabinet Member for the Environment, Climate Change and Operations to agree amendments to the arrangements if needed to ensure effective delivery.

Reasons for the decision:

We have declared a Climate Emergency and have committed to achieving carbon neutrality in the Let's do it strategy by 2038.

Other options considered and rejected:

The Council could attempt to achieve carbon neutrality by 2038 without a Strategy or Action Plan. This option has been considered and rejected as the Council and its partners would be unclear on their priorities and how to deliver them.

CA.155 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

Members discussed the minutes of the GMCA meeting held on 10 September 2021 noting the discussions around flooding, both significant storm events and instances of flash-flooding from heavy rainfall. Councillor Nick Jones requested sight of the Electric Vehicle Charging Infrastructure Strategy and asked for officers to request GMCA minutes earlier than their current publication. Members also expressed their concerns regarding GMCA scrutiny and it was noted that Bury was ensuring vacancies were filled and logistical support was given to Councillors struggling to attend meetings. It was agreed that a discussion would be held at the Democratic Arrangements Forum regarding GMCA's flexibility regarding meeting times.

It was agreed:

Minutes of the Greater Manchester Combined Authority meeting held on 10 September 2021 be noted.

CA.156 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.157 DISPOSAL OF LAND AT WHEATFIELDS IN WHITEFIELD TO ENABLE AFFORDABLE HOUSING DEVELOPMENT – PART B

Councillor Clare Cummins, the Cabinet Member for Housing Services, presented the Part B report which set out the full details of the commercial terms.

Decision:

Cabinet:

1. Approved the disposal of this site to Onward Homes for affordable housing development;
2. Approved the Heads of Terms for this disposal as set out in this report and the Part B report; and
3. Delegated the finalised terms of the agreement to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

CA.158 PRESTWICH REGENERATION – JOINT VENTURE - 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 full financial and legal details of the joint venture.

Decision:

Cabinet approved the recommendations set out in the report.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

CA.159 RADCLIFFE STRATEGIC REGENERATION FRAMEWORK – DISPOSAL OF LAND FOR HOUSING DEVELOPMENT AT SCHOOL STREET AND GREEN STREET - 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 full details of the proposal commercial terms.

Decision:

Cabinet:

1. Approved the disposal of land at School Street and Green Street in Radcliffe for housing development;
2. Approved the commercial terms of these disposals as set out in the report; and
3. Delegated authority to approve the finalised terms of the agreement to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.00 pm and ended at 7.36 pm)

This page is intentionally left blank



Classification: Open	Decision Type: Key
--------------------------------	------------------------------

Report to:	Cabinet	Date: 17 November 2021
Subject:	Council Tax Empty Properties	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

1. This report seeks approval to consult on a proposal to remove the Council Tax discount given to empty properties and the second homes discount with effect from 1 April 2022.

Recommendation(s)

2. To agree that a public consultation commences on 22nd November 2021 to 3rd January 2022 to seek the views of the public on this proposal.
3. To note that the outcome to this consultation will be reported to Cabinet in January 2022.

Reasons for recommendation(s)

4. In April 2013, Government gave local authorities power to determine the level of empty property discounts in dwelling classes B, C and D (Section 12 of the Local Government Finance Act 2012).

Alternative options considered and rejected

5. The Empty Property Council Tax Discount Scheme could remain at 100% for the 1st Month, 25% for months 2-6. Properties undergoing major refurbishment could continue to attract a discount of 50% on its council tax for a period of 1 year.

Report Author and Contact Details:

Name: Jo Knight

Position: Deputy Director Finance

Department: Core - Finance

E-mail: j.knight@bury.gov.uk

Background

6. In August 2021 Bury had 1,841 homes which were not only empty but were attracting a Council Tax discount of £784,368. These homes ranged from starter homes at band A, family homes and included some of the more expensive properties within the district at band H.

7. The council has a strategy of bringing back long-term empty homes back into use at the earliest opportunity. The return of long term empty homes back into the community will not provide the complete solution for the demand for homes within the area, but it will play a part in its solution reducing pressure on the existing housing stock. A new level of charges should help encourage the reintroduction of long term empty properties in to meaningful usage. Empty homes have a detrimental impact on surrounding areas and can lead to anti-social behaviour in the vicinity of empty properties.
8. It is proposed to consult with the public and stakeholders to remove the current discount. The outcomes of the consultation will be reviewed and will be reported to Members. A full equality impact assessment of the proposal will be carried out and return to Cabinet with the consultation outcomes.

Current Discounts

9. There is a current discount given of 100% in the first month a property is empty (section B), 25% following the 1st month and up to 2 years (section C). Properties undergoing major works are able to claim a 50% discount for a period of 1 year (Section D).
10. Other GM authorities have reduced the discounts in recent years and majority now offer no discount on empty properties.

	No of properties	Discounts attracted
2nd Homes	240	£97,994
Empty Properties	1454	£558,764
Major works	147	£127,610
Total	1841	£784,368

Proposed changes

11. To consult with members of the public on a proposal to remove all discounts for empty properties. This proposal is in line with other GM authorities who have adopted this position.

Links with the Corporate Priorities:

12. Let's do it strategy - Economic recovery and regeneration.
13. Expanding neighbourhood teams.

Equality Impact and Considerations:

14. This proposal does not adversely affect equality.

15. 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.*

16. 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 and Mitigation of Risk:

Risk / opportunity	Mitigation
There would be a risk that it would be harder to collect council Tax from absent owners	A clear policy informing homeowners of the requirements and a reduction in the number of changes of rates would reduce the number of interactions and rate changes.
The increase in the number of homes within the area could help relieve pressure on the current housing requirement	An increase in homes would lead to an increase in Council Tax collected which is then available to be spend on the community. Encouraging new home tenants to be part of our community, encouraging economic development and regeneration.

Legal Implications:

It is proposed to carry out a public consultation, all consultations need to be carried out in accordance with the Gunning principles. The consultation must take place at a time when the proposals are still at their formative stages. The Council must provide the consultees with sufficient information to enable them properly to understand the proposals being consulted upon and to express a view in relation to it. The information must be clear, concise, accurate and must not be misleading. The consultees must be given adequate time to consider the proposals and to respond. As part of its decision-making process, the Council must have "due regard" to its equalities duties. Under Section 149 Equality Act

2010. It is proposed that the consultation outcomes will be considered and a further report will come to Cabinet in January 2022.

Financial Implications:

The removal of the existing discretionary discounts on empty properties would generate additional income for the council of approx. £750,000 per annum which could then be used to support essential council services.

Background papers:

Bury Empty Homes Strategy -

<https://www.bury.gov.uk/CHttpHandler.ashx?id=22243&p=0>



Classification: Open	Decision Type: Non-Key
--------------------------------	----------------------------------

Report to:	Cabinet	Date: 17 November 2021
Subject:	The Council's Financial Position as at 30 th September 2021	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

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 second quarter, 30th September 2021. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending. This report also provides the mid-year Treasury Management Update.

Recommendation(s)

2. To note the forecast overspend of £2.634m within the revenue budgets at quarter 2 and the need for Directorates to work with their finance support to identify mitigating actions to ensure services work within their budgets;
3. To note the use of the Covid Outbreak Management Fund and departmental reserves in line with the criteria and one off departmental priorities;
4. To note the position on the Dedicated Schools Grant, Collection Fund and the Housing Revenue Account;
5. To approve the write off of outstanding debts owed by the former Bury PCT totalling £247,004.57;
6. To approve the adjustments to the capital programme for new capital grants; and
7. To note the Treasury Management Mid-Year Report.

Reasons for recommendation(s)

8. To ensure the Council's budgetary targets are achieved.

Alternative options considered and rejected

9. This report is in accordance with the council's financial procedure regulations.

10 PURPOSE OF THE REPORT

- 10.1 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 second quarter, 30th September 2021. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

11. Background

- 11.1 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. 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.
- 11.2 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.
- 11.3 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 year's programme. The finance regime and budget reset of 2020/21 means that all Council budgets were redressed to be appropriately resourced, and it is a requirement upon all budget holders to manage their services within their budgets and where pressures emerge they identify mitigations from other areas.

- 11.4 There are a number of overspends identified within this report at quarter two and Finance are working with Directorates to identify mitigating actions.

12. FINANCIAL OVERVIEW – REVENUE

- 12.1 The forecast out turn position is set out in Table 1 below and shows a forecast overspend at quarter 2 of £2.634m. Work is taking place between Directorates and finance to identify mitigating actions to bring budgets back into line.

Table 1

Directorate	Approved Budget	Revised Budget	Forecast	(Under)/OverSpend
	£m	£m	£m	£m
One Commissioning Organisation	79.171	79.171	78.969	(0.202)
Children and Young People	40.214	40.061	40.392	0.331
Operations	18.007	18.007	18.202	0.195
Corporate Core	11.110	11.533	11.527	(0.006)
Business, Growth and Infrastructure	2.977	2.727	2.836	0.109
Housing General Fund	0.705	0.705	1.288	0.583
Non Service Specific	19.667	19.647	21.272	1.625
TOTAL	171.851	171.851	174.486	2.634

One Commissioning Organisation – Underspend £0.202m

Table 2

2021/22 Forecast Revenue Position – as at 30 September 2021			
One Commissioning Organisation	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Adult Social Care Operations	8.261	8.061	(0.200)
Care in the Community	42.398	42.549	0.152
Commissioning & Procurement	16.251	16.213	(0.038)
Public Health	10.756	10.756	0
Departmental Support Services	1.427	1.311	(0.115)
Workforce Modernisation	0.078	0.078	0
TOTAL	79.171	78.969	(0.202)

The OCO budget is forecast to underspend by £0.202m. The material variances by OCO service areas are analysed below.

Adult Social Care Operations - The Adult Social Care Operations budget is forecasting a £0.200m underspend which is largely due to staffing underspends within Choices for Living Well (Killelea), Assessment & Care Management and the Integrated Neighbourhood Team Hubs. The services are working hard to fill these vacancies as they are having a detrimental effect on our ability to maintain good service provision

Care in the Community - The Care in the Community budget is forecast to overspend by £0.152m. The Care in the Community budget is a high value demand led budget, consequently there is an ongoing risk that any increased client activity due to Covid, Transitions, New Clients or Increased needs of existing client cohort will lead to increased pressure on this budget. The Qtr 2 forecast captures the Infection Control (£1.245m) and Rapid Testing (£0.856m) grant programmes, both of which are a net nil cost to the care in the Community budget. A further extension of the Infection Control and Rapid Testing grant has been announced since Qtr2 reporting was finalised, Bury councils additional allocation is £1.385m.

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 funding is contained within this service to the value of £3.3m. These costs are fully reimbursed by the NHS.

Children and Young People – Overspend £0.331m

Table 3

2021/22 Forecast Revenue Position – as at 30 September 2021			
Children and Young People Directorate	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Children's Commissioning	1.289	1.302	0.013
Early Help and School Readiness	2.492	2.323	(0.168)
Education and Skills (non-schools)	12.272	12.221	(0.050)
Social Care and Safeguarding	24.008	24.545	0.537
TOTAL	40.061	40.392	0.331

The Children and Young People Directorate is currently forecast to overspend by £0.331m. The main variances are:

Early Help & School Readiness - forecast underspend of (£0.168m) - due to use of available grant funding, plus efficiency savings from delays in recruiting to vacant posts and cover for an internal secondment.

Social Care and Safeguarding - forecast overspend of £0.537m is made up of the main variances as follows:

Approval for the use of COMF funding to support the budget pressure in relation to additional agency staff has reduced departmental overspend. Reserves have also been identified to mitigate further pressures within Children's Social Care.

The COMF funding is mitigating the cost of an additional project team of agency workers recruited for 6 months to alleviate caseload pressures allowing more support to be given to the newly qualified social workers and agency social workers required for maternity and vacancy cover across the Safeguarding Teams (£0.641m) and the Initial Response Team (£0.380m).

The Residential and IFA placement budget looks set to overspend by £0.724m based on the current number and complexity of looked after children, the largest changes from last month are due to 2 placements in mother and baby units, 2 placements in secure accommodation and a transfer from an Independent Foster Agency (IFA) into a residential placement.

Work will be undertaken during quarter 3 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 Overspend £0.195m

Table 4

2021/22 Forecast Revenue Position – as at 30 th September 2021			
Operations	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Wellness Operations	3.404	3.421	0.017
Engineers (including Car Parking)	0.262	0.323	0.061
Street Scene	4.937	5.016	0.079
Commercial Services	(0.251)	(0.302)	(0.051)
Waste, Transport and Stores	6.442	6.487	0.045
Health & Environmental Protection	1.534	1.567	0.033
Operations Senior Management	1.569	1.602	0.033
Corporate Landlord	0.109	0.087	(0.022)
TOTAL	18.007	18.202	0.195

The Operations Directorate is forecasting an overspend of £0.195m, 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:

Engineers – an underspend due to Staffing vacancies (£0.093m) more than offset by

Parking Enforcement Contract savings not yet achieved (£0.145m)

Street Scene - the overspend is largely due to Highways income loss from staff diverted to support Waste operations (£0.065m)

Commercial Services – the underspend is due to 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 £0.045m

Corporate Landlord – the Underspend is due to Architectural Services - staffing vacancies (£0.158m) and Admin Buildings - pressures on rates & cleaning budgets £0.136m.

Corporate Core and Finance Directorate - Underspend £0.006m

Table 5

2021/22 Forecast Revenue Position – as at 30 th September 2021			
Corporate Core and Finance	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Corporate Core	5.561	5.915	(0.035)
Corporate Core Finance	5.550	5.620	0.029
TOTAL	11.533	11.527	(0.006)

Corporate Core and Finance are forecast to underspend by £0.006m

Business, Growth and Infrastructure – Overspend £0.109m

Table 6

2021/22 Forecast Revenue Position – as at 30 th September 2021			
Business, Growth and Infrastructure Directorate	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Economic Regeneration & Capital Growth	1.429	1.36	(0.103)
Housing Needs & Options	1.298	1.510	0.212
TOTAL	2.977	2.836	0.109

The Business, Growth and Infrastructure Directorate is currently forecast to overspend by £0.109m as a result of:

Economic Regeneration and Capital Growth - the forecast underspend of £0.103m is due to vacant posts in the Senior Management Team.

Housing Needs and Options - the forecast overspend of £0.212m. There is a savings target for Housing Needs and Options of £0.250m which is part of the restructure which is currently in progress. These will only be partially achieved due to the part year implementation and the one-off severance costs.

Work is underway to realign the budgets following the restructures this will result in changes between the two divisions. There is also an urgent need to identify how the additional transformation stretch targets applied as part of the BGI phase two restructure will be achieved.

Housing General Fund – Overspend £0.583m

Table 7

2021/22 Forecast Revenue Position – as at 30 th September 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

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 – Overspend £1.625m

Table 8

2021/22 Forecast Revenue Position – as at 30 th September 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

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	(13.726)	(12.101)	1.625
TOTAL	19.647	21.272	1.625

Non Service Specific budgets are mainly forecast to be on budget with the exception of unachieved savings targets. Many of the areas do not see significant movement during the year.

Transformation savings - schemes are progressing in terms of mobilisation this financial year but showing a forecasted underachievement after various mitigations and substitute schemes of £975k and it will be 2022/23 before they deliver their full year effect.

Savings targets which weren't achieved last financial year have been rolled forward and currently £0.650m is forecast as unachieved.

13. Delivery of the Savings Plan

Planned savings of £8.056m are included in the 2021/22 revenue budget. Of these £6.359m are forecast to be delivered with the remaining £1.697m requiring further investigation. The biggest single programme is the £1.5m transformation programme and whilst schemes are progressing in terms of mobilisation this financial year 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 mitigations and substitute schemes have been developed to compensate in part. At quarter 2 the current forecast is that £525k of schemes and mitigations will be delivered this financial year leaving a shortfall of £975k against the original plans. A summary of all of the Councils savings is set out in the table below.

Table 9

Assessment of 2021/22 Cabinet Agreed Savings				
Directorate	Description	2021/22 Target (£m)	2021/22 Saving Forecast (£m)	Saving Underachieved/(Overachieved) in 2021/22
One Commissioning Organisation	LD Care Packages & Placement's	0.150	0.198	-0.048
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	0.797	0.203
One Commissioning Organisation	LD Supported Living	0.050	0.077	-0.027
One Commissioning Organisation	Care at Home Pricing Structure	0.200	0.000	0.200
One Commissioning Organisation	Provider Fees	1.187	1.187	0.000
One Commissioning Organisation	Debt Recovery	0.100	0.100	0.000
Public Health	Efficiencies	0.040	0.040	0.000
One Commissioning Organisation & Public Health Sub Total		3.374	3.046	0.328
Children and Young People	Efficiencies & Transformation	0.696	0.570	0.126
Children and Young People	Placements	0.300	0.334	-0.034
Children and Young People	Contracts / Commissioning	0.220	0.250	-0.030
Children and Young People Sub Total		1.216	1.154	0.062
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
Operations Sub Total		0.559	0.427	0.132
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
Non Service Specific Sub Total		0.522	0.522	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
Corporate Sub Total		0.635	0.635	0.000
Business, Growth & Infrastructure	Housing Options	0.250	0.050	0.200
Business, Growth & Infrastructure Sub Total		0.250	0.050	0.200
Authority Wide	Transformation	1.500	0.525	0.975
Authority Wide Sub Total		1.500	0.000	1.500
Total		8.056	6.359	1.697

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.

One Commissioning Organisation Savings Programme

The £3.374m 21/22 OCO/Public Health savings programme is forecast to achieve £3.046m which is a savings shortfall of £0.328m. However, work is ongoing with OCO Operational teams to finalise the current savings achieved regarding reviews of ongoing care packages and following this work it is expected that the current savings shortfall will reduce by at least £0.1m. Any remaining savings shortfall is expected to be achieved in the current financial year.

Children and Young People Savings Programme

The £1.216m 21/22 CYP savings target is currently forecast to achieve £1.154m which represents a shortfall of £0.062m. CYP Senior Leadership Team and finance colleagues are proactively identifying sufficient mitigations to address this in addition to finding further mitigations to offset the risk of cost pressures being faced specifically impacting on Children's Social Care. The mitigations identified to be delivered during 21/22 will be factored into the quarter 3 and subsequent forecasts.

Department of Operations

Civic venues will not achieve the saving put forward of £0.132m as Cabinet agreed not to close according to the original proposal. Once the requirement to use as vaccination centres is over, there will be a partial reopening. A restructure has been designed to remove as much of the existing costs as possible, which is still being evaluated. Mitigation will partly come from identifying savings in other areas of Commercial Services. The Waste savings have not yet been achieved due to operational problems with the implementation of the new rounds. Unmet savings are mitigated by utilising Waste reserves.

Authority Wide

The Business Support aspect of the transformation review has progressed in-year through to the current live consultation. The full year cashable saving in respect to this review, is £0.900m, will not be achieved in this financial year and it is anticipated following the completion of the consultation, any consequential changes to proposals made, and implementation of the transformed structure, will deliver approximately £0.150m in 2021/22. The full year saving will therefore be factored into 2022/23 onwards.

14. Reserves

- 14.1 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, subject to audit. 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. There is also a discretionary change in the accounting treatment of the deficit on the DSG which applies for the financial years 20/21-22/23 which separates the deficit from the Council's general fund

Table 10

Analysis of Reserves at 30 September 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

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 is a key part of the overall financial strategy to manage the impact of COVID-19 in 2021/22 and future years.

15 OTHER BUDGETS

Schools

15.1 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 schoolsrelated 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.

15.2 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

15.3 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

- 15.4 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.
- 15.5 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:
- 15.5.1 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.
- 15.5.2 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.
- 15.5.3 Improve quality and timeliness of management information to enable evaluation of impact of central services.
- 15.5.4 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.
- 15.5.5 Remodel financial practice to ensure accurate contributions from appropriate funding sources, by December 2021.
- 15.6 Guidance on the treatment of DSG deficit reserves is included in the statutory DSG Conditions of Grant which states that the LA must co-operate with the DfE in accordance with the provisions specified. These Conditions include, but are not limited to, communication, information sharing, meeting DfE officials as and when requested, deficit recovery, LA and external audit reporting requirements, and repayment of the DSG if the LA does not comply with DfE and external audit requirements.
- 15.7 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.
- 15.8 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.

- 15.9 The following highlights the current and indicative forecast position on the DSG deficit, indicating in brackets the additional DSG provided in each year:

15.9.1	DSG Deficit as at end 2019/20	£20.067m
15.9.2	DSG Deficit as at end 2020/21	£21.407m (£6m)
15.9.3	DSG Deficit as at end 2021/22	£19.764m (£4m)
15.9.4	DSG Deficit as at end 2022/23	£15.666m (£4m)
15.9.5	DSG Deficit as at end 2023/24	£9.507m (£3m)
15.9.6	DSG Surplus as at end 2024/25	£0.061m (£3m)

- 15.10 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.

- 15.11 The pressures referred to in 6.10 are ongoing during 2021/22 and mitigating actions are being developed as part of the Safety Valve programme priorities. The mitigations include the transformation of Mainstream EHCP top-up funding, Special School banding levels, Inclusion Partnership funding, and review of all High Needs Block funding contributions to support services. The consideration of these mitigations will be subject to consultation with stakeholders and will result in the recovery profile at 6.9 being revised and submitted to the DfE for their approval.

- 15.12 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.

- 15.13 The agreement in place requires continued liaison and updates to the DfE. During October 2021 Bury has engaged in more detailed discussions with the DfE in respect to potential delays in the recovery of the DSG deficit when compared to the original profile submitted in February 2021. The DfE are aware of the revised recovery profile due to the increased cost pressures outlined in 6.10 above and have requested more detailed evidence and assurance of how the recovery will remain on track for 2025. This detail will be included in a report to the DfE to be submitted by 17 December 2021 and will be shared with Cabinet in due course.

16. COLLECTION FUND

- 16.1 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 £5.274m 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 £1.068m bringing the overall forecast net

deficit to £9.388m. The council's share of the deficit is £9.750m and the Greater Manchester Combined Authority's share is a surplus of £0.362m (for police and fire and rescue services).

- 16.2 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.
- 16.3 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.
- 16.4 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.
- 16.5 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.
- 16.6 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.
- 16.7 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.
- 16.8 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 th September 2021			
	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	(3.730)	9.004	5.274
Year 2 of the spreading adjustment for 2020/21 deficit	0.526	0.542	1.068
Balance Carried Forward (surplus (-) / deficit (+))	(3.155)	12.543	9.388
<i>Distributed:</i>			
Bury Council	2.667	(12.417)	(9.750)
GMCA – Police and Crime Commissioner	0.344	0.000	0.344
GMCA – Fire and Rescue Service	0.143	(0.125)	0.018
Total 2020/21 Deficit	3.155	(12.543)	(9.388)

17 HOUSING REVENUE ACCOUNT

17.1 The Housing Revenue Account (HRA) is forecasting an operating deficit of £0.687m; further information is set out in the table below.

Table 16

2021/22 Forecast Revenue Out Turn Position – as at 30 September 2021			
Housing Revenue Account	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
<i>Income</i>			
Dwelling Rents	-30.421	-30.4	0.021
Non-Dwelling Rents	-0.193	-0.193	-
Other Charges	-1.038	-1.041	-0.003
Total Income	-31.652	-31.634	0.018
<i>Expenditure</i>			
Repairs and Maintenance	6.901	6.901	-
General Management	7.324	7.396	0.072
Special Services	1.391	1.374	-0.017
Rents, Rates and Other Charges	0.045	0.045	-
Increase in Bad Debts Provision	0.491	0.611	0.12
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	24.82	24.817	-0.003

Net Cost of Services	-6.832	-6.817	0.015
Interest receivable	-0.047	-0.012	0.035
Principal Repayments	0	0	-
Revenue Contributions to Capital	6.846	7.516	0.67
Sub Total	6.799	7.504	0.705
Operating (Surplus)/Deficit	-0.033	0.687	0.72

17.2 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.

17.3 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 September was on average 1.03% which is slightly 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 £0.010m 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 September totalled £2.087m, an increase of 1.8% since the end of March. Of the total arrears £0.558m relates to former tenants and £1.529m relates to current tenants. An estimated £1.180m of current tenant arrears are in cases where either the under occupancy charge applies or the tenants are in receipt of Universal Credit rather than Housing Benefit; this is an increase of £0.114m 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 arrears, the amount outstanding on each individual case and the balance remaining in the provision following write off of debts.

The forecast increase in the required contribution to the Bad Debt Provision is based on an assessment of the arrears at the end of September 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 19 sales in the period April to September which is 5 more than at this point last year. The number of applications currently proceeding is significantly higher than at this point last year (151 compared to 111). Whilst the valuation service has been resumed through an external provider there is now a build-up of applications at later stages in the process, for example there are now 56 applications with Legal Services for completion. Given the current situation it is difficult to forecast how many applications will proceed to completion by the end of the financial year therefore the projections of rental income have been calculated based on the original sales forecast of 80; this will be reviewed again at the end of quarter 3.

Write Offs Bury is taking a review of monies owed to the council with a view of improving processes around debt and debt collection. Where payment is not forthcoming, action to recover is taken, where no further action can be taken to recover the outstanding balances, these are considered for write-off. Following a review of old debt, it was identified £247,004.57 was owed to us from Bury PCT.

Provision for old Debt is held on the balance sheet and provided for due to the age of the debt. The older a debt is the less probability there is of recovery, so more provision is made.

Bury PCT ceased to exist as a legal entity in 2013 and therefore we are asking cabinet to approve the write off totalling £247,004.57.

18 CAPITAL PROGRAMME

Timeline of Funding for the Capital Programme for 2021/22					
	Original Budget 2021/22	Approved Slippage 2021/22	Approved Adjustments 2021/22	Proposed adjustments 2021/22	Revised Budget 2021/22
	£m	£m	£m	£m	£m
Capital Programme 2021/22	74.346	13.297	22.922	2.841	113.407
Funded By:					
External Funding and Contributions	-12.386	-2.628	-22.922	-2.791	-40.727
Use of Capital Receipts	-0.29	0			-0.29
Prudential Borrowing	-48.289	-7.995			-56.284
General Fund and Reserves	-0.35	-0.204		-0.05	-0.604
Housing Revenue Account	-3.201	-0.143			-3.344
Major Repairs Reserve	-9.83	-2.328			-12.158
TOTAL	-74.346	-13.297	-22.922	-2.841	-113.407

- 18.1 The Council's capital programme was approved to a total of at £74.307m on its 24th of February budget meeting with a small adjustment of £0.039m to Children's Services grants as reported at Quarter 1 resulting in a total original budget of £74.346m.

- 18.2 Cabinet approved a slippage figure of £13.297m at Quarter 1 to enable the continuation of schemes started during 2020/21 into 2021/22. Cabinet was also informed of late announcements from Government departments for capital grant funding allocated to the Authority in the current year, and of a grant received after a successful bid from the council. A total of £22.922m grant funding is now included in the programme, as an approved adjustment in the year. The Bid included was for the Public Sector Decarbonisation Grant.'
- 18.3 The total revised capital programme currently stands at £113.407m, pending approval of an increase of £2.841m as detailed below.

19 New Grants received during Quarter2

Grant Received	
Levelling up fund (LUF)	0.250
decarbonisation programme	0.012
High Needs funding	0.500
GMCA's Integrated Transport Plan	0.890
Brownfield Grant	0.973
Schools' conditions and Basic need	0.076
High Needs Provision Capital Allocation (HNPCA) grant	0.090
* General Fund and Reserves (approved)	0.050
Total grant Received	2.841

- 19.1 The approved capital budget is proposed to be revised to take account of all resources available to date to a total of £113.407m.
- 19.2 This is an ambitious programme and the largest value ever undertaken by the Council to invest in Bury townships. It is expected to grow further with the LUF support from the Government to deliver Regeneration schemes across the borough:
- A re-profiling of the programme will be discussed at the Capital Gateway groups and presented to Cabinet at Quarter 3, to consider the impact of new announcements and the timeframe to deliver on budgets proposed to spend in the next and future years.
- 19.3 Full details on the (proposed) revised Capital programme for 2021/22 at Quarter2 are set out in Appendix 1 and a summary of the key elements are as follows:

8.1. Expenditure and forecast 2021/22

Capital Theme	Original Budget	Approved Slippage	Approved Adjustments	Proposed new funding	Revised Budget	Forecast	Expenditure to September
Capital Scheme	2021/22	2020/21	2021/22	2021/22	2021/22	2021/22	2021/22
	£m	£m	£m	£m	£m	£m	£m
Regeneration	18.339	3.213	1.000	0.250	22.802	7.459	5.890
Place Shaping / Growth	1.108	0.267	-1.000	0.000	0.375	0.790	0.303
Sport and Leisure	2.151	0.573	0.000	0.003	2.726	2.861	1.152
Operational Fleet	7.430	2.127	0.000	0.000	9.557	3.214	2.827
ICT	4.984	-0.765	0.000	0.000	4.219	1.627	1.627
Highways	14.092	3.432	2.545	0.890	20.959	3.234	2.517
Children and Young People	8.630	-0.267	9.800	0.666	18.829	5.066	1.433
Estate Management - Investment Estate:	0.200	0.077	0.000	0.000	0.277	0.238	0.006
Estate Management - Corporate Landlord:	3.660	1.100	0.000	0.000	4.760	1.614	0.351
Communities and Wellbeing	0.389	1.029	2.077	0.000	3.494	1.947	0.368
Housing	13.031	2.278	0.000	1.023	16.332	15.925	2.712
Climate Change	0.332	0.235	8.501	0.009	9.077	9.004	0.702
Total Capital Programme	74.346	13.297	22.922	2.841	113.407	52.979	19.887

- 19.4 As at 30th September 2021, a total of £19.887m of capital expenditure had been made with the forecasted spend for the year to be £45.743m. A number of schemes had been delayed in 2020/21 due to the Covid 19 pandemic followed by the economic standstill and efforts are being made to seek all available resources to improve and deliver the programmes.
- 19.5 Discussions are ongoing with GMCA on the deliverability of the carbon reduction schemes due to the requirements to spend within year.
- 19.6 Further work is required to understand the current forecast outturn. The information within the table above doesn't correspond with anticipated work programmes therefore we need to understand the timings of cash flows and deliverables.

Variances

- 19.7 All variances to the capital programme will be closely monitored and reported at quarter 3.

Financing

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

Table 15

Funding the (proposed) Revised Capital Programme 2021/22	
£m	
Capital Programme 2021/22	113.407
Funded By:	
External Funding and Contributions	-40.727
Use of Capital Receipts	-0.29
Prudential Borrowing	-56.284
General Fund and Reserves	-0.604
Housing Revenue Account	-3.344
Major Repairs Reserve	-12.158
TOTAL	-113.407

19.9 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

19.10 A review and update of the Council's capital strategy is also being carried out and will be presented to Cabinet at Quarter 3. This is particularly important in light of the work on the Bury2030 strategy and will ensure that the capital strategy is aligned to the future outcomes and objectives of the Council.

19.11 A significant amount of regeneration works is planned into the Council's capital programme and covers all major sites and areas across the Council. This work includes funding brought forward from the 2020/21 financial year. In addition to this, the Council has committed to the Radcliffe Generation Strategic Framework which requires significant funding over a 3-year period. This is likely to total £30m phased over 3 years and has been built into the programme from 2021/22. Separate governance arrangements including a Committee has been set up to oversee the Radcliffe SRF. Other key areas of regeneration across the borough include Prestwich Town Centre and the Bury Town Centre Masterplan.

20 NEXT STEPS AND CONCLUSION

- 20.1 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. Work is required during quarter 3 to ensure the capital programme supports the ambitious regeneration plans Bury has and to work with officers to ensure capital budgets support the strategic needs of the Borough.

21 Treasury Management Mid-year report

- 21.1 In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. As from 2020/21, all authorities have been required to prepare a Capital Strategy which is to provide the following:-

- A high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services,
- An overview of how the associated risk is managed,
- The implications for future financial sustainability.

A report setting out our Capital Strategy will be taken to Council before 31st March 2022.

- 21.2 The Council operates a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

Accordingly, treasury management is defined as:-

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

- 21.3 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017).

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue

Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.

4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is: Overview & Scrutiny Committee.

21.4 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the 2021/22 financial year to 30 September 2021;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2021/22
- A review of the Council's borrowing strategy for 2021/22
- A review of any debt rescheduling undertaken during 2021/22
- A review of compliance with Treasury and Prudential Limits for 2021/22

21.5 This report fulfils the requirement to produce a mid-year review.

22 ECONOMIC UP-DATE (from Treasury Advisors)

22.1 Economic update

22.2 The Monetary Policy Committee (MPC) voted unanimously to leave Bank Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases due to finish by the end of this year at a total of £895bn; two MPC members voted to stop the last £35bn of purchases as they were concerned that this would add to inflationary pressures.

22.3 Financial markets are now pricing in a first increase in Bank Rate from 0.10% to 0.25% in February 2022, but this looks ambitious as the MPC has stated that it wants to see what happens to the economy, and particularly to employment once furlough ends at the end of September. At the MPC's meeting in February it will only have available the employment figures for November: to get a clearer picture of employment trends, it would need to wait until the May meeting when it would have data up until February. At its May meeting, it will also have a clearer understanding of the likely peak of inflation.

22.4 **The MPC's forward guidance on its intended monetary policy** on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -

1. Placing the focus on raising Bank Rate as "the active instrument in most circumstances".
2. Raising Bank Rate to 0.50% before starting on reducing its holdings.
3. Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
4. Once Bank Rate had risen to at least 1%, it would start selling its holdings.

22.5 Interest rate Forecasts and Outlook

22.6 The Council's treasury advisor, Link Asset Services, has provided the following forecast on 29th September 2021.

Link Group Interest Rate View		29.9.21									
		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	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.75
3 month ave eamings		0.10	0.10	0.20	0.20	0.30	0.40	0.50	0.50	0.60	0.70
6 month ave eamings		0.20	0.20	0.30	0.30	0.40	0.50	0.60	0.60	0.70	0.80
12 month ave eamings		0.30	0.40	0.50	0.50	0.50	0.60	0.70	0.80	0.90	1.00
5 yr PWLB		1.40	1.40	1.50	1.50	1.60	1.60	1.60	1.70	1.70	1.70
10 yr PWLB		1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10
25 yr PWLB		2.20	2.20	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.60
50 yr PWLB		2.00	2.00	2.10	2.20	2.20	2.20	2.20	2.30	2.30	2.40

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings.

- 22.7 As shown in the forecast table above, one increase in Bank Rate from 0.10% to 0.25% has now been included in quarter 2 of 2022/23, a second increase to 0.50% in quarter 2 of 23/24 and a third one to 0.75% in quarter 4 of 23/24. with the high level of uncertainty prevailing on several different fronts, it is likely that these forecasts will need to be revised again soon
- 22.8 The overall balance of risks to economic growth in the UK is now to the downside, including residual risks from Covid and its variants - both domestically and their potential effects worldwide.
- 22.9 The Bank Rate being cut to 0.10% was an emergency measure to deal with the Covid crisis hitting the UK in March 2020. At any time, the MPC could decide to simply take away that final emergency cut from 0.25% to 0.10% on the grounds of it no longer being warranted and as a step forward in the return to normalisation. In addition, any Bank Rate under 1% is both highly unusual and highly supportive of economic growth.
- 22.10 As the interest forecast table for PWLB certainty rates above shows, there is likely to be a steady rise over the forecast period, with some degree of uplift due to rising treasury yields in the US.
- 22.11 There is a balance of upside risks to forecasts for medium to long term PWLB rates.

23.0 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY UP-DATE

- 23.1 The Treasury Management Strategy Statement (TMSS) for 2021/22 was approved by the Council on 17 March 2021.
- 23.2 There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

24 THE COUNCIL'S CAPITAL POSITION (PRUDENTIAL INDICATORS)

This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;

- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

24.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget

Capital Expenditure	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
Non-HRA	61.315	97.905
HRA	13.031	15.502
Total	74.346	113.407

24.2 Changes to the Financing of the Capital Programme

The table below shows the main strategy elements of the capital expenditure plans. The borrowing requirement shown will increase the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Expenditure	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
Total capital expenditure	74.346	113.407
Financed by:		
Capital receipts	0.290	0.290
Capital grants	12.386	40.727
General Fund and Reserves	0.350	0.604
Major Repairs Reserve	9.830	12.158
Housing Revenue Account	3.201	3.344
Total financing	26.057	57.123
Borrowing requirement	48.289	56.284

24.3 Changes to the Prudential Indicators for the Capital Financing Requirement, External Debt and the Operational Boundary

The table shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
Prudential Indicator - Capital Financing Requirement		
CFR – non HRA	168.481	165.776
CFR – HRA existing	40.531	40.581
Housing Reform Settlement	78.253	78.253
Total CFR	287.266	284.61
Prudential Indicator - External Debt / the Operational Boundary		
Borrowing	269.3	284.6
Other long term liabilities	5	5
Total	274.3	289.6

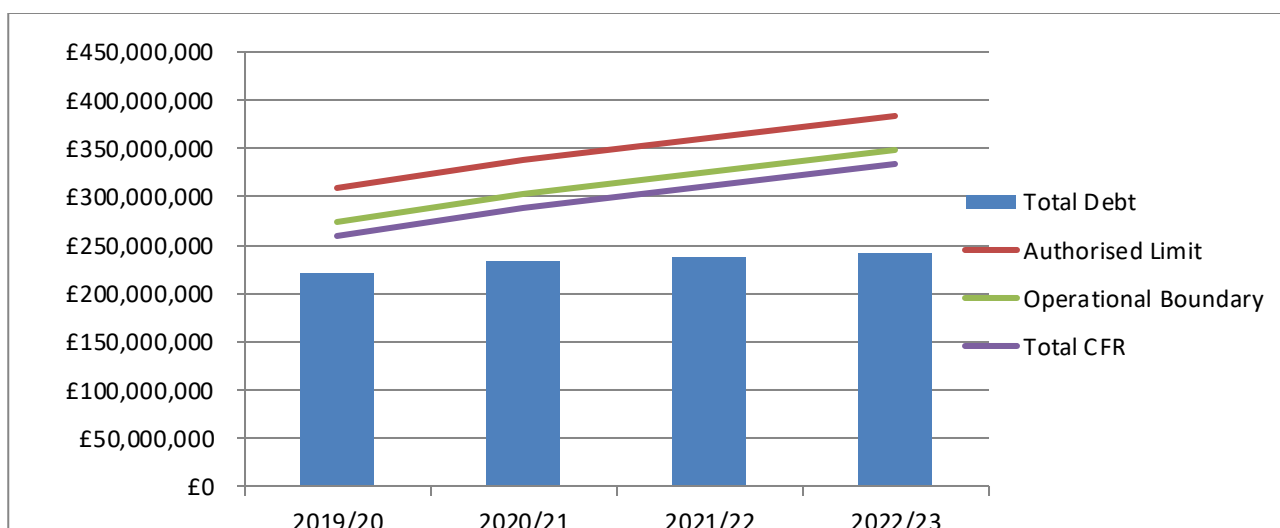
24.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2020/21 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	2021/22 Original Indicator £m	2021/22 Revised Indicator £m
Borrowing	304.3	324.6
Other long term liabilities	5	5
Total	309.3	329.6

4.4.3 The chart below shows the projected trend of the Council's Prudential Indicators.



25 INVESTMENT PORTFOLIO 2021/22

25.1 The Treasury Management Strategy Statement (TMSS) for 2021/22, which includes the Annual Investment Strategy, was approved by the Council on 17th March 2021. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

25.2 As shown by the interest rate forecasts in section 2, it is now impossible to earn the level of interest rates commonly seen in previous decades as all investment rates have only risen weakly since Bank Rate was cut to 0.10% in March 2020, until the MPC meeting on 24th September 2021 when 6 and 12 month rates rose in anticipation of Bank rate going up in 2022. Given this environment and the fact that Bank Rate may only rise marginally, or not at all, before mid-2023, investment returns are expected to remain low.

25.3 The Council held £23.4m of investments as at 30 September 2021 (£15.9m at 31 March 2021) and the investment portfolio yield for the first six months of the year is 0.04% against a 3 month benchmark of -0.05%.

25.4 The investments held as at 30 September 2021 were:-

Type of Investment	£ m
Call Investments (Cash equivalents)	23.4
Fixed Investments (Short term investments)	0
Total	23.4

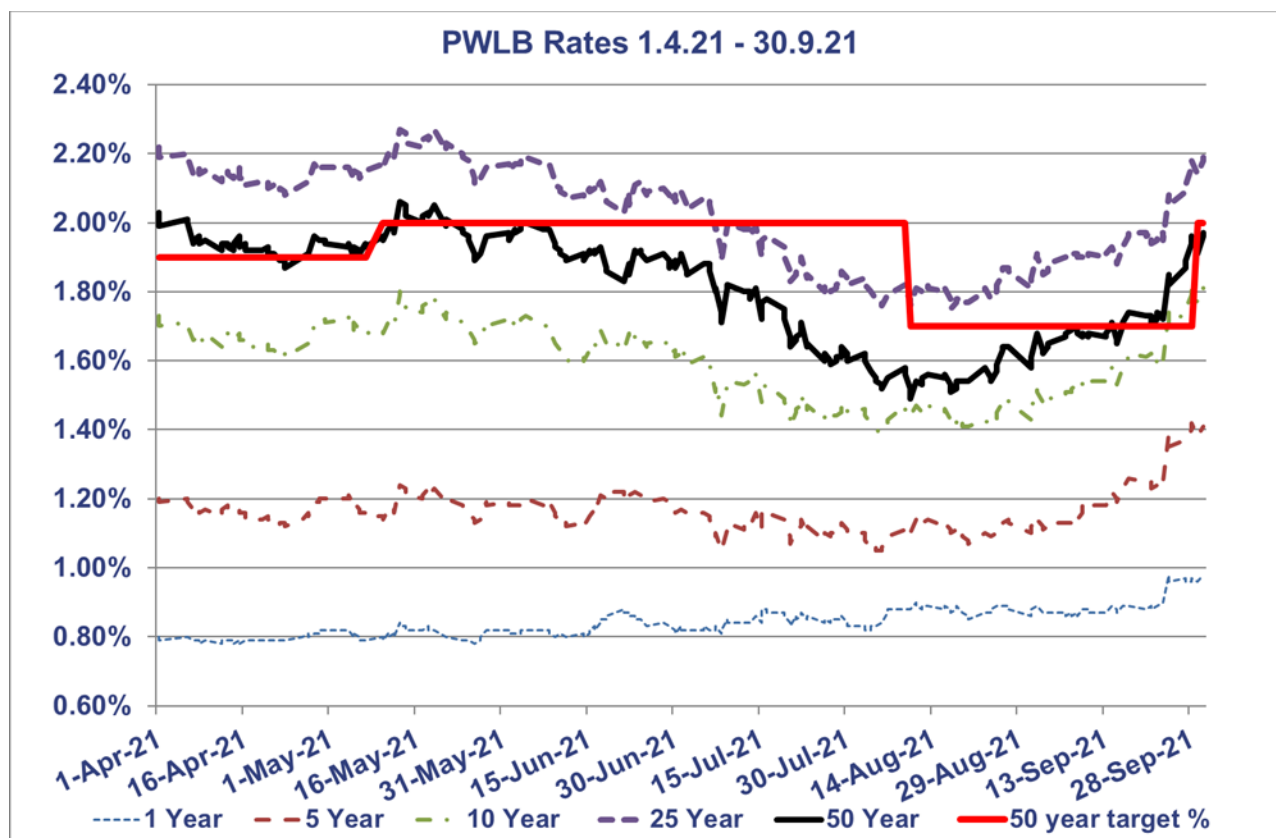
- 25.5 The Joint Chief Finance Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2021/22.
- 25.6 The Council's budgeted investment return for 2021/22 is £0.1m, and performance for the year to date is in line with the budget.
- 25.7 The Cabinet have approved a "Property Investment Strategy" which aims to increase investment income by investing in property rather than investing with financial institutions where returns are low at present. Additional borrowing may need to be undertaken to finance property acquisitions; each investment will be subject to a robust business case and also non-financial factors (e.g. ethical stance) will be considered.

26 BORROWING

- 26.1 The Council's capital financing requirement (CFR) for 2021/22 is £288.7m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The table below shows the Council has borrowings of £207.2m and has utilised £81.4m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevail.

		1st April 2021			30-Sep-21		
		Principal		Avg. Rate	Principal		Avg. Rate
		£M	£M		£M	£M	
Fixed rate funding							
	PWLB Bury	133.885			133.979		
	PWLB Airport	11.828			11.828		
	Market Bury	60.3	206.013		55.3	201.107	
Variable rate funding							
	PWLB Bury	0			0		
	Market Bury	0	0		0	0	
Temporary Loans / Bonds		0.003	0.003		0.003	0.003	
Total Debt		206.016		3.70%	201.11		3.53%
Capital Financing Requirement			274.745			284.61	
Over/(under) borrowing			-68.729			-83.5	
Total Investments			15.92	0.13%		23.43	0.04%
Net Debt			190.096		177.68		

- 26.2 External borrowing of £2.3m has been undertaken from the market during the first 6 months of 2020/21. 1 loan was taken to take advantage of low interest rates. Additional external borrowing will be required during the remainder of this financial year.
- 26.3 The graph below shows the movement in PWLB certainty rates for the first six months of the year to 30.09.21.



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	0.78%	1.05%	1.39%	1.75%	1.49%
Date	08/04/2021	08/07/2021	05/08/2021	17/08/2021	10/08/2021
High	0.98%	1.42%	1.81%	2.27%	2.06%
Date	24/09/2021	28/09/2021	28/09/2021	13/05/2021	13/05/2021
Average	0.84%	1.16%	1.60%	2.02%	1.81%
Spread	0.20%	0.37%	0.42%	0.52%	0.57%

27 DEBT RESCHEDULING

- 27.1 Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates, and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010. No debt rescheduling was undertaken during the first six months of 2021/22.

Report Author and Contact Details:

Name: Sam Evans

Position: Executive Director Finance

Department: Finance

E-mail: sam.evans5@nhs.net

Links with the Corporate Priorities:

A strong financially sustainable Council is essential to the delivery of the Let's do it 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

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The council is unable to manage its finances.	The content of the report supports the Council in managing the overall financial risks and financial planning for the Council.

Legal Implications:

There are no legal implications however it is good governance to receive regular updating reports this is in line with our financial framework as set out in the Council constitution.

Financial Implications:

The financial implications are set out in this report

Appendix 1

Capital Theme	Original Budget	Approved Slippage	Approved Adjustments	Proposed Adjustments (new funding)	Revised Budget	Forecast	Expenditure to September
Capital Scheme	2021/22	2020/21	2021/22	2021/22	2021/22	2021/22	2021/22
	£m	£m	£m	£m	£m	£m	£m
Radcliffe Regeneration							
Radcliffe Market Chambers	0.090	0.010			0.100	0.050	0.000
Radcliffe Town Centre					0.000		0.000
Radcliffe Library Refurbishment	0.000	-0.015			-0.015	0.000	0.000
Radcliffe Regeneration (includes acquisitions)	16.100	0.028	-3.860	0.250	12.518	2.094	2.094
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	0.800	0.000
Radcliffe Programme Management	0.200	0.000			0.200	0.200	0.000
Sub Total Radcliffe Regeneration	17.484	0.138	-3.860	0.250	14.012	3.144	2.094
Prestwich Regeneration							
Prestwich Services Hub	0.075	0.000			0.075	0.000	0.000
Strategic Acquisition	0.000	0.300	3.860		4.160	3.692	3.692
Prestwich Urban Village	0.000	0.136	1.000		1.136	0.200	0.062
Prestwich Regeneration	0.000	1.128			1.128		
Sub Total Prestwich Regeneration	0.075	1.564	4.860	0.000	6.499	3.892	3.754
Ramsbottom Regeneration							
Ramsbottom Town Plan	0.180	0.000			0.180		0.009
Upper Floor Development	0.000	0.200			0.200		0.000
Ramsbottom Market Chambers	0.120	-0.057			0.063	0.043	0.000
Sub Total Ramsbottom Regeneration	0.300	0.143	0.000	0.000	0.443	0.043	0.009
Bury Regeneration							
Bury Market/Wider Market Area	0.030	0.005			0.035	0.055	0.015
Bury Business centre	0.050	-0.015			0.035	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	0.112	0.080
Sub Total Bury Regeneration	0.080	1.431	0.000	0.000	1.511	0.202	0.094

Commercial Sites Regeneration							
Commercial Sites (Bradley Fold) Regeneration	0.300	-0.023	-0.100		0.177	0.077	0.000
Radcliffe SRF	0.000	0.000			0.000		0.001
Chamber Hall Phase 2	0.100	0.000	0.100		0.200	0.100	0.000
Sub Total Commercial Sites Regeneration	0.400	-0.023	0.000	0.000	0.377	0.177	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	0.000	-0.063
TOTAL - Regeneration	18.339	3.213	1.000	0.250	22.802	7.459	5.890
Place Shaping / Growth							
Prestwich	0.000	0.064			0.064	0.014	0.000
Radcliffe	0.077	-0.026	0.120		0.171	0.121	0.014
Whitefield	0.071	0.000			0.071		0.000
Place shaping / Growth programme	0.000	0.235	-1.120		-0.885		0.000
Other Development Schemes	0.960	-0.006			0.954	0.655	0.289
TOTAL - Place Shaping / Growth	1.108	0.267	-1.000	0.000	0.375	0.790	0.303
Sport And Leisure							
Parks and Green Space Strategy	0.450	0.370			0.820	1.131	0.295
Play Area Strategy	0.251	0.178			0.429	0.429	0.076
Outdoor Gyms	0.000	0.120			0.120	0.120	0.000
Access, Infrastructure and Quality Parks	0.000	0.228			0.228	0.228	0.064
Grass Pitch Vert Draining	0.000	-0.015			-0.015		0.000
Leisure Gym Equipment Upgrade	0.000	0.248			0.248	0.248	0.183
Bury Athletics Track	0.000	0.077			0.077	0.077	0.028
Flood Repair 3 G Pitch	0.000	0.047			0.047	0.003	0.003
3G Pitch Radcliffe	0.400	-0.031			0.369	0.010	0.009
3G Pitch at Goshen	0.000	0.669			0.669	0.010	0.003
Sustainable Tennis Strategy	0.400	-0.074		0.023	0.349	0.314	0.217
Match Fund Football Grants	0.150	0.000			0.150		0.000
Non Turf Cricket Pitch		0.000			0.000	0.072	0.000
Flood Repair and Defence	0.101	-1.361			-1.260	0.004	0.259
Environmental Works	0.000	0.031		0.003	0.034		0.000
Parks	0.249	0.086		-0.023	0.312	0.116	0.015
Muslim Burial Site Extension	0.050	0.000			0.050		0.000
Leisure Health and Safety Improvements	0.100	0.000			0.100	0.100	0.000
TOTAL - Sport and Leisure	2.151	0.573	0.000	0.003	2.726	2.861	1.152

Operational Fleet							
Vehicle Replacement Strategy	7.260	2.083			9.343	3.000	2.617
Grounds Maintenance Equipment	0.170	0.044			0.214	0.214	0.209
TOTAL - Operational Fleet	7.430	2.127	0.000	0.000	9.557	3.214	2.827
ICT							
ICT Projects	4.984	-0.033			4.951	1.137	1.137
GM Full Fibre Project	0.000	-0.732			-0.732	0.490	0.490
TOTAL - ICT	4.984	-0.765	0.000	0.000	4.219	1.627	1.627
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	0.295	0.149
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	1.000	0.025
Traffic Calming and improvement	0.120	-0.127			-0.007	0.948	0.551
Traffic Management Schemes	0.000	0.127			0.127		0.000
Public Rights of Way	0.050	0.058			0.108	0.050	0.012
Highways Planned Maintenance	5.979	-2.862	1.414		4.531	0.861	1.751
Pothole Fund	0.688	1.897	1.131		3.716		0.000
ITB				0.890	0.890		0.000
Bridges	0.022	-0.039			-0.017	0.080	0.028
Road Safety	0.150	0.000			0.150		0.000
TOTAL - Highways	14.092	3.432	2.545	0.890	20.959	3.234	2.517
Children and Young People							
NDS Modernisation Including New Pupil Places	7.608	-0.011	9.567	0.596	17.760	4.842	1.081
Devolved Formula Capital	0.935	-0.119	0.309	-0.005	1.119	0.253	0.253
Targeted Capital Funding	-0.130	-0.121	-0.076	0.076	-0.251	-0.239	0.012
Special Provision Grant	0.217	-0.005			0.212	0.210	0.087
Condition Related Schemes – Schools	0.000	-0.011			-0.011		0.000
TOTAL - Children and Young People	8.630	-0.267	9.800	0.666	18.829	5.066	1.433
Estate Management - Investment Estate:							
Demolition of Former Fire Station Bury	0.000	0.127			0.127	0.087	0.002
177 & 179 The Rock	0.005	0.000			0.005	0.005	0.000
Portland and Chesham industrial Estate	0.010	0.000			0.010	0.010	0.000

Former Prezzo, Lytham	0.055	-0.050			0.005	0.006	0.005
Back Manor Street	0.050	0.000		-0.020	0.030	0.030	0.000
Tile Street	0.050	0.000		0.020	0.070	0.070	0.000
St Mary's Place	0.030	0.000			0.030	0.030	0.000
TOTAL - Estate Management - Investment Estate:	0.200	0.077	0.000	0.000	0.277	0.238	0.006
Estate Management - Corporate Landlord:							
FM Emergency Building New Major Repairs 21-22	0.200	0.000			0.200	0.200	0.000
Fernhill Gypsy and Traveller Site	2.760	0.360			3.120	0.200	0.000
Bradley Fold Welfare Facilities	0.400	0.190			0.590	0.677	0.161
Leisure Health and Safety Improvements	0.000	0.320			0.320	0.320	0.092
LED Lighting Installation	0.000	0.213			0.213	0.028	0.007
Seedfield Health and Safety	0.025	0.025			0.050	0.025	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	0.164	0.092
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	1.614	0.351
Communities and Wellbeing							
Older People	0.305	-0.014			0.291	0.009	0.009
Improving Information Management/ Controcc Software	0.057	-0.019			0.038		0.000
Disabled Facilities Grant	0.000	0.754	2.077		2.831	1.938	0.359
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	0.389	1.029	2.077	0.000	3.494	1.947	0.368
Housing							
Housing HRA	12.254	2.328		0.017	14.598	14.078	1.692
HRA Disabled Facilities Adaptations	0.777	0.143		-0.017	0.903	0.903	0.264
Empty Property Strategy	0.000	0.204			0.204		0.000
Next Steps Accommodation	0.000	-0.137			-0.137	0.000	-0.012

Programme							
Housing Development	0.000	-0.260		1.023	0.763	0.944	0.768
<i>TOTAL - Housing</i>	13.031	2.278	0.000	1.023	16.332	15.925	2.712
<i>Climate Change</i>							
Community Climate Capital Fund	0.000	0.187		-0.063	0.124	0.135	0.022
Climate Change Resilience Fund	0.140	0.060			0.200		0.000
Electric Charging Points	0.040	0.000		0.060	0.100	0.100	0.000
Glyosphate Alternative Equipment	0.000	0.050			0.050	0.050	0.042
Waste Management	0.000	-0.032			-0.032	0.083	0.012
Fly-Tipping	0.152	-0.029			0.123	0.123	0.017
Public Sector Decarbonisation	0.000	0.000	8.501	0.012	8.513	8.513	0.608
<i>TOTAL - Climate Change</i>	0.332	0.235	8.501	0.009	9.077	9.004	0.702
Total Capital Programme	74.346	13.297	22.922	2.841	113.407	52.979	19.887



Classification: Open	Decision Type: Non-Key
--------------------------------	----------------------------------

Report to:	Cabinet	Date: 17 November 2021
Subject:	Success on Levelling Up Fund Bids and City Region Sustainable Transport Settlement	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

To inform the Cabinet of the recent successful bids to the Government's Levelling Up Fund and the benefit to Bury from the recent submission by the Greater Manchester Combined Authority (GMCA) to the City Region Sustainable Transport Settlement. The report also sets out next steps on implementation of the schemes funded from these sources.

Recommendations

1. That the success of the Council's bids for funding from the Government's Levelling Up Fund for Radcliffe Civic Hub and Bury Market Flexi Hall, and the success of the GMCA's bid to the City Region Sustainable Transport Settlement be noted.
2. That the arrangements for delivery of the schemes funded from the Levelling Up Fund and City Region Sustainable Transport Settlement, as set out in this report be noted.
3. That the Chief Executive be requested to submit further reports to future meetings of Cabinet on:-
 - a) The governance of the implementation of the Bury Flexi Hall.
 - b) The implementation of a People and Community Plan to support the Radcliffe Strategic Regeneration Framework.
 - c) The development of a transport strategy to underpin the implementation of schemes funded from the City Region Sustainable Transport Settlement.

Report Author and Contact Details:

Name: Geoff Little

Position: Chief Executive, Bury Council and Bury CCG Accountable Officer

E-mail: g.little@bury.gov.uk

1. Introduction

- 1.1 On 26 May 2021, the Cabinet agreed to develop and submit to Government two Levelling Up Fund applications; one for the development of a new civic hub in Radcliffe and a second for a new market flexi hall in Bury Town Centre.
- 1.2 As part of the Government's budget on 27 October 2021 it was announced that both Levelling Up Fund bids had been successful at the maximum amount bid of £20m each.
- 1.3 The GMCA agreed at its meeting on 20 July 2021 to prepare a submission for Greater Manchester to the Government's new City Region Sustainable Transport Settlement. It was announced on 23 October 2021 that the GMCA had been successful in their application and had received £1.07bn. Bury will benefit substantially from this funding.
- 1.4 The purpose of this report is to inform the Cabinet of the arrangements for delivery of the schemes funded. Together these schemes will make a significant contribution to the Let's Do It Strategy aspiration for inclusive economic growth.

2. Radcliffe Levelling Up Fund Bid

- 2.1 The Levelling Up Fund bid for Radcliffe will deliver a new civic and enterprise hub in the heart of Radcliffe, creating a focus for leisure, learning, community and enterprise within the town centre. The project comprises:
 - Civic hub - the creation of a new wellness and civic hub will deliver a new leisure centre, as existing temporary leisure facilities are demolished to enable the delivery of a vital new secondary school. Council workspace and the library will be relocated, offering flexible facilities that will provide a focus for skills, adult education and community activities at the heart of Radcliffe town centre.
 - Market Chambers – the building will be refurbished to deliver flexible co-working space, whilst also creating a new central venue as a focus for civic, cultural and creative events in Radcliffe town centre.
 - Radcliffe enterprise – the relocation of the library into the civic hub will enable the redevelopment of the existing premises to create a business centre as a focus for enterprise, entrepreneurship and innovation.
 - Active civic spaces – the public realm will integrate with pedestrian and cycle routes bringing together assets as a vibrant civic quarter.

- 2.2 A delivery plan is in place with key milestones for implementation including:
- Between November 2021 and June 2022 – site investigations, survey and design work, and planning consents.
 - By June 2022 - fully designed schemes and construction programme in place, with further reports to Cabinet seeking required approvals.
 - Start on site September 2022.
 - Levelling Up Fund to be fully spent by March 2024.
- 2.3 The development of a new civic and enterprise hub is a cornerstone of the Radcliffe Strategic Regeneration Framework (SRF), which is a key Council priority. The SRF identifies a clear set of interventions and wider strategies to guide growth and regeneration for the whole of Radcliffe. The strategic priority is to focus on the core of the town centre, acting as a catalyst for further redevelopment and investment across the wider Radcliffe area. The Hub is a priority intervention at the heart of this strategy.
- 2.4 The project builds upon a comprehensive programme of consultation, initially through the Radcliffe SRF and then through targeted engagement in relation to the hub project. An engagement strategy for the hub project has been adopted and has guided further consultation in relation to the proposals. A range of events will be hosted throughout key points of the design process, utilising the regeneration office in Radcliffe to display plans. Online webinars and workshop sessions are also planned, together with targeted consultation with specific voluntary and community groups.
- 2.5 The Strategic Commissioning Board, at its meeting on 4 October 2021, considered the health and wellbeing aspects of the regeneration of Radcliffe and it was agreed that a People and Community Plan for Radcliffe would be developed. This plan will form part of the SRF to take the opportunities that will be created by the economic and physical regeneration, including health and wellbeing, culture, education, skills and high quality jobs. The plan will be brought to a meeting of the Cabinet for approval.
- 2.6 The Council has established a comprehensive and strong governance structure to ensure that a wide cross section of Radcliffe stakeholders continue to inform the planning and delivery of key interventions. Under this structure, a Radcliffe Regeneration Advisory Group has been established, providing a forum for Radcliffe Ward Councillors and representatives of key business and community groups to provide feedback and recommendations. The Advisory Group reports to the Radcliffe Regeneration Delivery Board, chaired by Sir Howard Bernstein and includes the Leader of the Council and wider representation from the MP for Bury South, senior officers and sub-regional partners including Transport for Greater Manchester and the GMCA. Leadership is provided by the Radcliffe Cabinet Committee, which fosters cross party engagement and makes recommendations to Cabinet on all investment decisions relating to the SRF.

3. Flexi Hall, Bury Town Centre

- 3.1 The Levelling Up Fund (LUF) bid for the flexi hall proposes to deliver the following:-
- Market improvement works – to sustain and enhance the market including installation of a new roof, reconfiguration of existing spaces, access improvements and repairs and maintenance.
 - Flexi hall - the creation of a high quality, flexible facility at a key gateway to enhance cultural, leisure and hospitality offer. The facilities will support a range of business and community organisations and will be actively managed as part of a co-ordinated town centre offer.
 - Public realm – a new public realm environment will be created to link the Market and adjacent infrastructure including Bury Interchange, Bury College and other civic infrastructure.
 - Supporting activities - a range of complementary measures to diversify market demographic, including events, business enterprise and resident support.
- 3.2 The proposals for the market and flexi hall were informed through the cross-party Bury Markets Task Force established in 2019, which engaged market traders and the Bury Market Traders Association and considered evidence from across the UK on successful approaches to regeneration. Cabinet, at its meeting on 14 May 2020, endorsed the work of the Markets Task Force and its proposals relating to the strategy for Bury market to ensure that it remains at the heart of the towns retain experience. The Task Force will continue to engage and consult on detailed design and plans.
- 3.3 The delivery timescales set out in 2.2 of this report are relevant to the flexi hall.
- 3.4 The Bury Town Centre Masterplan, which is subject to a separate report on this agenda, will help to support Bury's economic recovery from Covid-19 in the short term and provide the foundations for Bury town centre to maintain its vibrancy and its status as one of the strongest centres in Greater Manchester for years to come. The masterplan will have an important role to play in promoting the town centre in general and in attracting development and inward investment by highlighting the major opportunities that exist. The Market Flexi Hall project is acting as a first phase of town centre redevelopment to benefit the people and communities of the neighbourhoods surrounding Bury town centre. Its construction will help add momentum to the Bury Town Centre Masterplan.
- 3.5 The proposals will seek to enhance the integration of the market with other town centre assets, notably the public transport interchange. The City Region Sustainable Transport Settlement included a proposal for

major redevelopment of the multi-modal interchange in Bury to support Bury's town centre regeneration plans. This will be subject to a decision to be taken by the GMCA now the final funding allocation is known.

- 3.6 Governance arrangements to oversee the delivery of the flexi hall project will be developed and brought back to Cabinet for approval in the context of the Bury Town Centre Master Plan.

4. City Region Sustainable Transport Settlement (CRSTS)

- 4.1 The new City Region Sustainable Transport Settlement (CRSTS) is an unprecedented investment in local transport networks and is a major driver for significant change. The Government has recently announced that Greater Manchester is to receive £1.09 billion of funding from the City Region Sustainable Transport Fund. This represents 90% of the bid submitted and is the highest settlement for a City Region.
- 4.2 The funding secured by Greater Manchester is for the five-year period 2022/2023 to 2026/2027 and will be invested in supporting the delivery of the vital transport infrastructure as laid out in TfGM's Five Year Transport Delivery Plan (2021-2026) (https://downloads.ctfassets.net/nv7y93idf4jq/5Y95swfmf42WVZozNA4fE/84092928376473c507ec000098b18c35/Delivery_Plan_2021-2026_Jan_2021_Final.pdf) and required to deliver the Bee Network, Greater Manchester's vision for a fully-integrated 'London-style' public transport network.
- 4.3 This funding will complement the major regeneration schemes in each of the town centres linked to the successful Levelling Up Fund bids. It will also support the emerging Bury and Ramsbottom Town Centre Masterplans which will be reported to Cabinet in December.
- 4.4 Bury put forward the following projects in the bid. The GMCA will make decisions on the allocation of CRSTS now the final allocation is known.
- Bury Interchange- Phase 1 (£45m) – with a further phase of circa £36m in phase 2).
 - Bury Town Centre Transport Improvements (£5.9m).
 - Radcliffe Transport Improvements (£11.7m).
 - Ramsbottom Active Travel Improvements (£3m).
 - Prestwich Travel Hub (£2m).
 - Heap Bridge Improvements (£0.8m).
 - Possible new Metrolink stop (£2m).
- 4.5 Bury is also set to share in GM wide measures, such as:
- Upgraded, dedicated high-quality bus routes between Wigan and Bolton, Bury and Rochdale, and also between Bury and Manchester, to improve bus reliability and attractiveness.
 - Bus stop enhancements.

- The next stage of Metrolink/rail expansion, linking the northern conurbations of Oldham, Rochdale, Heywood and Bury.
- Highways structures and resurfacing maintenance.
- Deliver the walking and cycling component of the wider GM Bee Network vision of an integrated multi-modal transport network for the whole of the region. Once complete, this will cover 1,800 miles and be the longest, integrated, planned active travel network in the country connecting every neighbourhood of Greater Manchester.

4.6 Bury will require a transport strategy for the Borough, which will come back to the Cabinet for approval.

Links with the Corporate Priorities:

Access to monies from the Levelling Up Fund will support the delivery of projects in Radcliffe and Bury, within a timeframe that is strategically aligned to the implementation of priorities outlined in the Let's do It, Bury 2030 plan. The regeneration of Radcliffe and investment in Bury town centre supports delivery of the Let's Do It strategy and the five themes that underpin the plan.

Equality Impact and Considerations:

An Equality Impact Assessment has been conducted on Radcliffe and the Flexi Hall.

Environmental Impact and Considerations:

The interchange in Bury is being developed to be the first operationally carbon neutral interchange in GM.

We need to use every opportunity to ensure that the developments in Radcliffe and Bury on our land is carbon neutral and prioritises active travel.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
None arising specifically from this report.	

Legal Implications:

Future reports will set out the governance arrangements for the delivery of the levelling up projects. Any governance arrangements will align to government guidance and the Council's decision-making arrangements as set out in the constitution.

Financial Implications:

The two Levelling Up Fund awards represent £40m of additional funding to the Borough to support two key strategic regeneration projects, one in Radcliffe and one in Bury town Centre. Added to the Councils own funding from the capital programme these projects represent significant investment and will generate jobs during and after their construction. Funding for the Council element will come from a combination of capital receipts and borrowing.

It is not yet known which of the transport projects will be funded from the City Region Sustainable Transport Settlement over the next 5 years but the values based upon the funding received by Greater Manchester are expected to be substantial. Once the detail is known Cabinet will be updated further.

Background papers:

No background documents.

Glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
GMCA	Greater Manchester Combined Authority
MP	Member of Parliament
SRF	Strategic Regeneration Framework
GM	Greater Manchester
CRSTS	City Region Sustainable Transport Settlement

This page is intentionally left blank



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	17 November 2021
Title of report:	Bury Town Centre Masterplan – Progress and Emerging Headlines
Report by:	Eamonn O’Brien – Leader of the Council
Decision Type:	Non-Key Decision
Ward(s) to which report relates	All

Executive Summary:

At its meeting on 2 September 2020 Cabinet approved the use of consultants to prepare a new masterplan for Bury town centre.

A draft of this masterplan will be submitted to Cabinet at its meeting on 15 December 2021. At that meeting Cabinet will be invited to comment on the draft masterplan and to approve it for the purposes of consultation. Cabinet will also be asked to approve the consultation process, details of which will set out in the report to the December meeting.

The purpose of this report is to provide Cabinet with an update on the key concepts that have been developed from the work on the masterplan so far and to provide context for the report elsewhere on this agenda relating to the proposed acquisition of the Mill Gate Estate.

Recommendation(s)

That:

- 1) Cabinet notes the emerging outputs from on-going work on the Bury Town Centre Masterplan and provide any initial feedback at this stage; and

- 2) Cabinet notes that the draft of the Bury Town Centre masterplan will be brought to Cabinet in December for comment and approval for the purposes of consultation.

Reasons for the decision:

To ensure that Cabinet are kept fully informed of the emerging outputs from what will be a key document to guide the future role, function and physical development and regeneration of Bury town centre and its peripheral areas over the next 15 to 20 years.

Other options considered and rejected:

None. It is important that Cabinet is fully informed of the emerging outputs from this critical area of work for the future of Bury Town Centre and surrounding areas.

1. BACKGROUND

- 1.1 Bury is the principal town centre in the Borough and is the focal point for retail, leisure, administration, services, tourism and culture. The town centre has performed well in recent years with significant investment and regeneration and is one of the highest-ranking retail destinations in Greater Manchester.
- 1.2 The success of Bury town centre has been helped by the Council's previous 'Bury but Better' Town Centre Masterplan (2003 and 2009), which provided the framework to shape and manage the successful growth and development of the town centre.
- 1.3 However, whilst Bury has performed well as a retail-led centre, it is apparent that there are significant on-going changes occurring in the physical retailing world. Furthermore, whilst the scale of the economic impact of the Covid-19 pandemic is yet to be fully understood, it is already clear that this will lead to some significant challenges for town centres, particularly in the retail sector. Predictions suggest that there will be between a 20-30% drop in retail sales within town centres as more people shop on-line – something that the pandemic has accelerated.
- 1.4 It is therefore important to have a plan that responds and adapts to the rapidly changing economic landscape facing high streets across the country. In addition to retaining a strong retail focus, the plan for Bury will need to exploit opportunities to improve its range of visitor and leisure attractions, modern workplaces, which are supported by good public transport accessibility.
- 1.5 If our town centres adapt appropriately, they can continue to be key economic drivers for the Borough and will play a key role in the delivery of economic aspirations set out in the 'Let's Do It!' Bury 2030 Strategy.
- 1.6 As the Borough's principal town centre and key location of much of the Borough's jobs, it is vital that Bury in particular, responds to both challenges

and opportunities to sustain its status as one of the strongest centres within Greater Manchester and the first Town of Culture in Greater Manchester.

- 1.7 To help this, Cabinet on 2 September 2020 approved the use of consultants to prepare a new masterplan for Bury Town Centre. Cabinet also noted that the draft masterplan would be presented to Cabinet for approval for consultation purposes and that, following consultation, a final version would be subject to further Cabinet approval. Consultants were subsequently appointed in March 2021.
- 1.8 Work has been on-going to prepare a comprehensive, aspirational and deliverable masterplan to guide the role, function and physical development and regeneration of Bury Town Centre and its peripheral areas over the next 15 to 20 years. In line with previous Cabinet approvals, a draft masterplan will be taken to Cabinet for consideration on 15 December 2021 and to seek approval to commence a period of consultation before being brought back for formal Cabinet approval.

2. PURPOSE OF THE BURY TOWN CENTRE MASTERPLAN

- 2.1 Once complete, the masterplan will play a key role in promoting a positive vision for Bury town centre, bringing together stakeholders and supporting sustainable economic, employment and housing growth. It is intended that the masterplan will provide a commercial, market-facing and deliverable masterplan to guide the future development of Bury town centre in the short, medium and longer term.
- 2.2 The masterplan will have strong links to a range of existing and emerging local strategies including the overarching 'Let's Do It!' Bury 2030 Strategy, the Climate Action Strategy, the Economic Development Strategy and the Transport Plan. Likewise, it will reflect wider Greater Manchester strategies, such as the 2040 Transport Strategy and the Greater Manchester Strategy.
- 2.3 Importantly, it will identify development opportunities within the centre, which will provide the confidence to the development industry that Bury town centre is a highly investable proposition, thereby maintaining its status as one of the strongest centres in Greater Manchester.
- 2.4 The coverage of the masterplan is limited to the town centre in scope in terms of specific development opportunities. However, the masterplan will lay the foundations for how the identified investment opportunities will act as a catalyst for the wider regeneration of existing communities in the surrounding neighbourhoods.
- 2.5 To further this, the December Cabinet will include proposals for a Strategic Framework that will shape how the physical growth of Bury town centre will lead to better outcomes for the people and communities in these surrounding neighbourhoods. This Strategic Framework will involve the people who live in

the neighbourhoods and focus on what matters to them most – including education, skills, health and employment.

- 2.6 The intention is to adopt the masterplan as a material planning consideration, which will provide a clear direction to deliver positive change, improve business confidence and encourage quality investment from private and public sectors. It will therefore inform future decision making and co-ordinate town centre activities to achieve complementary improvements.
- 2.7 It is also intended that the masterplan will be accompanied by a Development Prospectus, which will assist with town centre promotion and marketing to attract investment in all sectors including, culture, leisure and tourism.
- 2.8 Crucially, as the Government indicates that it is looking to invest in northern towns through its Levelling Up agenda, it is vital that we have a document in place that sets out a clear vision with investable projects that we can use to underpin bids for funding - particularly those which are geared to support town centre transformation. Indeed, having a clear plan in place proved to be particularly instrumental in our recent success in securing substantial Levelling-Up funding for Bury Market and Radcliffe town centre and City Region Sustainable Transport Settlement monies. This is particularly important as we emerge and attempt to recover from the economic impacts arising from the on-going pandemic situation.
- 2.9 Once the masterplan is formally approved, it will play a pivotal role in underpinning the way the Council deploys its own resources and discharges its regulatory functions, including the determination of planning applications.

3. EMERGING OUTPUTS FROM THE MASTERPLAN

- 3.1 Early engagement with key stakeholders has been a main feature of the initial work on the masterplan and this has helped to shape the broad direction of the work to date. A number of meetings and workshops with a range of stakeholders have taken place, including:
 - Elected local ward Members;
 - Bury North MP;
 - Bury Town Centre Management Board;
 - Statutory Partners; and
 - Key Council Officers.

Opportunity Areas

- 3.2 A key purpose of the masterplan is to identify a number of zones within the centre that have particular characteristics and/or particular opportunities for development. The masterplan will specify the role of each zone and set out

how these will collectively function and integrate to create a vibrant and successful town centre.

- 3.3 Some of these zones will retain and improve existing assets, whilst others will seek to bring about transformational change to respond to changing economic circumstances and opportunities.
- 3.4 Key opportunities currently emerging from the work include:
- The consolidation and diversification of the traditional retail core of the town centre through the comprehensive redesign of the Mill Gate and the introduction of new uses. The Mill Gate occupies a strategic position within the very heart of the town centre and its central position is critical to how the town functions. Presently, the inward-facing design of the Mill Gate means that it doesn't connect well with other key areas of the town centre, such as the Rock, the Market and the Cultural Quarter. Its enclosed nature currently acts as an impediment to the legibility of the wider town centre – particularly during the evening when the Mill Gate closes. The Mill Gate offers enormous potential for re-imagining the core of the town centre, restoring some of the original street network to improve linkages to and between the Rock, the Interchange, Flexi Hall and Market and to other areas of the town centre. It also has potential to introduce a significant amount of new homes, leisure facilities, employment and other uses that will help to generate greater footfall in the heart of the town and sustain existing and new businesses.
 - The redevelopment of the existing Interchange and wider improvements to the surrounding public transport and active travel networks to create a modern and sustainable transport node right in the heart of the town;
 - Improvements to Bury's world famous market, including the development of a flexi hall that will enhance the experience of visitors and provide additional facilities for businesses and events;
 - Development of high-quality residential developments in other key locations around the town, which will provide affordable living and sustainable communities, as well as generating additional footfall within the centre;
 - The enhancement of the area around and linkages to the town's cultural quarter and visitor attractions, including the East Lanc's Railway;
 - A new hotel on the former Fire Station site with a high-quality design to mirror the adjoining Rock development;
 - Further opportunities to grow the town's education campus, supported by the proposed Health Innovation and STEM Centre which will help to consolidate this area of the town centre as a key area for higher and further education;

- The strengthening and promotion of the existing culture and visitor offer together with comprehensive improvements to the public realm, including Kay Gardens.
- Improved connectivity and movement throughout the town centre and better linkages to surrounding areas; and
- Further high-quality employment development at Chamberhall.

3.5 The heart of the town centre provides the greatest potential for transformational change, including the interchange and the new Flexi Hall. However, the Mill Gate is the key area that could deliver genuine transformational change and it's redesign is identified as being critical to the longer-term success of the town centre. Not only does the area have significant development potential, it is also key to providing the permeability and linkages to many of the town's key attractions, making them more accessible and viable.

3.6 Its importance to the future success of the town centre cannot be underestimated and this is why the Council is proposing to acquire the Mill Gate estate. A separate cabinet Report will be considered by Members on this matter. The acquisition would give the Council control over the delivery of redevelopment proposals for this area and help to ensure that this aligns with the wider vision for the centre.

4. FUNDING

4.1 The Council's recent success in bidding for substantial funds through the City Region Sustainable Transport Settlement and the Levelling Up Fund will enable the delivery of the new Interchange and the Flexi Hall which will help act as the catalyst for further public and private investment into the town centre.

4.2 The success in these funding bids was underpinned by substantial evidence and a clear delivery strategy. Once completed, the Bury Town Centre masterplan will establish a clear and planned approach towards the future of the town centre that will be used to underpin further funding bids from other sources such as Active Travel monies; Evergreen; the Brownfield Land Fund; Homes England; and the Shared Prosperity Fund.

4.3 Bury town centre businesses are also seeking to establish a Business Improvement District where businesses contribute towards and decide what improvements they want to make in the town centre. If this status is established, this will be a further source of funding that could be invested into the town centre's business community and enhancements to the town centre trading environment.

4.4 New development and investment will generate an improved confidence in Bury Town Centre which should, in turn, encourage additional private sector investment.

- 4.5 In addition, the new masterplan will assist with town centre promotion and marketing, encouraging investment and the development of partnerships which will be essential if the strategy is to be successfully delivered.

5. TIMESCALES

- 5.1 It is proposed that the draft Bury Town Centre masterplan will be brought to Cabinet in December seeking approval for consultation with residents and key stakeholders.
- 5.2 It is anticipated that consultation will take place over a six-week period commencing in early January 2022.
- 5.3 This would allow for consideration of comments received and for any amendments to the masterplan to be made before the final version is taken back for formal Cabinet approval in March 2022.

6. CONCLUSION

- 6.1 The recommendations are contained at the front of this report.

Community impact/links with Community Strategy

The Bury Town Centre Masterplan will guide and inform the future direction of activity within Bury's principal town centre with the aim of creating a vibrant place that will benefit all of Bury's communities.

The preparation of the masterplan is consistent with the Key Priorities of the Bury 2030 'Lets Do It' Strategy, particularly in terms of driving economic growth and inclusion through a new masterplan for Bury Town Centre.

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 screening has been undertaken (see attached assessment) and as there were no negative impacts identified for affected groups, there is no requirement to proceed to a Full Impact Assessment.	

**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

Consultation:

See section on consultation within the main body of the report.

Legal Implications:

This report updates members on the progress in developing a master plan for Bury town centre. There will be a further report to Cabinet in December which will seek authority to publicly consult on the masterplan, the consultation will seek the views of residents, businesses and stakeholders.

The masterplan will not form part of the Council's development plan but would be a material consideration in the Council's decision making as the Local Planning Authority.

Financial Implications:

Cabinet approved back in September 2020 the use of consultants to produce the Bury town centre masterplan and costs of up to £100k. The funding for the respective individual developments within the masterplan will be the subject of individual Cabinet reports and these include the Bury Flexi Hall as part of the Levelling up Fund bid and the proposed acquisition of the Millgate Estate. Wherever, possible external funding will be sought to fully or partially fund each of the projects which form part of the Bury redevelopment and regeneration proposals. Funding

sources may include levelling up funds, City Region Sustainable Transport Settlement, New Prosperity fund and the Councils capital programme

Report Author and Contact Details:

Crispian Logue, Assistant Director (Strategy, Planning and Regulation).

Email: c.logue@bury.gov.uk.

Background papers:

None

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

Term	Meaning

This page is intentionally left blank



Classification:
[Open](#)

Decision Type:
Key

Report to:	Cabinet	Date: 17 November 2021
Subject:	Acquisition of the Millgate Estate Bury (part A report)	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

Bury is a regionally important retail destination within Greater Manchester.

The forthcoming Town Centre Masterplan identifies opportunities to bolster the town's economy and unlock the evolution of the centre, through diversification of uses, facilitating innovation and delivering investment.

The most important area of intervention is the 15-acre estate that includes the Millgate Shopping Centre currently owned by InfraRed Capital / HSBC. The current owners are looking to dispose of this asset.

The Millgate estate presents significant development opportunities to deliver once in a generation investment into housing, employment, civic infrastructure along with unlocking opportunities for new wellness, health, and education facilities.

It is important to note that the current occupational tenancies and operation of Bury Market will not be interrupted.

The vision is to future-proof Bury Town Centre, seeking to replicate the long-lasting legacy of, and be complementary to, the nearby Rock development completed 15 years ago.

This report outlines the rationale for intervention, and the exploration of a Joint Venture with Bruntwood, to deliver the proposed project and seeks the first stage approval for the acquisition of the Millgate estate.

Bruntwood are a best-in-class developer with an award-winning track record of regenerating urban centres with an informed mix of inclusive commercial growth and infrastructure plans coupled with a clear current place management and future placemaking strategies. Bruntwood have a demonstrable collaborative, consultative approach to engaging with communities that will benefit from the regeneration.

Due diligence will be completed on tenure, title, and condition with specialist commercial legal and financial advice. Once complete the details will be submitted to Cabinet.

The terms of the Joint Venture proposal will also be submitted to Cabinet for approval with a full financial model demonstrating capital and debt requirements along with commercial opportunities and risk management.

Recommendation(s)

That Cabinet:

1. Approve in principle the acquisition of the Millgate Estate in accordance with the commercial terms included within Part B of this report, to facilitate a multifaceted regeneration programme that has the potential to transform Bury Town Centre.
2. Approve that the Council establishes the terms and structure for a joint venture delivery vehicle with Bruntwood.
3. Delegate to the S151 officer in consultation with the Cabinet Member for Finance and the Chief Executive a budget to complete the appropriate due diligence on condition, title, tenure, and the Joint Venture arrangements.
4. Note that Cabinet will receive a report seeking final approval to purchase the Millgate estate in January 2022 following the completion of the due diligence work and establishment of legal and financial models.
5. Approve the acquisition of 6-10 Princess Parade Bury in accordance with the terms as set out in Part B of this report, agree to delegate the finalised terms of the agreement to the Chief Executive in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for recommendation(s)

1. To unlock an opportunity to future-proof Bury Town Centre.
2. To facilitate the delivery of new opportunities for employment, hundreds of new affordable homes and in doing so instilling economic resilience to the town centre.
3. To avoid the shopping centre being disposed by the Bank to an 'income-investor' who would likely extract surpluses from the Centre for personal profit instead of re-investing in the Estate, overseeing a decline of the Centre and increasing the later costs and need for public sector intervention.
4. Bury town centre masterplan identifies further development opportunities to the South of Anglome Way and further into the areas of Bury East ward, acquisition of the Millgate facilitates physical reconnection and attract investment that will have an impact on the surrounding communities.

Alternative options considered and rejected

1. Given the long-term trend of decline within the retail sector, if the Shopping Centre were to be purchased by a third party they may not be motivated to reinvest income to maintain the centre to a high standard. This may contribute to the condition of the centre declining.
2. Working with the vendor was originally an option, assisting in their search for a development or investment partner however the vendors disposal timeframe expectation would not allow for this.

For these reasons this was discounted.

Report Author and Contact Details:

Name: Paul Lakin
Position: Director of Regeneration & Economic Growth
Department: BGI
E-mail: p.lakin@bury.gov.uk

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

Name: Steven Manifold
Position: Major Projects Manager
Department: BGI
E-mail: s.manifold@bury.gov.uk

Background

The current owners of the Millgate Estate in Bury Town Centre informed the Council of the intention of the current owners to dispose of their interest. As the Council are a major freeholder owner in the Centre the opportunity to acquire the long-lease interest was offered to the Council. The Council have internally been working with specialist advisors to assess whether there is a strong regeneration and financial case for acquiring the centre. The conclusion has been reached that there is indeed both a strong financial and regeneration case for an acquisition, on the basis that the Council works alongside a highly skilled commercial investment partner with the skills and experience to realise a major redevelopment project.

Bury Town Centre is a regionally important retail centre. The town centre has a large retail commercial footprint within excess of 460 retail units.

The Millgate Shopping Centre and associated estate is currently owned by InfraRed Capital with funding from HSBC. It is a large, covered shopping centre that occupies 15.2 acres of land and covers around 20% of Bury Town Centres retail core. The shopping centre has restricted opening hours of 0900 – 1730, after which it is closed to the public.

Wider economic trends have seen significant decline in demand for high street shopping and long-term forecasts expect further reductions and a systemic change as to how our Town Centres are anchored.

Rising vacancy rates will have a fundamental impact on the viability of the existing Millgate Centre but also creates a potential scenario where the remaining retail uses are spread across the town centre. It has been seen in town centres elsewhere that vacancy rates have created a cycle of decline that once established is very difficult to reverse.

It is also important to note that the main surrounding community around the Millgate and Bury Market is ranked in the top 10% most deprived parts of the country, including across income, employment, health, and crime domains. Town centres are the focal point for local communities and the main hub of activity should lead progress for inclusive growth.

There is an opportunity to reshape the Millgate to address acute economic, health and wellbeing issues to the benefit of the surrounding local communities.

Prior to Covid 19, the town centre contained pockets of serious deprivation and experienced well documented issues of falling footfall and increasing vacancies. Town Centre regeneration is needed to level up key communities that continue to rely on the traditional market town offer.

The health of the high street is at a tipping point. The town centre has historically attracted significant investment such as the private sector led Rock shopping centre, however because of local and wider market trends it now must address the following challenges:

Changing patterns of retail

Bury's economy is more reliant on retail than the UK average. In 2019 12% of all employment in Bury was supported by the retail sector compared to 9% nationally. Unemployment statistics suggest that the pandemic and policy response will have accelerated the decline and means Bury town centre remains highly vulnerable.

Lack of night-time economy

Bury attracts footfall during the day through local custom and coach tours, however these visitors tend to arrive in the morning and leave early. The town lacks the range of cultural and leisure venues needed to sustain an active night-time economy. Local employment in the accommodation, food, arts, and entertainment sectors is substantially lower than the GM and national levels.

Market town decline

Whilst Bury Market remains a vital element of the town centre offer, the quality of the market will potentially decline without intervention, something the 'Markets Task Force' was established to tackle when it reported in 2020. The Council cannot take for granted that without regular refreshes and changes the Market won't enter a period of potential decline, as many other Markets have done nationally.

Bury Council successfully secured £20m of Levelling Up funding to regenerate Bury Market. The proposal to acquire the Millgate estate is complementary to the flexi hall project.

Long term financial sustainability

Values are declining, leases are now being renewed and the urban environment in and around the Millgate / Bury Market is of low quality. The area is not pedestrian friendly, impermeable when open and impenetrable when not. The Millgate after hours (and being closed-up) forms a barrier to footfall, spend potential and economic resilience of all commercial uses within the town centre.

There is a compelling case for Bury Council to step-in and intervene to manage the transition from a retail-led centre to one with mixed food and drink, family leisure, visitor attractions, culture, and street markets.

Whilst the Town Centre has strong night-time functions, predominantly centred around the Rock and Silver Street, there is an opportunity for the Millgate to deliver further leisure, events, foods & beverage uses that reinforce the night-time economy.

This can be achieved by attracting investment into leisure activities that complement existing attractions in the town centre, drive footfall - and spend - by diversifying commercial uses, taking advantage of new demand for flexible offices, coworking space and small business incubators. Demand for food and beverage will benefit from hundreds of new homes with a mix of tenures and typologies to match demand across Bury.

There is also a once in a lifetime opportunity for the Council to work collaboratively with public sector bodies and potentially local education partners to create an inclusive, accessible town centre facilities that directly benefit the people of Bury.

The emerging masterplan presents a compelling vision for a mixed-use town centre. To have any chance of implementing change (the significant removal of retail units in the Town Centre) at the level required, the Local Authority cannot stand on the side as a passive spectator.

It would not be correct to assume the 'Millgate' is limited to the indoor mall, it extends to Princess Parade, Minden Parade, and land adjoining Angouleme Way. The ownership includes the multi-storey car park, a large office suite and some substantial service yards (which provide space for re-modelling and redevelopment).

Figure 1: Millgate estate shown in red – a large proportion of the town centre



(Source: Bury Council / Land Registry)

The scale of the site would enable new commercial and residential development to be a part of the re-purposing of the site, along with a consolidated retail core. The Council will seek to use some of the land to position the proposed Market Flexi-Hall onto a part of the site currently a part of the ownership of the Millgate.

2. The regeneration case for acquiring the Millgate Estate

It is important to note that the regeneration of the Millgate is anticipated to take several years. Current tenants would not be affected, and the estate will continue to be maintained to the current high standards. As and when vacancies allow for redevelopment, the Joint Venture vehicle will use its ownership to manage the process limiting the loss of any retailers.

The future health of Bury Town Centre will be dependent upon the successful re-purposing of the Millgate estate. It is too large a piece of real-estate and too centrally located to countenance the threat of the Centre going into a significant decline.

The town currently functions as a regionally important retail centre however as retail demand drops due to wider economic factors and general moves to internet retailing, it is expected that vacancy rates will increase.

The owners of the Rock development are strongly supportive of the Council taking a strategic approach towards the future supply of retail in the town centre.

The Millgate estate extends to Princess Parade, Minden Parade, and land adjoining Angouleme Way. The ownership includes the multi-storey car park, a large office suite and some substantial service yards.

It should be noted that several commercial properties on Princess Parade will be required to deliver the proposed Flexi Hall as part of the £20m Levelling Up funding award recently announced by the Government.

Bury Market is a success story – arguably the strongest market in the North that caters for all demographics and all of society. The physical interaction of the Millgate Estate to the Market is currently limiting the expansion and evolution of the Market. Selective demolition will allow the spaces to open up and give the Market room to breathe.

There is a compelling case for Bury Council to step-in and intervene to manage the transition of the Millgate from a primarily retail-led centre to one with mixed food and drink, family leisure, visitor attractions, culture, and street markets.

In March 2021 Cabinet approved the appointment of a consultancy team to deliver a new masterplan for Bury Town Centre. The emerging work has flagged the Millgate as an area that will need to be re-imagined and partially repurposed to respond to economic challenges. Whilst the Millgate site will still be identified as an important part of the town centre retail core, the area provides significant opportunities in the heart of the town for additional residential, leisure and business developments, that will help increase and sustain footfall across the centre. Its central location is also key to realising aspirations for greater permeability between the key designations within the town, particularly between the proposed new Interchange and the Rock. Given the importance of the site to the long-term success of Bury town centre, and its physical centrality in the town centre, the Council is seeking to secure control over this asset.

The scale of the site would enable new commercial and residential development to be a part of the re-purposing of the site, along with a consolidated retail core.

3. Financial Case for acquiring the Millgate Centre

The owners of the Centre, InfraRed, are looking to dispose of the Centre following a request from their major funder, HSBC, to recover their exposed lending to the Centre.

The Millgate Centre was acquired by InfraRed from Aberdeen Asset Management in 2014 for £52m. Since the acquisition, a further c.£20m has been spent improving the facility. The original objective of the investors was to improve the performance of the centre and to seek to make a profit on the back of the improvements they funded.

Partly because of this investment in the Millgate, and partly because of the resilience of Bury town centre, it has continued to perform well in comparison to other comparable regional shopping centres.

The Centre has a low exposure to fashion retail, which has been the hardest hit segment of the physical retail market, having a much greater focus on high street traders and small businesses. The centre does not contain a traditional department store.

CBRE have been retained to provide technical advice to the Council relating to the proposed acquisition.

Despite the investment by InfraRed and the robust performance of the centre, the capital value of secondary retail centres in the north of England has collapsed. There are many assets for sale in the market and only a limited number of buyers.

Current Millgate Estate income & costs

The Millgate estate is currently producing net income of approximately £3,640,000 per annum. After rebasement and removal of additional management costs this would equate to absolute net income of around £2,930,000. Following external advice from CBRE this is a relatively stable income stream however subject to erosion as the age of the centre increases. Specialist financial advice will be taken, and this will form a part of the subsequent Cabinet report in January.

PWLB borrowing

Under the proposed terms of the Joint Venture and acquisition, Public Works Loan Board debt would be used to complete the transaction, secured against the asset itself.

A full financial model will be submitted to Cabinet for approval along with the proposed Joint Venture terms. In principle it is expected that following amortisation, that a margin will be paid on top of the cost of finance back to the council

There is also an opportunity to potentially recover Council costs from the Joint Venture. Detailed proposals and a full financial model will be submitted to Cabinet in January.

Options for commercial income investment

The Joint Venture will determine options around the additional commercial income include providing development capital to fund the master planning and planning works required, investment into infrastructure / forward funding, gap

funding for development viability and capital repayment. We are also exploring a reinvestment fund for the wider Town Centre. This will be detailed in the January Cabinet report.

Stretford Mall example

Stretford Mall was acquired by Trafford Council and Bruntwood through a Joint Venture and has sought to rationalise the retail footprint whilst diversifying uses and driving quality of the overall offer. Following an extensive public consultation, plans have been submitted to deliver business incubator office space, flexible coworking facilities hundreds of new homes and design led public realm. This is a notable example as to what opportunities the Millgate estate offers as it evolves.

Link to Bury Interchange Project

Transport for Greater Manchester recently announced £1.6bn funding had been awarded to invest into transport infrastructure across the region. Bury Council's strategic transport team included the proposed redevelopment of Bury Interchange as part of the bid.

The proposed acquisition of Millgate has an intrinsic link to the redevelopment potential of the Interchange – unlocking pedestrian permeability and natural desire lines through the removal of building obstacles. The placemaking led reinvention of the centre will also assist with the creation of a world class gateway with high quality public realm and strong invisible connections between the interchange, the Rock shopping district, and cultural destinations.

4. Do Nothing Option

If the Millgate Estate is put up for sale on the open market the likely market interest in the asset would come from 'income investors.'

This is potentially the most damaging form of ownership for the Town as the objective of an income investor is to maximise the cash margin between their cost of borrowing and the income generated from the Centre. This category of investor may have little interest in making any investment in the ongoing fabric of the building let alone any refurbishment or regeneration of the Centre.

There have been examples of Centres in both Prestwich and Radcliffe where there has been no obvious investment by a private owner for over a decade. This has caused challenges in maintained vibrancy and stops the centres from meeting the needs of our residents.

In many locations Local Authorities end-up under enormous pressure to intervene when a facility is being mis-managed, and often this will require a premium above market value to be paid and a series of rectification works following potentially many years of neglect.

5. Government guidelines in respect of major property acquisitions

The Government has recently tightened the regulations around Councils acquiring commercial assets.

There are several examples of PWLB borrowing being used to acquire commercial assets. This is not the case with the Millgate, whilst the commercial income is used to fund the delivery activity, the fundamentals of the project are to unlock regeneration.

In response to this the Government has introduced requirements to demonstrate that assets must be acquired for the purposes of regeneration. This is the basis upon which the Council has acquired retail assets in central Prestwich and Radcliffe. Whilst the guidelines do not entirely rule-out the acquiring of assets for the purposes of yield, it has been made more difficult to do so.

However, the motivation of the Council to acquire the Millgate Estate is to undertake major regeneration works. The Council will make a formal application to the PWLB on this basis once a Cabinet approval is secured.

6. Reason for Forming a JV

The Council is clear that the objective of acquiring the Estate is to promote its redevelopment and regeneration.

Bruntwood is a property company with decades of experience in regenerating towns and delivering placemaking led schemes.

Our ability to form a Joint Venture will unlock the use of their skillset and resources to enable the fast, efficient, and best in class regeneration project delivery.

It should be noted that any Joint Venture is only as good as what each constituent party allocates resources into and the lever of control each have. As such a proposal will be submitted to Cabinet that fully resources from the Council's side the team required to deliver the Joint Venture project. The Joint Venture is proposed to be formed on a 50:50 deadlocked decision-making basis by Bury Council and Bruntwood.

The Joint Venture acquire the Millgate estate and receive its commercial rent. The Council would receive remuneration for the cost of finance. The Joint Venture would work up a jointly agreed business plan, masterplan and identify development build plots.

Upon receipt of planning development, plots would be disposed of to create capital receipts. These capital receipts could be used to repay the capital debt to zero or fund further development works.

Advice will be taken on the most appropriate structure for the JV, Partnership/membership agreement and ancillary agreements which will form a part of a report to Cabinet in January 2022.

7. Plan for Future of the Centre

The Council should not default into an assumption that it should hold the entire Millgate estate for the long-term. Parts of the Estate might be re-purposed so that private capital can be invested in the transformation process.

At this stage it is not proposed that the Council commit to investing any further capital investment in the regeneration of the Estate. Should the Council identify a development opportunity within the remodelled Estate on a development plot, it may decide to invest, but would do so based on a standalone business and investment case.

Any development opportunities brought forward will be focused on improving the overall experience and environment of the Town Centre, positively impact Bury market and to provide opportunities to invest into civic infrastructure.

The JV will agree a phased redevelopment plan for the Centre, which is likely to focus on redesigning the most outmoded and tired parts of the Estate first. This will allow critical elements of the Estate to continue trading without disruption, maintaining a 'core' of retail rents necessary to pay down borrowing.

The JV will identify development plots where neither partner is interested in directly investing. In these circumstances the partners would act as 'master-developers' and would seek a developer/investor partner with a credible proposal to build-out the plot. Each disposal would create a land-receipt which can be used to either pay-down the initial borrowing or potentially be re-invested.

The JV will likely form a view on the timing to exit the asset, which will be influenced by the extent to which the regeneration vision has been achieved. It is not the strategic objective of the JV partners to hold the estate longer than necessary. It may be that the site is sold via a mix of plot sales with the disposal of the retail element being completed once the remodelling is completed. There is no requirement to determine the exact nature of the exit at this stage, simply that an exit is the current aspiration.

Whilst the JV partners would seek to potentially dispose of the entire freehold estate, it is probable upon exit the Council would retain our freehold interest in the entire estate to ensure that a critical part of the town centre has an appropriate degree of strategic control and influence.

Full details of development options will be submitted to Cabinet in due course.

8. 6-10 Princess Parade

Alongside the proposal to acquire the Millgate Estate, the Council is seeking to follow the success of the Levelling-Up proposal to acquire interests that complement our existing lease ownerships.

6-10 Princess Parade is a commercial property that sits within the proposed building footprint of the Flexi Hall design, a key element of the submitted Levelling Up Fund application for the regeneration of Bury Market.

Following the Government's announcement to provide £20m Levelling Up Funds to deliver the flexihall and the wider regeneration of Bury Market, it is proposed that the Council acquire this site.

The Diocese of Manchester own the property and have marketed it for disposal.

The Council have approached the vendor and have drafted in principle terms to acquire the site on an unconditional basis. The full details of the terms are included within Part B of this report.

Given a static asking price and the volatile market conditions the Council commissioned CBRE to complete an independent Best Value assessment in the context of the wider regeneration outputs. The Best Value assessment supports the acquisition of the property. Full details are included in Part B of this report.

It is proposed that the Council acquire the property to enable the delivery of the regeneration of Bury Market, the construction of the proposed Flexi Hall and associated public realm. The project will be funded by the recently announced £20m of Levelling Up Funding.

Links with the Corporate Priorities:

The regeneration of Bury Town Centre 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. The five themes are summarised below and how they link into the vision for Bury Town Centre.

- 1. Healthy Communities:** The acquisition of the Millgate provides options for providing new community infrastructure including adult learning, civic facilities and other health related services will be a true connection to the community. The implementation of active travel, walking and cycling routes connecting people with local amenities and increasing the availability of public open space will enable the community in Bury Town Centre and surrounding suburban to reconnect and thrive.
- 2. Carbon neutral:** We need to use every opportunity to ensure that development in Bury Town Centre on our land is carbon neutral and prioritises active travel.
- 3. Inclusion:** making sure that everyone's voice is heard, this will absolutely be a focus through the Consultation of the regeneration work.
- 4. Digital first:** the full fibre roll out has enabled access to faster speeds and future-proofed infrastructure. This presents an excellent opportunity for the businesses and community with Bury Town Centre being the ideal location to cultivate new business growth, encourage start up SMEs, promote digital growth, and deliver tech enabled employment space.
- 5. Inclusive Growth:** the regeneration scheme at the Millgate in Bury Town Centre will include investment in physical infrastructure (roads, cycle ways and public transport); creating more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Bury; to ensure residents have the best chance to access good jobs.

Equality Impact and Considerations:

- 1. 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 -

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

If proposals are brought forward to Cabinet in due course for comprehensive redevelopment, a full resident and wider community engagement strategy will be included.

The Council has a pledge to be Zero Carbon by 2038. This means that the current estate needs to be rationalised and modernised.

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.

Environmental Impact and Considerations:

Bury Town Centre is a highly sustainable location, with a major transport interchange which links to the 100-station Manchester Metrolink system, the town centre is also a major bus hub for north Greater Manchester and contains cycling and walking infrastructure.

The Millgate Estate itself is on a 15.2-acre brownfield site in the centre of the town. This presents the opportunity to introduce a significant residential capacity in the heart of a highly sustainable town-centre, one which is not car-dependent.

The Centre itself is of a certain age and the opportunity for refurbishment and redevelopment will enable the Estate to reduce its carbon footprint over time.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Risk: Consideration of acquisition	Council has received external valuation and strategic advice on the development potential that supports assessment of value for money
Risk: Choice of JV partner	Bruntwood have an extensive track record of regenerative projects that transform urban areas
Risk: Formation of Joint Venture	The Joint Venture will be formed prior to the acquisition of the Millgate estate
Risk: Borrowing risk	Any Council lending is secured against the asset. The council can secure income in the event of default. Consideration is proportionate to the alternative land value.
Risk: Commercial income Voids increase, and tenants depart, reducing commercial rental income and limiting development expenditure	The JV will ensure the current asset, letting and property management arrangements are kept in place to maintain continuity and high standards. The JV will work with existing and new tenants to ensure the centre is full. Where vacancies do appear, consolidation of space will create development site and will be redeveloped. Following receipt of planning and confirmation of viability, land disposal capital receipts will replace commercial rental income through debt repayment options.
Risk: Development risk	Development opportunities will be identified based on local planning policies
Opportunity: Hundreds of brownfield homes	Higher density housing developments will unlock hundreds of new homes on brownfield land. The Council will ensure that any residential development will include a mix of tenures and typologies to meet demand.
Opportunity: New employment opportunities	The creation of new commercial spaces will unlock new economic growth.

Legal Implications:

Millgate estate -

These decisions are key decisions and have met the forward plan requirements. The recommendation to acquire the Millgate Estate is subject to an independent report from CBRE. Any purchase will be subject to an extensive due diligence exercise which includes surveys and site investigation reports.

The recommendation in principle to enter into a Joint venture agreement and associated legal arrangements will be subject to specialist advice on the terms of the arrangements. A full report will be submitted to Cabinet in January 2022 setting out the details of those terms. The Council has powers to enter into joint arrangements using the general power of competence s1 Localism Act 2011

and/or its power to invest under section 12 of the Local Government Act 2003. Specialist commercial legal advice will be obtained to advise on legal and financial models for delivery of this proposal.

The recommendation is on the basis that it will have the potential to deliver significant regeneration benefits to the Borough.

Princess Parade

An independent report has been obtained supporting the valuation of the property at 6 – 10 princess Parade. Any acquisition will be subject to due diligence reports and legal advice and support throughout.

Financial Implications:

Funding for the purchase of the Millgate Estate will require an application to the Public Works Loans Board for the monies and will be submitted on the basis of the funding requirement for a major regeneration project within Bury Town Centre.

Work is still required to determine an appropriate budget to complete all the necessary due diligence prior to the acquisition of the Millgate Estate and the establishment of the joint venture. This will involve the commissioning of specialist professional advice. Subject to the outcome of the due diligence and the progression of the acquisition and creation of a joint venture delivery vehicle some of these costs may be chargeable to the delivery vehicle. The value and proportion are still to be determined.

CBRE have provided a financial assessment to support the acquisition valuation and also validated the commercial income generated. However, at this time it is too early to determine how this income would be distributed and what costs it would cover within the future development. This will be worked through and brought back to Cabinet as part of the January 22 paper.

Funding for the acquisition of 6-10 Princess Parade is within the funding identified for acquisition of properties as part of the Bury market flexi hall levelling up funds. The acquisition valuation has been independently validated.

Background papers:

None.

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

Term	Meaning

This page is intentionally left blank



Classification: Open	Decision Type: Key
--------------------------------	------------------------------

Report to:	Cabinet	Date: 17 November 2021
Subject:	Brownfield Housing Delivery Strategy: Disposal of land at Seedfield Bury and William Kemp Heaton Bury (Part A)	
Report of	Cabinet Member for Housing Services	

Summary

This report seeks approval for the disposal of two Council-owned Brownfield sites in Bury that have the potential to be redeveloped to deliver much needed housing and will generate a significant capital receipt.

The former Seedfield Centre in Bury has been derelict for some time and the site is allocated for housing within the forthcoming local plan. The Council successfully applied for Greater Manchester Combined Authority (GMCA) Brownfield Housing Fund monies to bridge any viability gap. The proposed developer, Hive Homes, will deliver a planning compliant scheme of 81 family orientated houses.

The Council will ensure that the existing tenant, Seedfield Sports Club, is provided suitable alternative accommodation prior to the commencement of demolition works.

The former Williams Kemp School site in Bury has been cleared since the development of nearby Peachment Place. The Council is working with Great Places Housing Group to deliver a bespoke intergenerational affordable housing scheme that included affordable family homes, accessible bungalows and specialist supported living apartments for people with learning disabilities. It has been designed to complement and utilise the existing facilities in Peachment Place.

The Council will ensure that the redevelopment of the site will not have any detrimental effect upon the existing residents of Peachment Place.

Once developed the two sites have the potential to deliver 118 new homes, including 57 of an affordable tenure (48% - nearly twice planning policy compliance) of which 15 will be much needed bespoke supported homes for disabled tenants.

Recommendation(s)

That Cabinet:

1. Approve the disposal of land at Seedfield in Bury for low carbon family housing development in accordance with the terms included within Part B of this report.

2. Approve the disposal of land at William Kemp Heaton Bury for affordable housing and assisted living accommodation development in accordance with the terms included in Part B of this report.
3. Delegate the finalised terms of the agreement to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance, the Cabinet Member for Housing Services, S151 Officer and Monitoring Officer.

Reasons for recommendation(s)

1. To facilitate the Council's Brownfield first approach to housing delivery.
2. To accelerate the delivery of much needed homes with a range of affordable tenures and typologies to reflect the modern demands of housing as outlined in the Councils Housing Strategy.
3. To generate capital receipt upon the successful disposal of the sites.
4. To reduce revenue cost to the Council of holding, maintaining, and securing this long term cleared sites.

Alternative options considered and rejected

5. Do nothing. Bury has high levels of housing demand and supply is required in the marketplace immediately. The Council has several sites it is actively marketing through external agents and these sites are taking 12-18 months to be disposed of. Additional time will be required for planning prior to commencement of works. The proposals in this report accelerate commencement to within 6 months. This is reflected within the overall Best Value assessment.
6. Market Seedfield. Hive Homes are delivering a policy compliant development and are proposing to transfer liability of the repayment of the £995,000 grant. The Best Value assessment reflects this special arrangement and supports direct engagement.
7. Market William Kemp Heaton. Great Places are delivering a bespoke intergenerational affordable scheme with specialist supported accommodation that would not be delivered within the current housebuilding marketplace.
8. The Council is also disposing of 50+ other sites through the Accelerated Land Disposal Programme. Capacity is limited and there is an acute housing need across the district. These disposals are oven ready, allowing resources to be spent unlocking other brownfield housing sites.

For these reasons these options were discounted.

Report Author and Contact Details:

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

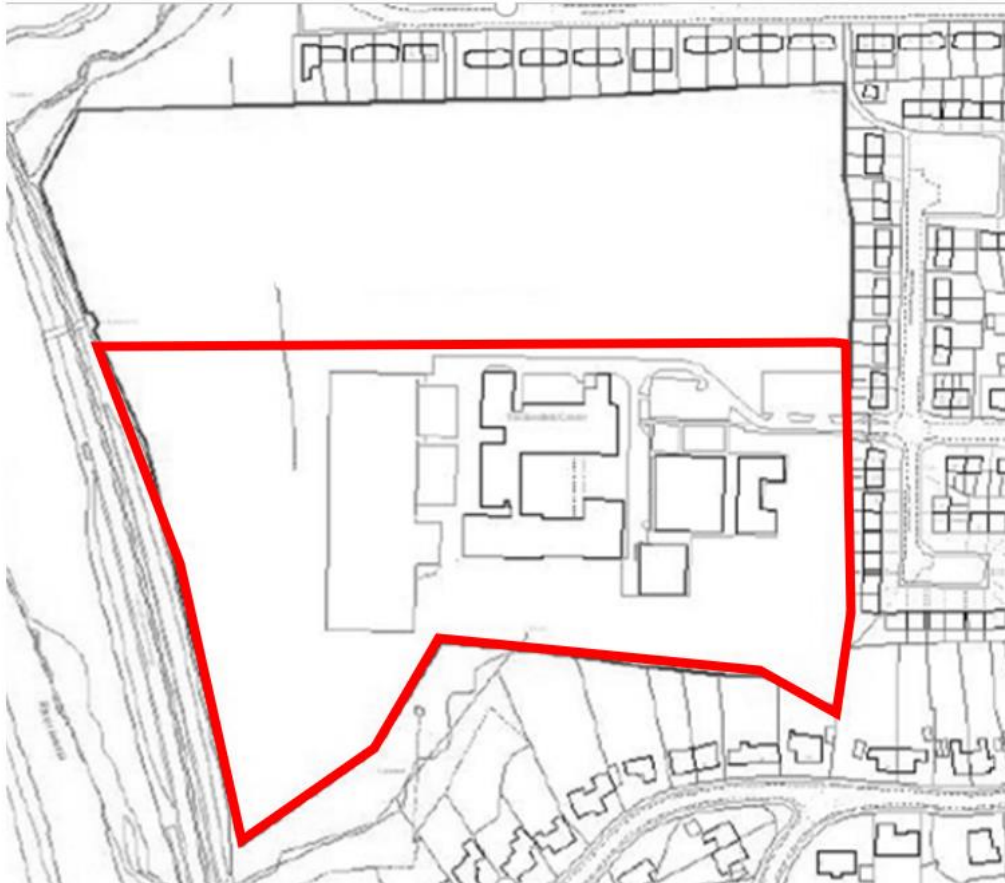
Name: J Summerscales
Position: Principal Strategy Officer
Department: BGI, Housing
E-mail: j.a.summerscales@bury.gov.uk

Background

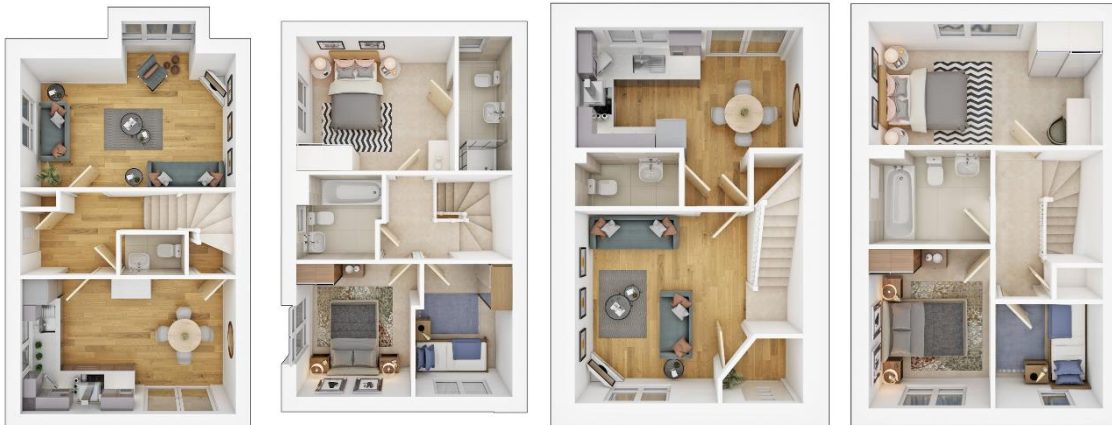
This cabinet paper is a component of the Brownfield Housing Delivery Programme being led by officers from Property and Housing within the Business Growth & Infrastructure Directorate.

Former Seedfield Centre Parkinson Street Bury BL9 5DW

1. The brownfield element of the Seedfield site was originally built as a secondary school and has had a variety of interim uses over the last 30+ years. The buildings require significant investment to bring them up to modern standards and have been declared surplus.
2. The site is currently semi derelict, a source of antisocial behavior and is an operational and revenue burden on the Council. Seedfield was approved for disposal as part of the Accelerated Land Disposal Programme at Cabinet in March 2021.



3. It is proposed to dispose of the site to unlock the development of 81 new homes, of which 20 (25%) will be of affordable tenures.
4. The proposed developer is a delivery vehicle of a local affordable housing group and has received cornerstone funding from GMCA. Due to the continuity between their funding and the Brownfield Housing Funding they can be considered a special entity.
5. Hive Homes is proposing the delivery of a family orientated development that makes a commitment to accelerated construction that is delivered quicker than that of a standard PLC housebuilder in which delivery programme would be dependent upon sales uptake
6. Hive Homes are proposing to deliver a low carbon sustainable development – of which 25% will be of Ecohomes standard in addition to 100% of the houses being electrically heated (I.e. not reliant upon fossil fueled powered gas boilers) and will include naturally planted, sustainably drained landscaping and incorporate electric vehicle driveway charging.



7. The proposed terms from Hive includes a) significant capital receipt b) transfer of several completed houses to the council and c) transfer of liability of repayment of the GMCA brownfield housing grant.
8. The proposed development is all planning policy compliant and delivers on the aspirations of the Councils recently published Housing Strategy the Council's Let's Do It strategy.
9. It should be noted that the completed family housing development when complete will produce around £144,000 of additional Council Tax income per annum. New Homes Bonus payments may be payable subject to district wide performance and in compliance with the updated Government policy.

10. The commercial terms are higher than the Council's book value and supported by an external best value report by CBRE.
11. Proposed control mechanisms have been proposed to ensure that the proposals are developed, and the Council retains control if progress is not made.
12. It should be noted that part of the site is used by Seedfield Sports Club and the Council will ensure that their operation can either continue on the greenfield element of the site or alternatively be relocated as part of the overall development delivery.
13. The full commercial terms of the proposed disposal are outlined in Part B of this paper.
14. In line with external advice received, the Council shall ensure that a mechanism for taking back control of the land is included in the event that the developer fails to secure planning within 12 months, commence works within 6 months of planning consent and an ultimate long stop of 36 months.
15. The delivery of this will be subject to contract drafting but is likely to be the term of the contract on a phased milestone basis.
16. Hive Homes anticipate submission of a full planning application in early 2022 with a start on site commencing around Q2 2023.
17. The Council commissioned CBRE to conduct an external third-party assessment of the proposed commercial terms, disposal proposal and development output in the context of achieving the prescribed requirements of best value as set out in Section 123 of the Local Government Act 1972.
18. This was conducted by assessment of the following:
 - Development proposal
 - o Strategic fit within Burys Housing Strategy
 - o Quality of design
 - o Overall development viability
 - Policy Context
 - Rationale for disposal
 - Deal structure
 - Benefits to the council
 - Value for money
 - Catalytic change
 - Preferred location
 - Investment
 - Protection of assets

- Indirect benefits to the council
- Risk mitigation
 - Delivery
 - Affordability
 - Development
 - Completion

18. The report concludes that the commercial terms and development proposal have been assessed against what the wider marketplace could provide. It acknowledges the green credentials, planning policy compliance and accelerated construction along with benchmarking the value of the total cash and asset consideration.

19. CBRE's report concludes that they are satisfied that the disposal of Seedfield represent value and that they consider the proposed terms satisfy the councils obligations to demonstrate best value.

20. A copy of the Best Value report is included within Part B of this report.

Former William Kemp Heaton School Bury BL9 9GQ

21 The former William Kemp Heaton site off Kemp Heaton Road is a Council-owned brownfield site in Bury. Cabinet approved the disposal of this site as part of the Accelerated Land Disposal Programme in March 2021.

22. The demolition of the former William Kemp Heaton Day Care Centre took place in 2016 and the site has been derelict since then. The site is adjacent to Peachment Place, the Council's 60 bed extra care scheme completed in 2019.



23. This is a brownfield site of 3.12 acres which has capacity for a range of homes including bungalows, houses, and apartments. Development proposals for this site must complement and capitalise on the existing Peachment Place extra care scheme and its facilities including bistro, beauty salon and programme of activities.

24. Due to its proximity to Peachment Place, the Council's integrated commissioners for Adult Social Care have identified this site for affordable housing for older people and specialist/supported accommodation for people with a learning disability and/or autism. Some of these people are currently placed out of the Borough at a high cost to the Council, owing to lack of suitable accommodation and/or support facilities for them in Bury. Some of these people also have a physical disability.

25. Great Places Housing Group, a registered provider, is proposing the delivery of a 100% affordable housing scheme on Council-owned brownfield land. This will enable the construction of 37 new affordable homes including 15 specialist/supported apartments for people with learning disabilities and/or autism which can be adapted to suit need at any given time, and 9 bungalows to meet the needs of older people and those with mobility issues. The Council's integrated commissioners for adult social care have played a major role in shaping the development proposals to ensure they meet the needs of specific client groups.



26.The house types and tenure mix are as follows:

- 9 x 2-bedroom accessible bungalows for social rent
- 4 x cottage flats for affordable rent
- 4 x 2 bed 2 storey houses for affordable rent
- 5 x 3 bed 2 storey townhouses for affordable rent
- 15 x 1 bedroom supported living apartments

Specialist supported living apartments



Accessible bungalows



Affordable family homes and integration with Peachment Place (RHS)



27. The supported living accommodation will be multifunctional, all units will be fitted with assistive technology and purposefully built to accommodate hoists, wider door frames, space for wheelchair users and walk in shower rooms, all of which can be adapted to suit need at any given time.
28. The sale of this asset will enable the Council to meet its statutory obligations to support individuals with additional needs and, remove operational holding costs and Council liabilities for derelict land.
29. Development proposals include a mix of social and affordable rented family homes, specialist/supported accommodation and, accessible bungalows specifically for older people and people with mobility issues. The Council has negotiated full nomination rights to all 37 dwellings on this scheme.
30. It should be noted that the completed family housing development when complete will produce around £50,000 of additional Council Tax income per annum. New Homes Bonus payments may be payable subject to district wide performance and in compliance with the updated Government policy.
31. The full commercial terms of the proposed disposal are outlined in Part B of this paper.
32. Like many other areas, Bury is facing an increasing shortage of affordable housing with more and more people on low incomes unable to rent a suitable home they can afford that meets their needs. A Housing Need and Demand Assessment undertaken in 2020 estimates that there is a net shortfall of affordable homes to rent or buy for 448 households across the Borough each year.

- 33.The Greater Manchester Health and Social Care Partnership in conjunction with the Housing Learning and Improvement Network, have suggested that Bury requires an additional 138 self-contained supported living units by 2031.
- 34.At present, there are approximately 1,500 live applications on the Council's Housing Waiting list and around 45% of those require a 2 or 3 bed property and 50% require a one bed property.
- 35.Releasing assets and brownfield sites such as the former William Kemp Heaton site for affordable housing development gives the Council an opportunity to meet its housing targets and increase the supply of affordable housing and specialist/supported accommodation across the Borough.
- 36.This proposal is complementary in nature to Peachment Place and has the potential to generate savings to the Council's Adult Social Care Budget of a minimum of £75k per annum based upon low-risk low-need clients as a consequence of bringing out of Borough placements back in Borough. This value could be substantially higher if the individuals had higher needs. It will also help prevent other adults from being placed out of the Borough in the future. In addition, there are considerable housing pressures in Bury and GPHG is an experienced provider of specialist/supported living for older people and those with learning disabilities which, in collaboration with the Council, will unlock much needed affordable homes.
- 37.The commercial terms have been benchmarked by a valuation by the district valuer, details of which are contained in Part B of this report.
- 38.Proposed control mechanisms have been proposed to ensure that the proposals are developed, and the Council retains control if progress is not made.
- 39.Great Places anticipate submission of a full planning application in early 2022 with a targeted practical completion from Summer 2023.

40 Links with the Corporate Priorities:

- 40.1 This proposal contributes towards meeting the Council's priorities across a range of policy areas including increasing the supply of affordable housing to meet general housing needs and the housing needs of older people and those with a disability. It sets out plans for the delivery of a diverse housing development on brownfield land and an opportunity to create successful and inclusive neighbourhoods in conjunction with the Bury 2030 Let's do it Strategy.

41 Equality Impact and Considerations:

- 41.1 This proposal promotes equality of access to housing and demonstrates a positive impact on people with protected characteristics. It seeks to ensure that there is a mix of tenures and house types across the site to meet the needs of all residents and, recognises the specific housing needs of different client groups including older people, people with disabilities, low-income households and people who are homeless or at risk of homelessness.
- 41.2 Whilst there are no direct equality issues, the development of this site will result in the regeneration of a run-down area which will improve the local environment by reducing opportunity for anti-social behaviour including fly-tipping. The development will also provide 33 much need affordable homes for residents of the Borough.

42 **Environmental Impact and Considerations:**

25% of the homes at Seedfield will be built to Ecohomes standard and no homes will have gas boilers installed.

The new homes will be built to 'Future Homes Standard' including the installation of energy efficiency measures to reduce fuel bills and cut carbon emissions.

Nesting bricks to side elevations in shaded areas will encourage wildlife and provide nesting opportunities.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The scheme doesn't get delivered.	This is unlikely as Great Places Housing Group will be investing a significant amount of money in achieving planning and, Homes England funding has been approved for delivery. If the scheme does not get delivered the Council will have received payment for the land and removed its liability for long-term maintenance and repair.
	GMCA are the cornerstone funder of the Joint Venture that is Hive Homes. In the event that Hive fail to deliver the development the council will approach the funder or other joint venture partners to ensure practical completion.
The proposal will generate 56 much needed affordable homes for residents of the Borough (including 15 multifunctional specialist/supported homes which can be	

adapted to suit need at any given time) to help meet the Council's housing targets.	
This derelict site is a wasted resource and a liability to the Council. It is susceptible to fly-tipping, crime and anti-social behaviour and costs the Council time and money to maintain.	The sale to Great Places Housing Group will generate income and cost savings as it will remove any repair and maintenance liabilities to the Council and, result in other social, environmental, and financial benefits including new homes bonus and council tax revenue

43 **Legal Implications:**

Approval to dispose of these sites land was agreed by Cabinet in March 2021. The Council must ensure that it meets the obligations of the best value requirements of s123 of the Local Government Act 1972. The full commercial information is set out in part B of this report including an independent valuation and best value assessments.

These proposals both involve the sale of land to housing associations to bring forward development of the scheme. The Seedfield site is subject to a brownfield land agreement which following novation will transfer responsibility for that funding to the developer.

Detailed legal advice will be provided at all stages.

44 **Financial Implications:**

1. The disposal of the Seedfield site will generate a significant capital receipt. The CBRE report demonstrates that the proposal offers best value and the proposed land value being offered is significantly higher than the book value of the land in the Councils accounts. The overall consideration must also include the existing liabilities and missed opportunity costs of the Council retaining ownership of housing sites.
2. The two schemes will enable the construction of 118 new homes, that will generate additional council tax revenue to the Council, of which 56 will be affordable homes.
3. The construction of 15 specialist supported living homes at William Kempt Heaton should save the Adult Social Care budget a minimum of £75k per annum and keep the social care provision within the district.
4. On the basis of compliance with the government's programme and dependent upon the wider delivery of housing supply, the development proposals have the potential to also generate New Homes Bonus payments. However, this is reliant upon the Council achieving the minimum threshold for new housing developments which it hasn't done for a number of years.

5. Breakdown of the financials for both schemes is contained within Part B. Through negotiation the council has been able to transfer grant repayment to the purchaser of the Seedfield site. This will save the Council £995,000.
 6. Disposal of land usually necessitates the expenditure of fees to support technical due diligence, property agency, marketing costs and legal fees. As these proposals will be direct transactions, they save costs by only incurring legal fees.
-

Background papers:

None.

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

Term	Meaning
GMCA	Greater Manchester Combined Authority
Registered provider	Also known as a housing association.

This page is intentionally left blank



Classification: Open	Decision Type: Key
--------------------------------	------------------------------

Report to:	Cabinet	Date: 17 November 2021
Subject:	Delivery of a new secondary school in Radcliffe: Land proposal to DfE & Star Academies Part A	
Report of	Leader and Cabinet Member for Finance and Growth	

1.0 Summary

- 1.1 Bury Council is committed to delivering a new secondary school in Radcliffe, working in collaboration with Star Academy Trust and the Department for Education (DfE).
- 1.2 On the 5th February 2021, the Secretary of State for Education announced the outcome of an application to the Government's Free School Programme, confirming a successful bid by Star Academy Trust to establish a new secondary school.
- 1.3 Cabinet noted on 24th March 2021 (CA.50) the previous decision of Cabinet on 26th February 2020 (CA.306) to locate the new secondary school on the site known as Coney Green, off Spring Lane in Radcliffe, and the intention to commission a study to determine the extent of the site to be utilised for the school.
- 1.4 The decision of Cabinet in February 2020 recognised the need to preserve access to an adjacent site to the North of the school site, and that the land required for this purpose would influence the extent of the site available for the school.
- 1.5 Cabinet also noted the requirement for a financial commitment from the Council to support delivery of the scheme, to be funded from Children's Services schools capital budget, and that this will be subject to Cabinet approval when the detail is known. These financial commitments will extend to provision of the access road, site abnormalities including relocation and decant of existing users and demolition of existing buildings, and any planning conditions.
- 1.6 This Cabinet report outlines the conclusions of this study and seeks approval of the proposal to lease the identified land to the DfE and for occupation by Star Academy Trust.
- 1.6 Star Academy Trust and the DfE are currently working on a feasibility study on the site, for the new school building, in anticipation of a planning submission in 2022.

- 1.7 For the project to progress, DfE and Bury Council need to agree terms on the development site. The proposal is detailed within this report.
- 1.8 It is proposed that the Council retain the freehold of the site and grant a long leasehold to the DfE on a peppercorn basis.
- 1.9 The proposed access road will sit outside the development site, and not be subject to inclusion in the long lease. Funding for works to provide the road will fall to the Council and ongoing discussions with Star Academy Trust have considered the potential options for delivery of the road, which will also serve the school, either directly by the Council, or by Star Academy Trust as part of the school scheme.

Recommendation(s)

That Cabinet:

- Approve the disposal of the land on a long leasehold basis in accordance with the proposed terms contained at Part B of this report.
- Delegate approval of any further negotiations to the Director of Regeneration, Section 151 Officer and Monitoring Officer.
- Note that a full proposal of quantified abnormal costs, including the delivery of a new access road, will be submitted to Cabinet for approval at a later date.

Reasons for recommendation(s)

- To unlock the delivery of a new secondary school for Radcliffe.
- To utilise a Council owned Brownfield site for development.
- The proposed site boundaries ensure stakeholder considerations including strategic site access, future transport routes and contractor site management.
- Both delivery routes for the Council to fund the access road are required to satisfy the requirements of the DfE in relation to the delivery of the proposed free school.

Alternative options considered and rejected

The site is in Radcliffe, ideally located to benefit from the proposed catchment area. The site is identified within the Radcliffe Strategic Regeneration Framework and was confirmed by Cabinet in March 2021.

The Council has commissioned investigations into the school location, appropriate massing and stakeholder considerations and have identified the site boundaries proposed within this cabinet report.

Star Academy Trust and the DfE have approved the proposed red edge of the proposed site and as such no other options have been considered.

The Council has explored both delivery routes for provision of the access road and has a procurement route that can be implemented in the required timescales of the DfE.

Report Author and Contact Details:

Name: David Lynch

Position: Assistant Director Regeneration

Department: BGI

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

Name: Paul Cooke

Position: Strategic Lead

Department: Education services

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

2.0 Background

- 2.1 The Secretary of State for Education has approved an application from the Star Academy Trust to establish a new secondary school, to be located on land off Spring Lane, Radcliffe. The school is expected to admit its first cohort of pupils in September 2024.
- 2.2 Council Members and Officers have been instrumental in developing the business case to establish the new school and have worked extensively to demonstrate the need for new secondary school provision in Radcliffe, and the importance of that provision in supporting the economic growth and sustainability of Radcliffe.
- 2.3 The comprehensive case produced by the Council, and the engagement with DfE to demonstrate that need, played a significant part in ensuring the successful application for the new school. This ongoing partnership is instrumental in ensuring the delivery of the new school, and its alignment with the wider objectives of the Radcliffe Strategic Regeneration Framework (SRF).
- 2.4 The cost of constructing the new school building will be met by the Department for Education, with the exception of site-specific costs including the provision of access and associated highways works, site remediation including demolition of existing buildings, and any relocation costs relating to existing uses, and costs arising from planning conditions. These costs will fall as an obligation on the Council.
- 2.5 The Council is required to identify the site for the new school, and to the enter into a long lease to enable Star Academy Trust to have use of that site for the purpose of the school. The agreement between the Council and DfE must set out the clear boundaries of the site to be included on the lease.

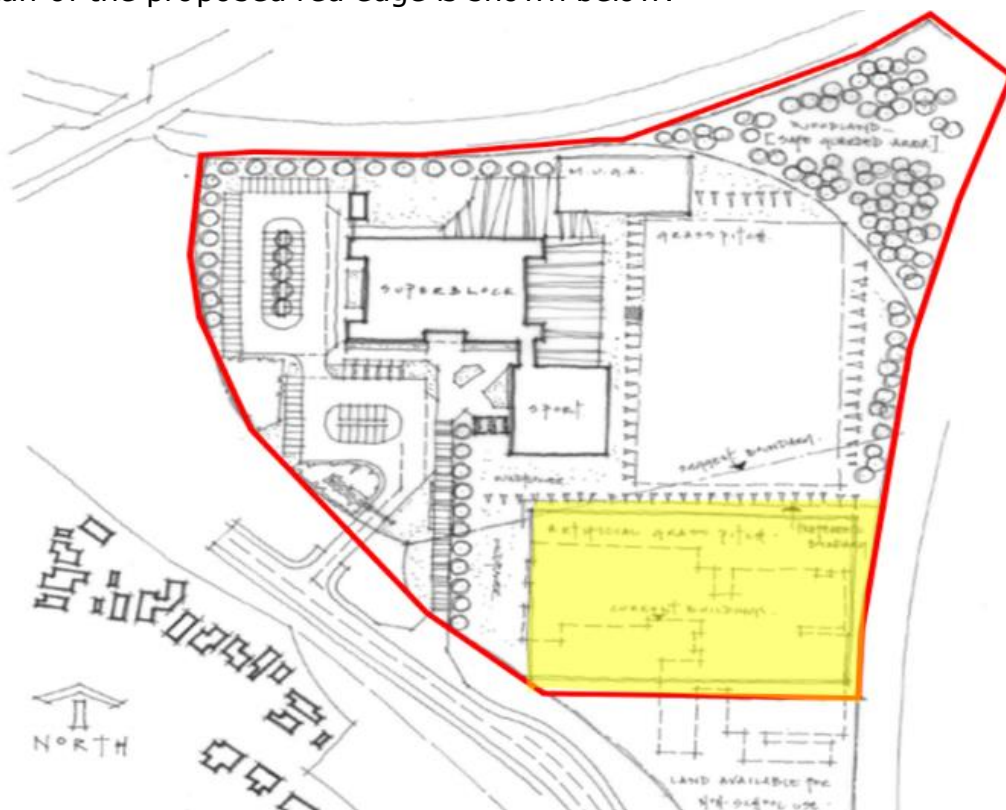
- 2.6 Ongoing discussions between the Council, Star Academy Trust and the DfE have now established the extent of the site boundaries, sufficient to enable the school building and all of the associated infrastructure to be delivered.

2.7 Leasehold terms

- 2.8 In accordance with the delivery of the Free Schools Programme, the DfE requires the Council to provide the land and cover infrastructure costs.

- 2.9 To provide security and clarity to the DfE throughout the feasibility process, the Council is proposing to grant a long leasehold to the DfE on a peppercorn rent.

- 2.10 Plan of the proposed red edge is shown below.



- 2.11 The proposed red edge of the leasehold provides suitable land for the delivery of the proposed secondary school, associated internal parking and drop off areas along with playing fields and a 3G pitch. The 3G pitch will be available for community uses. A proportion of the Northeast corner of the site will be held and safeguarded for any potential Tram extension North toward Bolton. A separate access road will sit outside the redline to serve the school, whilst also preserving access to the potential development site to the North.
- 2.12 The DfE requires vacant possession of the site to enable the development of the site to commence.

- 2.13 The required land includes a proportion of the existing structure that accommodates the Spring Lane Pupil Referral Unit and the temporary leisure centre. The Council will ensure that both facilities have been appropriately decanted prior to suitable long-term facilities.

3 Spring Lane School

- 3.1 Spring Lane School is the Council's Pupil Referral Unit (PRU), operating on three sites across the borough, including the building on Spring Lane. Discussions have been ongoing with the leadership of the school about future accommodation requirements in respect of the Spring Lane building given the need to relocate the PRU from its existing site.
- 3.2 Work has been commissioned to explore options available to support the relocation. These will be progressed during the autumn term.
- 3.3 The existing PRU building will need to be decommissioned and demolished at an agreed date to facilitate the new school build. However, subject to the planned construction work, it may be feasible for PRU to continue operating from the site in the interim.

4 Radcliffe Leisure Centre and Pool

- 4.1 As part of the Radcliffe Strategic Regeneration Framework, a new Leisure Centre is proposed to be included in the new town centre hub.
- 4.2 The existing Radcliffe Pool and Leisure Centre will need to be decommissioned and demolished at an agreed date to facilitate the school build. However, subject to the planned construction work, it may be feasible for Radcliffe Pool and Leisure Centre to continue operating for as long as possible to enable continued service provision and community access.

Links with the Corporate Priorities:

The provision of the new school will support key ambitions of the Let's do it strategy:

- A better future for the children of the borough
- A better quality of life

The community of Radcliffe faces key challenges:

- The percentage of Radcliffe young people achieving five good GCSE's is 55.8%, for Bury as a whole it is 62.1%.
- A greater proportion of Radcliffe residents are in poor health or with limiting long term illness than for the population of Bury as a whole, and more Radcliffe children at age 4 and 10 have excess weight compared to the same borough-wide cohort, a trend that continues on into adulthood.

- Deaths from heart disease are significantly greater for Radcliffe residents than for Bury.
- Unemployment, including long term unemployment is greater for Radcliffe residents than for Bury residents as a whole.
- A greater proportion of Radcliffe residents live within one of the most 20% deprived areas nationally, when compared with all Bury residents.
- From a total secondary age cohort of 11,203 students in all Bury schools, 1,733 (15.5%) are resident in Radcliffe. 82% of the Radcliffe resident cohort attend a Bury school, with the balance travelling outside the borough.
- 36% of the Radcliffe resident secondary age cohort travel over 2½ miles to access a secondary school place. This compares with 18% of the total Bury resident secondary age cohort travelling over the same distance.
- A high number of extra district pupils, resident in neighbouring local authority areas, have historically applied for and secured places in a Bury school. For the Radcliffe resident secondary age cohort this trend is reversed with 18% travelling outside the borough.

Given this education, health and employment profile, there is a clear need for a fresh and different approach to supporting Radcliffe people and building community resilience. Strong leadership from schools and in particular the new secondary school is fundamental to this.

Equality Impact and Considerations:

Section 9 of the Academies Act 2010, and section 149 of the Equality Act 2010 require the local authority to assess the potential impact of any new school on existing educational provision and also impact on any groups with protected characteristics.

The business case that supported the application for the new school documented the significant inequalities in the education, health and economic profile of the residents of Radcliffe.

The provision of a high-quality secondary school will contribute to measures designed to address these inequalities.

The new school will help to minimize travel distances to school, improve accessibility to local school provision, and increase parental choice.

The new school is not expected to have an adverse impact on any group with protected characteristics.

Environmental Impact and Considerations:

Please provide an explanation of the carbon impact of this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<p>Failure to identify the extent of the site for the new school will impact on the timely delivery of the project</p> <p>The full extent of capital costs falling to the Council will not be known until more detailed design and planning has been completed</p>	<p>The recommendations set out in this report respond to these risks in identifying the extent of the school site and seeking approval to the establishment of a long lease between the Council and DfE, enabling progress in delivery of the project to be made.</p>

Legal implications

This recommendation proposes the transfer of Council owned land the DfE to allow the development of the school building. The proposed Head of terms sets out a list of pre and post leasing conditions. There are a number of additional agreements which will be required including access to site agreements. The current terms have been reviewed by the in house legal team and will be refined if necessary following the site investigations. Ongoing legal advice will be provided throughout.

Financial Implications:

The Council is fully committed to the delivery of the scheme. There is £3m identified within the Children's Services schools capital budget. However, further work is required to determine the financial commitments and values associated with the provision of the access road, site abnormalities including relocation and decant of existing users and demolition of existing buildings, and any planning conditions. A further report will be brought to Cabinet for approval when the detail is known.

Background papers:

Radcliffe – Establishment of a new secondary school – Report to Cabinet 24th March 2021.

<https://councildecisions.bury.gov.uk/documents/s26477/Radcliffe%20Establishment%20of%20a%20new%20secondary%20school.pdf>

Radcliffe – Secondary School Provision Lease of land off Spring Lane, Radcliffe - Report to Cabinet 26th February 2020.

<https://councildecisions.bury.gov.uk/documents/s20446/FINAL%202020-02-26%20Cabinet%20Report%20Radcliffe%20School%20final.pdf>

Radcliffe – Secondary School Provision – Report to Cabinet 13th November 2019.

<https://councildecisions.bury.gov.uk/documents/s19808/2019-11-13%20Cabinet%20Report%20Radcliffe%20School%20revised%2022-10%20GL%20amends%20clean%20version.pdf>

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

Term	Meaning



Classification: Open	Decision Type: Key
--------------------------------	------------------------------

Report to:	CABINET	Date: 17 November 2021
Subject:	SIX TOWN HOUSING LIMITED OPERATIONAL ARRANGEMENTS	
Report of	Cabinet Member for Housing Services	

Summary

1. The Board of Six Town Housing Limited (STH) has approved changes to the operational arrangements for its meetings and its committees. These changes will be submitted to the Annual General Meeting (AGM) of STH on 8th December 2021.
2. STH is a company limited by guarantee without a share capital and the Council is its sole member. Cabinet is asked to approve the changes and authorise the Council's representative to agree to the passing of ordinary resolutions of STH at the AGM in respect of those changes.

Recommendation(s)

- That Cabinet approve the proposed changes.
- That Cabinet authorise the Council's representative at the Annual General Meeting of STH, Councillor Cummins, to approve the ordinary resolutions proposed to change the operational arrangements for the Board and its Committees.

Reasons for recommendation(s)

3. To ensure that the terms of reference of the STH Board and its Committees are updated to accord with corporate governance best practice.

Alternative options considered and rejected

4. Do nothing.

Report Author and Contact Details:

Name: Malcolm Edis

Position: Commercial Solicitor

Department: Corporate Core - Legal Services

E-mail: m.edis@bury.gov.uk

Background

5. STH commissioned external consultants Altair Limited to review the STH Board's existing operational arrangements and prepare revised terms of

reference for the Board and its Committees to accord with corporate governance best practice.

6. The objective was to ensure that STH had:

- a. Effective decision-making mechanisms
- b. Transparency around roles and responsibilities
- c. Accountability to and engagement with stakeholders, and
- d. Sustainable business practices.

7. The changes proposed have been approved by the STH Board and are set out in the attached Appendices. They relate to clarification of membership, quorum and voting arrangements and the respective management responsibilities for the following bodies:

- a. BOARD
- b. AUDIT, RISK AND ASSURANCE COMMITTEE
- c. GOVERNANCE, PEOPLE, AND CUSTOMERS COMMITTEE
- d. ASSETS AND GROWTH COMMITTEE

8. These changes are administrative in nature and do not impact on the substantive contractual obligations and responsibilities of STH owed to the Council as set out in the existing Management Agreement entered into between the two parties in 2020.

Links with the Corporate Priorities:

Building houses that are homes

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

A housing strategy for every township, shaped by our development and regeneration plans to support the future of each town centre and neighbourhood.

More, high-quality and low-carbon homes in the borough.

More affordable homes, to get everyone on the housing ladder

A more dynamic housing market, with a broader range of housing tenures and more tailored support for people.

Additional support that enables people to live healthily and well in their own community long into later life.

Eliminating rough sleeping by 2025, by helping homeless people achieve financial independence.

The proposals in this report will lead to more efficient decision making by STH in relation to the management of the Council's housing stock.

Equality Impact and Considerations:

9. This proposal does not adversely affect equality.

Environmental Impact and Considerations:

10.This proposal does not have a negative carbon impact.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
NOT APPLICABLE	NOT APPLICABLE

Legal Implications:

11.The proposed changes to the operational arrangements of the Board and Committees of STH are desirable to improve the standards of corporate governance and are within the ambit of the provisions of its Memorandum and Articles of Association.

Financial Implications:

12.There are no financial implications.

Background papers:

Appendices -Terms of Reference

- a. BOARD
- b. AUDIT, RISK AND ASSURANCE COMMITTEE
- c. GOVERNANCE, PEOPLE, AND CUSTOMERS COMMITTEE
- d. ASSETS AND GROWTH COMMITTEE

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

Term	Meaning
None used	

This page is intentionally left blank



BOARD

TERMS OF REFERENCE

1. General Purpose

- 1.1. The overall purpose of the Board is to oversee Six Town Housing's ("STH") affairs and exercise all such powers as may be exercised by the organisation except those which are required to be exercised in General Meetings or reserved in its Articles of Association ("Articles") to Bury Council ("the Council").
- 1.2. These Terms of Reference need to read in conjunction with STH's Articles of Association and the Objects and Powers defined therein.

2. Meetings

- 2.1. The Board will meet a minimum of four times per annum.
- 2.2. A schedule of all Board and committee meetings will be produced annually and approved by the Board.

3. Membership

- 3.1. The Board will endeavour to operate with a membership of 11 Board Members (including the Chief Executive) and no more than a maximum of 12 (notwithstanding that there is no maximum limit on the number of Directors in the current Articles (Article 30)). The Articles also determine the classification of Board Members, and the manner of their appointment and removal.
- 3.2. All Board Members appointed to the Board share the same legal status and have equal responsibility for the affairs of STH.
- 3.3. All recruitment to Board vacancies (except Council appointments) must follow an open and transparent approach and take into account the Board's considered view of the skills and attributes required to discharge its functions with selection based objectively on merit.
- 3.4. No Board Member may be appointed to the Board, and/or would immediately cease to be a Board Member if already appointed to the Board, if they are ineligible to serve as a Board Member in accordance with the Articles (Article 47).
- 3.5. Under the existing Articles, there are no limits on the period of time a Board member may serve on the Board (Article 46). However, in order to align the organisation with accepted good governance practice and any adopted Code of Governance, STH will endeavour where possible in the application of its board renewal policies to aim for no non-executive Board Member to serve on the Board for a continuous period of more than 9 years, inclusive of any predecessor organisations and subsidiaries (where present).

- 3.6. All Board Members appointed to the Board must also sign up to and comply with a Board Member Agreement and Code of Conduct.

4. Quorum

- 4.1. The quorum for the Board is four Board Members.
- 4.2. Persons co-opted to the Board or occupying any non-voting ex-officio positions shall not be included in assessing whether a quorum exists.

5. Attendance

- 5.1. Attendees will usually include:
- 5.1.1. Members of the Senior Leadership Team
 - 5.1.2. Secretary
 - 5.1.3. Other staff as required, including a minute taker
 - 5.1.4. Representatives of the internal auditor (external) or external auditor as / when required
 - 5.1.5. Other professional advisors as / when required
- 5.2. Others may be invited to attend as observers with the prior consent of the Chair.

6. Voting

- 6.1. Decisions will normally be made by member consensus but for the avoidance of doubt each eligible voting Board Member present in person shall have one vote. In the case of an equality of votes, the Chair will have a second or casting vote.

7. Written resolutions

- 7.1. In the absence of a Board or Committee Meeting, Board Members or Committee members may pass written resolutions where it is necessary, in the interests of expediency, to do so (in accordance with Article 59).

8. Board Responsibilities

- 8.1. Within its overall purpose, the responsibilities of the Board include the following:

Strategy

- a. Setting and ensuring compliance with the vision, mission, strategy and values of STH, to ensure its long-term success;
- b. Establish a framework for approving strategies, policies and plans to achieve these objectives;
- c. Setting a positive culture, with strong customer focus;
- d. Establish a strong working relationship between all Boards and Committees within STH, the Chief Executive and other senior staff;
- e. Approve the Strategic / Business Plan and the Financial Plan for STH and monitor progress in achieving objectives;
- f. Approve each year's budget and accounts prior to publication;
- g. Approve changes to STH's corporate structures, including the setting up of subsidiaries (subject to Council approval as per Article 3.1(7));
- h. Approve any strategic partnerships with key stakeholders;
- i. Approve all matters that might create significant financial or other risk to STH, or which raise material issues of principle;

Governance

- a. Stewardship of STH's social housing assets;
- b. Ensure oversight of the activities of all Committees to ensure agreed standards of governance are met.
- c. Review and consider if the Board has the right competencies, experience and technical knowledge appropriate to the size, scale and risk profile of STH and use the review to determine if there are any skills gaps. If any skills gaps are identified, either implement a recruitment process or determine if additional guidance or input from external advisors or co-optees is required;
- d. Establish and oversee a risk management framework within STH, including approval of STH's Risk Management Strategy, setting the overall risk appetite and tolerances, regularly reviewing key risks and undertaking scenario planning and robust stress testing to safeguard the assets and reputation of the organisation;
- e. Establish, oversee and review a framework of delegation and systems of internal control;
- f. Ensure, through the Audit, Risk and Assurance Committee, the annual review and maintenance of adequate and effective systems of internal control and the provision of an appropriate internal audit function for STH; including responsibility for approving any annual statement of internal control required by applicable regulatory obligations;
- g. All matters concerning the constitution and governance of STH, including approval of Standing Orders as to procedure, financial regulation and contracts, and compliance with all legislative, regulatory and financial requirements, including annual confirmation of compliance with the Social Housing Regulator's Standards and any adopted Code of Governance;
- h. Satisfy itself and certify that STH's affairs are conducted lawfully and in accordance with any regulatory requirements and generally accepted standards of performance, probity and good practice;
- i. Undertake an annual review of the overall effectiveness of the Board and its Committees annually and undertake a more formal review of the effectiveness of STH's overall governance arrangements (usually with external support), at least every three years;
- j. Appoint (and, if necessary, remove) the Chair in conjunction with the Council as defined in the Articles, and if there is one, the Vice Chair;
- k. Approval of Board and Committee's terms of reference and membership;
- l. Ensuring adequate succession planning for all Board Members and Executive Directors of STH;
- m. Appointment or removal of any Board Member (subject to where this is reserved to the Council as contained in the Articles) and executive officer of STH, including the Company Secretary;
- n. Approval of resolutions to be put forward by the Board at an Annual Meeting;
- o. Changes to the structure, size and composition of all Boards and Committees within STH;
- p. Ensure effective arrangements are made for the collective appraisal of the Board and Committees, and the individual appraisal of Board Members and Board and committee co-optees (if any);
- q. Overall responsibility for training and development strategies for Board Members;
- r. Approve changes to the schedule of matters reserved for Board decisions;
- s. Receive for noting all minutes of committee meetings at the next meeting of the Board;
- t. Provide oversight, direction and constructive challenge to STH's Executive Directors;

Finance and Accounts

- a. Approve each year's financial statements prior to publication;
- b. Approve each year's budget, business plan, and annual rent plan (subject to matters reserved to the Council);
- c. Establish and oversee a framework for borrowing by STH (subject to restrictions in the Articles) and to monitor compliance with all covenants contained in loan facilities (if any);
- d. Receive and consider regular reports on budget and cash flow forecasts and on performance against key financial indicators, including management accounts;
- e. Receive an annual report from the Audit, Risk and Assurance Committee on internal control and issues including audit management letters;
- f. Review significant financial returns to regulators;
- g. Approve an annual value for money self-assessment (or similar) of the performance of STH's assets and resources;
- h. Appoint STH's bankers and any external financial and legal advisors, which it considers necessary;
- i. Consider proposals for Financial Regulations and keeping those under review;
- j. Review and respond, in conjunction with the Audit, Risk and Assurance Committee, to the auditors' annual management letter;
- k. Review and subsequent tender the internal and external auditors' appointments, in conjunction with the Audit, Risk and Assurance Committee;
- l. Approve, review and monitor investment plans for STH;
- m. Ensure STH's assets are protected including the maintenance of adequate insurance cover;

Business Operations

- a. Oversee the development and implementation of all new major initiatives and business innovation as part of a strategic approach to business development for STH;
- b. Approve any decision to cease a material part of STH's operations;
- c. Approve the annual planned and cyclical maintenance programmes;
- d. Approve any contract not authorised by relevant delegated authorities, contained within an approved budget or through the provision of external funding;

Performance

- a. Monitor the organisation's performance in relation to corporate strategies, plans, budgets, contractual and management agreements, controls and decisions and also in light of customer feedback and the performance of comparable organisations;
- b. Review and re-set management and service performance targets annually;
- c. Receive regular progress reports against STH's strategic priorities;
- d. Oversee and promote the effective operation of STH's approach to co-regulation, ensuring customers are engaged in the governance arrangements of STH, and are able to shape service quality and hold the Board to account; this includes providing members of STH's scrutiny (or equivalent) group rights of audience with the Board;
- e. Ensure that STH is operating effectively, efficiently and economically;
- f. Ensure compliance with the terms of any applicable agreements entered into with local authorities as applicable (e.g. nomination arrangements);
- g. Approve the Annual Report for Tenants;

Strategy and Policy

- a. Establish a framework and delegated authority for approving strategies and policies which will apply across STH;

- b. Approval of key governance related policies, including:
 - Value for Money Strategy
 - Risk Strategy, Framework and Appetite
 - Treasury Management policy (if applicable)
 - Equality, Diversity and Inclusion (EDI) Strategy
 - Rent policy
 - Standards and Probity policy
 - Procurement policy

Development and New Business

- a. Approve the financial scheme appraisal model;
- b. Approve the scope and scale of any grant funded development programme;
- c. Approve bids for any grant funded development programme;
- d. Approve all individual projects not part of an approved development programme;
- e. Approve non-grant funded development and associated projects;
- f. Approve development project feasibility criteria;
- g. Approve the purchase of land and/or land options where greater than £25,000;
- h. Approve the sale of all land above £10,000;
- i. Approve, review and monitor development plans and activities in accordance with the strategic framework;
- j. Consider and approve methods of procurement in accordance with approved plans, Standing Orders and Financial Regulations;

Appointment of Executives and Remuneration

- a. Appoint (and if necessary, dismiss) the Chief Executive and other Members of the Directors in addition to approving their salary, benefits and terms of employment (this is on recommendation from the Governance, People and Customers Committee);
- b. Approve remuneration and service agreements for the Chief Executive and Members of the Directors;
- c. Oversee STH's legal and moral responsibilities as an employer including in particular the important responsibilities under Health and Safety at Work legislation and to ensure that it complies with those responsibilities;
- d. Oversee employees' pensions arrangements;
- e. Consider and respond to staff consultative issues including representative groups such as Trade Unions of staff associations (where any Union representation is recognised);

Customer Voice

- a. Ensure that the voice of the customer is heard from a broad range of sources and informs the decision-making of the Board;
- b. Receive formal reports and presentations from the Customer Review Group, which will form a part of STH's formal governance structures.

8.2. The matters that are reserved for the Board's decision that cannot be delegated to Committees or Members of the Directors are contained within STH's Scheme of Delegation (Part A – Section 2.1).

9. Election and Appointments

Chair

- 9.1. The Chair of the Board will be appointed following a competitive recruitment process in accordance with a process agreed by the Council.
- 9.2. The role of Chair may not be performed by any executive member of the Board and must only be fulfilled by an Independent Board Member.
- 9.3. The Board would normally expect a Board Member appointed as Chair to serve on a three year cycle, subject to the satisfactory performance in the role in line with expectations as the Board may determine from time to time with renewal as specified in the Articles.
- 9.4. The specific responsibilities of the Chair include the following:
 - a. to ensure the efficient conduct of the business of the Board and of general meetings and, in particular, to ensure that the views of all Board Members are sought before any important decision is taken;
 - b. to establish a constructive working relationship with, and provide support for, the Chief Executive;
 - c. when necessary (for example, following resignation) and in conjunction with other Board Members, to ensure that the Chief Executive is replaced in a timely and orderly fashion;
 - d. to ensure that the Board delegates sufficient authority to the Chair, and Chief Executive or others to enable the business of STH to be carried on effectively between meetings of the Board; and also to ensure that the Board monitors the use of these delegated powers;
 - e. to take decisions delegated to the Chair in consultation with at least one other Board Member with the advice of the Chief Executive;
 - f. to ensure that the Board receives professional advice when it is needed;
 - g. to lead the appraisal process for the Board (team and individuals, including Committee co-optees) at least once every two years, and ensure that action is taken on its results;
 - h. to review the composition of the Board and its Board Members and to recommend action to remedy any deficiencies;
 - i. in conjunction with the other Board Members, to appraise the performance of the Chief Executive through a Committee established for this purpose and which does not include any executive members of the Board, and set the appropriate level of remuneration;
 - j. to ensure that the Board complies with its adopted code of governance and other relevant good practice;
 - k. to represent the Group on appropriate occasions; and

Other appointments

- 9.5. The responsibilities of the Chairs of Committees are similar to those of the Chair of the Board of STH except for those relating to performance appraisal and dismissal. In addition, they are responsible for ensuring that:
 - a. the work of their Committee is properly and fully drawn to the attention of the Board as a whole; and
 - b. the Committee adopts relevant terms of reference (where applicable)
- 9.6. In the event that the Chair is absent, the Board may select someone within its membership to fulfil the role of Chair for the duration of the meeting. This will normally be fulfilled by a Chair of one of the STH Committees but may not be filled by the Chair of the Audit, Risk and Assurance Committee.

9.7. In respect of the Appointments of Board Member roles listed above:

- a. No person may hold more than one Chair position.
- b. The Chair of the Board may not serve as a voting member of the Audit, Risk and Assurance Committee.
- c. Chairs of Committees may only be held by Independent Board Members.

This page is intentionally left blank



AUDIT, RISK AND ASSURANCE COMMITTEE

TERMS OF REFERENCE

1. Purpose

- 1.1. The Audit, Risk and Assurance Committee is a Committee of the STH Board.
- 1.2. The Committee will oversee the systems of internal control and assurance, risk management, the external audit function and the internal audit function for STH. The Committee's primary role is to ensure that these functions are effective, robust and that risk is effectively managed across STH. The Committee will provide independent assurance to the STH Board on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting.
- 1.3. The Audit, Risk and Assurance Committee will ensure that where it identifies a risk in an area that is the functional responsibility of another Committee or Board within STH that it will highlight the issue to that Board or Committee.

2. Meetings

- 2.1. The Committee will meet a minimum of four times per year.
- 2.2. Additional meetings may be held at the discretion of the Committee chair as necessary or at the request of the internal or external auditors.
- 2.3. Meetings will be called to fit in with the agreed work plans of the internal and external auditors, quarterly performance reporting, the financial year end and the STH Board cycle.
- 2.4. The Committee will, at least annually, ensure there is an opportunity to meet in closed session (without staff present) to review its effectiveness.
- 2.5. The Committee will, at least annually, ensure there is an opportunity to meet in closed session (without staff present) with the internal and external auditors.
- 2.6. Papers for each meeting of this Committee will be issued at least 7 days in advance of that meeting. It will not be acceptable practice to table papers at meetings, unless urgent and only with prior approval of the Committee chair.

3. Membership

- 3.1. Committee members will be appointed by the STH Board.
- 3.2. The Committee will comprise a minimum of three and a maximum of five members. All members shall be non-executive Board members, and at least one member will have recent and relevant financial experience.

- 3.3. No executive staff or the Chair of the STH Board may be members of the Committee.
- 3.4. The chair will be appointed annually by the STH Board and will be an Independent Board Member. The chair would not be expected to serve more than six years as chair of the Committee.
- 3.5. In the absence of the Committee chair, the remaining members present shall elect one of themselves to chair the meeting.
- 3.6. Any Board Member may attend meetings of the Committee at their discretion or be invited by this Committee to attend.
- 3.7. No member or co-optee may serve more than 9 consecutive years on the Committee (This position relates to existing members and STH is implementing a transitional phase during which the overall maximum term will be reduced to 6 years).
- 3.8. A member will cease to be a member if:
 - 3.8.1. the member resigns
 - 3.8.2. the member is removed by the STH board

4. Co-optees

- 4.1. There will be a maximum of three co-optees.
- 4.2. The Committee may appoint independent co-optees who it is considered have particular expertise or experience that will be of benefit to the Committee as members of the Committee.
- 4.3. Co-optees will be required to sign up to and comply with a Board Member Agreement and Code of Conduct, and to complete declarations of interests in the same manner as Board Members.
- 4.4. Co-opted members may have their membership terminated at any time by agreement of a majority of Committee members, or where removed by the STH Board.

5. Competencies

- 5.1. The Committee shall comprise members who collectively have the following skills and experience:
 - 5.1.1. Senior level experience of financial management
 - 5.1.2. At least one member who is a qualified accountant (or significant and recent financial experience in a professional capacity)
 - 5.1.3. Senior level experience of risk management and control
 - 5.1.4. An ability to be forensically analytical when presented with detailed information
 - 5.1.5. An ability to 'triangulate' – to test the validity of results by reference to different sources of information
 - 5.1.6. An ability to think critically and articulate those thoughts through constructive challenge as well as support.

6. Quorum

- 6.1. A quorum will consist of three members excluding co-optees.

7. Attendance

- 7.1. The following Executive staff will normally be expected to be in attendance at meetings of the Committee:
 - 7.1.1. Strategic Finance Lead
- 7.2. Other attendees may be invited to attend all or part of Committee meetings at the discretion of the Chair of the Committee. It will usually include:
 - 7.2.1. Representatives of the internal auditor, and the external auditor as required
 - 7.2.2. Other professional advisors as required
 - 7.2.3. Other staff as required
- 7.3. Where a member is absent from three consecutive meetings of the Committee without special leave of absence, he/she will cease to be a member of the Committee unless the chair consents otherwise.

8. Authority and Access

- 8.1. The Committee has an unfettered right of access to all information within STH and can expect the active co-operation of all staff to be able to carry out its responsibilities and investigate any activity within its terms of reference.
- 8.2. The Committee may obtain independent, legal or other professional advice at STH's expense and, if necessary, invite non-members with relevant experience to attend its meetings.
- 8.3. The internal and external auditors have direct access to the Committee chair to ensure the independence of the audit functions. Any Board Member, Committee member or employee with serious concerns has the right of access to the Committee chair to facilitate any whistleblowing requirements.

9. Voting

- 9.1. Decisions will normally be made by general consensus but for the avoidance of doubt each member present in person shall have one vote. In the case of an equality of votes, the chair will have a second or casting vote. Co-optees will not have voting rights.

10. Reporting

- 10.1. Draft minutes of Committee meetings will be sent to the Committee chair for approval within five working days of the meeting. The minutes will then be circulated within a further three working days to members of the Committee. If approved at the next meeting, the minutes will be signed by the chair as a true record.
- 10.2. Agreed draft minutes of Committee meetings will be presented to the STH Board at its next meeting for noting.
- 10.3. Issues identified at Committee level required to be brought to the attention of the STH Board will be included within a Committee Chair's update prepared on an exception basis, taking into account key issues, risks, matters for referral to another Committee or to the Board for approval. In normal circumstances recommendations from the Committee will be considered by the STH Board. However, the Committee has the right to report directly to the chair of the STH Board when this is considered appropriate.

11. Duties and responsibilities

11.1. The Audit, Risk and Assurance Committee has the following specific duties which apply to STH:

11.2. External and Internal Audit

- 11.2.1. Recommend the appointment (and reappointment, or otherwise) of the external (annually) and internal auditors (subject to any agreements with the Council) to the STH Board.
- 11.2.2. Approve the process for tendering of external and internal audit services, ensuring periodic rotation of the audit teams to maintain independence.
- 11.2.3. Recommend to the STH Board the fees and terms of engagement of the internal and external auditors for STH.
- 11.2.4. Ensure effective co-ordination between the internal and external auditors.

11.3. External Audit

- 11.3.1. Recommend to the Board the fees, objectives, scope of the planned programme of work and timing of all external audit work for STH prior to commencement each year.
- 11.3.2. Consider, and report to the STH Board on the annual statutory audit.
- 11.3.3. Approve responses to audit management letters, letter of representation, reports and investigations relating to STH, and monitor implementation of follow-up actions.
- 11.3.4. Obtain assurance that external audit recommendations, endorsed by the STH board or Committee, are implemented by management as timetabled.
- 11.3.5. Approve the policy on the engagement of the external auditor to supply all / any non-audit services and scrutinise any non-audit services provided. Ensure that there is no conflict of interest which might impair the independence and objectivity of the external auditor where the external auditors also provide non audit services taking into account relevant guidance.
- 11.3.6. Discuss with the external auditor any problems, reservations or issues arising from their audit work or other non-audit work or investigations.
- 11.3.7. Scrutinise the performance of the external auditors, including their independence and ethical standards, objectivity, effectiveness and value for money and report annually to the STH Board. This will include meeting with the external auditors on a regular basis (at least once a year) without staff present and consideration of management's annual performance assessment of the external auditors.

11.4. Internal Audit

- 11.4.1. Recommend to the STH Board the fees, objectives, scope of the planned programme of work and timing of all internal audit work for STH prior to commencement each year. Monitor delivery of the plan, approving any changes during the year.
- 11.4.2. Approve a three year strategy for internal audit. Ensure that all relevant control systems and procedures are reviewed within the three year period.
- 11.4.3. Scrutinise internal audit reports at Audit, Risk and Assurance Committee meetings during the cycle of the audit together with the response from managers to the reports and agree any further action to be taken.
- 11.4.4. Monitor the implementation of internal audit recommendations ensuring that identified weaknesses in control are corrected and that deadlines for implementation are met.
- 11.4.5. Obtain assurance that internal audit recommendations, which have been endorsed by the Committee, are implemented by management as timetabled.
- 11.4.6. Review the annual report of the internal auditor.
- 11.4.7. Review and annually appraise the effectiveness of the approach, nature and scope of internal audit activities and compliance with professional standards and good practice guidance.
- 11.4.8. Ensure that the internal auditor has direct access to the chair of the STH Board.

11.5. Internal Control

- 11.5.1. Ensure that STH has adequate internal control arrangements (including finance reporting controls). Ensure any control weaknesses are remedied and reported to the STH Board.
- 11.5.2. Scrutinise the annual statement on internal control systems ensuring that it includes all policies and procedures necessary for the efficient and effective management of STH at an appropriate risk level and, if appropriate, recommend its approval to the STH Board.
- 11.5.3. Commission, when appropriate, special investigations into matters of particular concern relating to internal control.
- 11.5.4. Ensure that there is a sufficient and systematic review of internal control arrangements across STH.
- 11.5.5. Regularly review STH's internal controls assurance framework with a particular focus on emerging risks, high risks and any themes in risk, areas of control or assurance.
- 11.5.6. Review the annual statement of compliance with the adopted Code of Governance and provide assurance to the STH Board prior to their approval by the Board.

- 11.5.7. Review the annual statements of compliance with regulator's Governance and Financial Viability Standard and provide assurance to the STH Board prior to its approval by STH Board. This also includes assessment of compliance with all relevant law.
- 11.5.8. Review the board statement on internal control systems and make appropriate recommendations to the STH Board.
- 11.5.9. Ensure that any significant internal control weaknesses identified are remedied and reported to the STH Board.
- 11.5.10. In the event of identified or potential control weaknesses being identified, commission and receive the results of "deep dive" reviews in order to secure additional assurance and agree actions to improve management controls where applicable.
- 11.5.11. Ensure that the impact of alleged or fraudulent activity on STH's framework of internal control is properly assessed and, where it considers it necessary, to recommend changes to strengthen the control framework.
- 11.5.12. Receive reports relating to any allegations or actual bribery, fraud, money laundering or whistle blowing which may have an effect upon STH's internal controls.
- 11.5.13. Monitor the Gift & Hospitality and Whistle Blowing policies.
- 11.5.14. Monitor the organisation's Register of Assets and provide reports to the Board.
- 11.5.15. Monitor the Data Protection and GDPR obligations twice per year and report any issue to Board.

11.6. Risk Management Framework

- 11.6.1. Overall responsibility for risk management and STH's risk tolerance levels remain the responsibility of the STH Board.
- 11.6.2. Review on an annual basis the framework and processes for risk assessment, quantification, management and mitigation within the group making recommendations for change as necessary or appropriate. This includes an awareness of the social housing regulator's Regulatory Standards (economic and consumer) and Sector Risk Profile publications; other regulatory requirements and guidance; and sector best practice.
- 11.6.3. Formally review the Risk Management Framework every two years.
- 11.6.4. Ensure that there is a sufficient and systematic review of risk management arrangements across STH that identifies all major risks which might prevent the group from delivering its strategic priorities.
- 11.6.5. Review STH's risk map, risk heat map and risk register on a quarterly basis with a particular focus on emerging risks, high risks and any themes in risk, areas of control or assurance.

- 11.6.6. Scrutinise business plan stress tests and mitigation effectiveness for completeness, omissions and realism.
- 11.6.7. Ensure that appropriate Business Continuity and contingency plans are in place and tested regularly, and that a report is included in the annual Statement of Internal Controls.
- 11.6.8. Take note of the regulator's current Sector Risk Profile and monitor other emerging regulatory requirements and guidance and sector best practice.

11.7. Annual Financial Statements

- 11.7.1. Review the annual financial statements for all group entities, prior to submission to the STH Board for formal approval, for:
 - any material changes in accounting policies or practices (not otherwise delegated);
 - compliance with FRS102, any other accounting standards and relevant SORPs (Statement of Recommended Practice);
 - compliance with regulator accounting requirements; the Accounting Direction for social housing in England, the Housing and Regeneration Act 2008 and the Housing and Planning Act 2016 (and all other relevant legislation and regulation which may be amended from time to time) ;
 - the going concern assumption;
 - significant variances from budget;
 - significant adjustments arising from the external audit;
 - areas of concern regarding financial performance; and
 - the extent to which the financial statements are affected by any unusual transactions in the year and how these are disclosed.

11.8. Value for Money

- 11.8.1. Review information on STH's costs, variations in costs, main cost drivers and benchmarking of costs against other providers. Seek assurance from staff regarding cost reductions and/or outcome improvements.
- 11.8.2. Provide assurance to the STH Board that STH has a comprehensive approach to delivering Value for Money; that STH ensures the most cost-effective use of assets and resources to deliver its strategic priorities; and that future investments will be cost effective in achieving desired outcomes.
- 11.8.3. Have annual oversight of any Value for Money self-assessment processes in place and recommend the report to the STH Board for approval.

11.9. Bribery, Fraud, Money laundering and Whistleblowing (Confidential Reporting)

- 11.9.1. Receive reports on all allegations made and investigations undertaken of bribery, fraud, money laundering, tax evasion, other irregularities, and whistleblowing; ensure that appropriate action is taken and followed up and determine if existing internal controls are satisfactory.
- 11.9.2. Ensure that bribery, fraud, money laundering and whistleblowing registers are maintained and provide an annual assurance report to the STH Board.

- 11.9.3. Prepare an annual report on fraudulent activity as required by the regulator for approval by the STH Board.
- 11.9.4. Approve all policies relating to Bribery, Fraud, Money laundering and Whistleblowing on at least a three-yearly cycle, or as required by statutory or regulatory changes.

11.10. Insurance

- 11.10.1. Review STH's insurance annually to ensure assets are protected by adequate insurance or other cover.

11.11. Committee Performance and Reporting

- 11.11.1. Produce an annual report for the STH Board (and the Council in its capacity as sole member of the company) on the work of the Committee for inclusion in the annual report and statement of accounts.

11.12. General

- 11.12.1. Receive, as appropriate, reports on any governance, statutory, regulatory, funder, assurance or compliance issue which may have a material impact on STH's business operations, financial viability or risk management.
- 11.12.2. Contribute to the annual board appraisal and governance and financial viability compliance assessment processes.
- 11.12.3. Be accessible to residents and service users undertaking scrutiny activities.

12. Review

- 12.1.1. The Committee shall, at least annually, review its own performance, constitution and Terms of Reference to ensure it is operating effectively making recommendations for change it considers necessary to the STH Board for approval as part of an annual governance review process.

13. Authority

- 13.1.1. The Committee is authorised to:
 - 13.1.1.1. seek any information it requires from any employee of the Company in order to perform its duties;
 - 13.1.1.2. call any employee to be questioned at a meeting of the Committee as and when required.



GOVERNANCE, PEOPLE, AND CUSTOMERS COMMITTEE

TERMS OF REFERENCE

1. Purpose

- 1.1. The Governance, People and Customers Committee is a Committee of the STH Board.
- 1.2. The Committee will oversee the governance framework, People Strategy, remuneration, senior recruitment, equality and diversity, HR related policies that fulfils STH's responsibilities as an employer (including employer related Health & Safety, safeguarding, and scrutiny of the Values framework), customer related performance monitoring functions (KPIs and Action Plans), champion the implementation of the digital agenda and channel shift, tenant empowerment framework and the Customer Access Strategy.

2. Meetings

- 2.1. The Committee will meet a minimum of four times per year and otherwise as required.
- 2.2. Additional meetings may be held at the discretion of the Committee chair as necessary.
- 2.3. Meetings will be called to fit in with the approval of any pay awards or recruitment deadlines in a cycle such that agreed draft minutes of meetings can be received at the next STH Board meeting.
- 2.4. The Committee will, at least annually, ensure there is an opportunity to meet in closed session (without staff present) to review its effectiveness.

3. Membership

- 3.1. Committee members will be appointed by the STH Board.
- 3.2. The Committee will comprise a minimum of three and a maximum of five members. All members shall be non-executive Board members.
- 3.3. No executive staff may be members of the Committee.
- 3.4. The chair will be appointed annually by the STH Board and will be an Independent Board Member. The chair would not be expected to serve more than six years as chair of the Committee. The Chair of the STH Board is not permitted to fulfil the role of Chair of this Committee.

- 3.5. In the absence of the Committee chair, the remaining members present shall elect one of themselves to chair the meeting (provided this is not the Chair of the STH Board).
- 3.6. Any Board Member may attend meetings of the Committee at their discretion or be invited by this Committee to attend.
- 3.7. No member or co-optee may serve more than 9 consecutive years on the Committee. (This position relates to existing members and STH is implementing a transitional phase during which the overall maximum term will be reduced to 6 years).
- 3.8. A member will cease to be a member if:
 - 3.8.1. the member resigns
 - 3.8.2. the member is removed by the STH board

4. Co-optees

- 4.1. There will be a maximum of three co-optees.
- 4.2. The Committee may appoint independent co-optees who it is considered have particular expertise or experience that will be of benefit to the Committee as members of the Committee.
- 4.3. Co-optees will be required to sign up to and comply with a Board Member Agreement and Code of Conduct, and to complete declarations of interests in the same manner as Board Members.
- 4.4. Co-opted members may have their membership terminated at any time by agreement of a majority of Committee members, or where removed by the STH Board.

5. Competencies

- 5.1. The Committee shall comprise members who collectively have the following skills and experience:
 - 5.1.1. Senior level experience of remuneration and human resources management
 - 5.1.2. Desirable to have working knowledge and/or experience of developing human resources systems and policies
 - 5.1.3. Desirable to have strategic development of human resources management experience
 - 5.1.4. Knowledge and awareness of good governance practice
 - 5.1.5. Knowledge of health & safety legislative obligations (as an employer)
 - 5.1.6. Experience of overseeing organisational performance in a complex organisation
 - 5.1.7. Familiarity with modern technologies for effective customer service
 - 5.1.8. An ability to think critically and sceptically and be able to voice those thoughts through constructive challenge as well as support
 - 5.1.9. Be an agent for change.

6. Quorum

- 6.1. A quorum will consist of three members excluding co-optees.

7. Attendance

- 7.1. The following Executive staff will normally be expected to be in attendance at meetings of the Committee:
 - 7.1.1. Director Neighbourhoods
 - 7.1.2. Business Manager – People and Culture
- 7.2. For the avoidance of doubt, no Executive member of staff may participate in any decisions relating to their own remuneration or terms of employment.
- 7.3. Other attendees may be invited to attend all or part of Committee meetings at the discretion of the Chair of the Committee.
- 7.4. Where a member is absent from three consecutive meetings of the Committee without special leave of absence, he/she will cease to be a member of the Committee unless the chair consents otherwise.

8. Authority and Access

- 8.1. The Committee may obtain independent, legal or other professional advice at STH's expense and, if necessary, invite non-members with relevant experience to attend its meetings.

9. Voting

- 9.1. Decisions will normally be made by general consensus but for the avoidance of doubt each member present in person shall have one vote. In the case of an equality of votes, the chair will have a second or casting vote. Co-optees will not have voting rights.

10. Reporting

- 10.1. Draft minutes of Committee meetings will be sent to the Committee chair for approval within five working days of the meeting. The minutes will then be circulated within a further three working days to members of the Committee. If approved at the next meeting, the minutes will be signed by the chair as a true record.
- 10.2. Agreed draft minutes of Committee meetings will be presented to the STH Board at its next meeting for noting.
- 10.3. Issues identified at Committee level required to be brought to the attention of the STH Board will be included within a Committee Chair's update prepared on an exception basis, taking into account key issues, risks, matters for referral to another Committee or to the Board for approval. In normal circumstances recommendations from the Committee will be considered by the STH Board. However, the Committee has the right to report directly to the chair of the STH Board when this is considered appropriate.

11. Duties and responsibilities

- 11.1. The Governance, People and Customers Committee has the following specific duties which apply to STH:
- 11.2. **Governance**

- 11.2.1. Recommend to STH Board changes in the governance framework arising from good practice and any new legal, regulatory or code of governance requirements.
- 11.2.2. Reviewing regular reports on any governance, regulatory (particularly consumer standards) or compliance issues which may affect the operation of the governance structure, the Committee and/or the scope or extent of its responsibilities.
- 11.2.3. Approve STH policies and procedures for the recruitment, induction, appraisal, skills, learning and development of all Board and Committee members.
- 11.2.4. Review and make recommendations to the Board relating to Board Members': Role and job description; Competencies, skills and knowledge requirements; and Pay and expenses policy.
- 11.2.5. Evaluate the balance of skills, knowledge and experience on the Board and in the light of this evaluation agree the description of the role and capabilities required for a particular appointment.
- 11.2.6. Have annual oversight and make recommendations to the Board on the Board Succession Plan. To consider succession planning for Board Members, taking into account what skills and expertise are needed on the Board in the future.
- 11.2.7. Support the STH Board chair in overseeing arrangements for the annual appraisal process of Board and Committee members. This includes review of collective Board and Committee performance and review of skills requirements.
- 11.2.8. Agree the approach to Board performance appraisal and review reports from the Board Chair on the outcome of any performance appraisals of Board Members.
- 11.2.9. Approve the Annual Board development approach and programme and allocate resources to support Board development within agreed budget limits.
- 11.2.10. Receive and monitor quarterly key governance and people performance information.
- 11.2.11. Review the Board members register of interests annually to ensure any conflicts of interest are dealt with appropriately
- 11.2.12. Oversee arrangements for the annual review of the effectiveness of governance arrangements.
- 11.2.13. Develop and monitor progress against an annual Governance Improvement Plan including an annual learning and development plan for Group Board and Committee members.
- 11.2.14. Recommend updates to key governance policies for approval by the STH Board.

- 11.2.15. Recommend updates to Standing Orders for approval to the STH Board.
- 11.2.16. To consider complaints and allegations made against or by Board Members and take appropriate action. The Committee may not itself remove a Board Member from office but may make such a recommendation to the Board.

11.3. Remuneration and terms and conditions of employment

- 11.3.1. Recommend to the STH Board the remuneration package and terms and conditions for the Chief Executive and the Members of the Directors, in accordance with current guidelines.
- 11.3.2. Recommend to the STH Board the Remuneration Policy and Terms and Conditions for other staff that comply with legislation and regulation; ensuring that risks and rewards are balanced and in line with the company's strategic objectives.
- 11.3.3. Approve the Annual Staff Pay Review for all other staff, ensuring that it is in line with the overall approved annual budget.
- 11.3.4. At least once every three years, to benchmark the costs and benefits of salary packages for the Chief Executive and Members of the Directors against prevailing market rates (this does not preclude individual role reviews taking place as necessary).
- 11.3.5. Approve staff performance-related payments based on the achievement, or otherwise, of key performance indicators considering the Chief Executive's recommendations.
- 11.3.6. Recommend to the STH Board the arrangements for, and levels of remuneration of non-executive Board members (where payments are introduced). To review, as a minimum every three years, the remuneration of any paid Board members, taking independent professional advice as required, and make recommendations to the STH Board for any changes (liaising with the Council in relation to the remuneration of the Chair as per the Articles).
- 11.3.7. Approve the arrangements for the Chief Executive's annual appraisal, including target setting. Receive annual assurance from the Chief Executive that Members of the Directors appraisals had been completed and in accordance with robust processes.

11.4. HR and Staffing

- 11.4.1. To review and adopt all HR policies and procedures, including but not limited to disciplinary, grievance, staff recruitment and selection, managing attendance, performance management, learning and development, employment of relatives, redundancy, and staff conduct.
- 11.4.2. Any other employee appeal arising from the introduction of new policies and procedures.
- 11.4.3. To consider and make recommendations to the STH Board in connection with any significant restructure proposals.

- 11.4.4. To make recommendations concerning the appointment of the Chief Executive and Members of the Directors.
- 11.4.5. Make recommendations as to course of action in respect of disciplinary matters concerning the Chief Executive and Directors.
- 11.4.6. Recommend to the STH Board collective and corporate terms and conditions of staff service, pay policy, and options to incentivise staff.
- 11.4.7. Monitor any ongoing trade union negotiations, and/or any other senior employee relations issues.
- 11.4.8. Authorise out of court settlement of legal claims relating to staffing matters up to £100,000 by or against STH (other than items specifically delegated to staff).
- 11.4.9. To review, at least every three years, all contracts of employment ensuring compliance with legislation and regulation; and to negotiate suitable contracts with senior staff.

11.5. Strategy

- 11.5.1. Oversee the Tenant Engagement Framework and Customer Access Strategy and its delivery using resident insight
- 11.5.2. Oversee the delivery of the following (following Board approval):
 - Place based working (including Neighbourhoods and Neighbourhoods Direct)
 - Resident focussed services and communications – using resident focused intelligence
- 11.5.3. Monitor and provide recommendations in relation to the People Strategy, including staff surveys and associated action plans, investment from Learning and Development interventions and workforce planning.
- 11.5.4. Advise the Board on any ethical matters and the best approach to creating a culture of integrity and honesty in all STH business matters.

11.6. Customer Service Performance

- 11.6.1. Monitor customer facing performance and consider and make recommendations in connection with reports on performance of operational matters e.g., Repairs and Maintenance, Gas Servicing and Repairs, Estate Management, Anti-Social Behaviour, Arrears.
- 11.6.2. Report to the STH Board any major service delivery failures or concerns.
- 11.6.3. Review how STH operates through customer experiences and ensure the customers voice influences decision making through customer insight and review groups (including customer related health & safety concerns).

- 11.6.4. Review customer satisfaction on a regular basis (quarterly), including through the use of customer demand and perception insight to make recommendations on improvements to the Executive team and Board.
- 11.6.5. Review the effectiveness of the Tenant Engagement Framework bi-annually.
- 11.6.6. Review Consumer Standards annually and monitor any actions on a quarterly basis – providing an annual update to Board or where any significant gaps are identified.
- 11.6.7. Receive a bi-annual report on Complaints performance, trends and learning in relation to services and make any recommendations to Board for strategic service development.
- 11.6.8. Liaise with Audit, Risk and Assurance Committee on relevant matters, including whistleblowing process for employees.

11.7. Employee Health and Safety

- 11.7.1. Champion employee related health and safety throughout STH and recommend approval of the Health and Safety Policy (employee related matters only) to the STH Board ensuring that it is based on good practice and meets legal and regulatory requirements.
- 11.7.2. Receive and scrutinise quarterly employee related health & safety performance compliance information and an annual report on employee health and safety, providing assurance to the STH Board that H&S is being appropriately monitored and managed.
- 11.7.3. Liaise with the Audit, Risk and Assurance Committee regarding any areas of significant concern, also reporting to the STH Board as appropriate.

11.8. Equality and Diversity

- 11.8.1. To champion the Equality, Diversity and Inclusion (EDI) Strategy throughout STH from a staff and residents' perspective and recommend approval of any Equality and Diversity Policy to the STH Board ensuring that it is based on good practice and meets legal and regulatory requirements.
- 11.8.2. To receive an Annual Report on STH's activities relating to EDI.
- 11.8.3. Review training and development programmes to ensure STH maintains an up-to-date knowledge on equalities and diversity issues.

12. Review

- 12.1.1. The Committee shall, at least annually, review its own performance, constitution and Terms of Reference to ensure it is operating effectively making recommendations for change it considers necessary to the STH Board for approval as part of an annual governance review process.

This page is intentionally left blank



ASSETS AND GROWTH COMMITTEE

TERMS OF REFERENCE

1. Purpose

- 1.1. The Assets and Growth Committee (AGC) is a Committee of the STH Board.
- 1.2. The Committee will oversee the progression of stock purchases and asset management programmes approved in principle by the Board. The Committee's primary role is to ensure that the scrutiny of any stock acquisitions and/or asset programmes are effective, robust and that risk is effectively managed, and the acquisitions and/or programmes progress within the parameters set by the Board (and ultimately the Council where required).
- 1.3. The Committee will ensure that where it identifies a risk in an area that is the functional responsibility of another Committee or the Board that it will highlight the issue to that Board or Committee.

2. Meetings

- 2.1. The Committee will meet a minimum of [four] times per year and otherwise as required.
- 2.2. Additional meetings may be held at the discretion of the Committee chair as necessary.
- 2.3. The Committee will, at least annually, ensure there is an opportunity to meet in closed session (without staff present) to review its effectiveness.

3. Membership

- 3.1. Committee members will be appointed by the STH Board.
- 3.2. The Committee will comprise a minimum of three and a maximum of five members. All members shall be non-executive Board members.
- 3.3. No executive staff may be members of the Committee.
- 3.4. The chair will be appointed annually by the STH Board and will be an Independent Board Member. The chair would not be expected to serve more than six years as chair of the Committee. The Chair of the STH Board is not permitted to fulfil the role of Chair of this Committee.
- 3.5. In the absence of the Committee chair, the remaining members present shall elect one of themselves to chair the meeting (provided this is not the Chair of the STH Board).

- 3.6. Any Board Member may attend meetings of the Committee at their discretion or be invited by this Committee to attend.
- 3.7. No member or co-optee may serve more than 9 consecutive years on the Committee. (This position relates to existing members and STH is implementing a transitional phase during which the overall maximum term will be reduced to 6 years).
- 3.8. A member will cease to be a member if:
 - 3.8.1. the member resigns
 - 3.8.2. the member is removed by the STH board

4. Co-optees

- 4.1. There will be a maximum of three co-optees.
- 4.2. The Committee may appoint independent co-optees who it is considered have particular expertise or experience that will be of benefit to the Committee as members of the Committee.
- 4.3. Co-optees will be required to sign up to and comply with a Board Member Agreement and Code of Conduct, and to complete declarations of interests in the same manner as Board Members.
- 4.4. Co-opted members may have their membership terminated at any time by agreement of a majority of Committee members, or where removed by the STH Board.

5. Competencies

- 5.1. The Committee shall comprise members who collectively have the following skills and experience:
 - 5.1.1. Senior level experience of development and/ or build contracts
 - 5.1.2. At least one member who is a qualified architect or surveyor
 - 5.1.3. Senior level experience of contracts and cost control
 - 5.1.4. An ability to be forensically analytical when presented with detailed information
 - 5.1.5. An ability to 'triangulate' – to test the validity of results by reference to different sources of information
 - 5.1.6. An ability to think critically and articulate those thoughts through constructive challenge as well as support.

6. Quorum

- 6.1. A quorum will consist of three members excluding co-optees.

7. Attendance

- 7.1. The following Executive staff will normally be expected to be in attendance at meetings of the Committee:
 - 7.1.1. Director Assets
 - 7.1.2. Strategic Finance Lead
- 7.2. Other attendees may be invited to attend all or part of Committee meetings at the discretion of the Chair of the Committee. This may include, but not be limited to:
 - 7.2.1. Professional development advisors as required
 - 7.2.2. Other staff as required

- 7.3. Where a member is absent from three consecutive meetings of the Committee without special leave of absence, he/she will cease to be a member of the Committee unless the chair consents otherwise.

8. Authority and Access

- 8.1. The Committee may obtain independent, legal or other professional advice at STH's expense and, if necessary, invite non-members with relevant experience to attend its meetings.

9. Voting

- 9.1. Decisions will normally be made by general consensus but for the avoidance of doubt each member present in person shall have one vote. In the case of an equality of votes, the chair will have a second or casting vote. Co-optees will not have voting rights.

10. Reporting

- 10.1. Draft minutes of Committee meetings will be sent to the Committee chair for approval within five working days of the meeting. The minutes will then be circulated within a further three working days to members of the Committee. If approved at the next meeting, the minutes will be signed by the chair as a true record.
- 10.2. Agreed draft minutes of Committee meetings will be presented to the STH Board at its next meeting for noting.
- 10.3. Issues identified at Committee level required to be brought to the attention of the STH Board will be included within a Committee Chair's update prepared on an exception basis, taking into account key issues, risks, matters for referral to another Committee or to the Board for approval. In normal circumstances recommendations from the Committee will be considered by the STH Board. However, the Committee has the right to report directly to the chair of the STH Board when this is considered appropriate.

11. Duties and responsibilities

- 11.1. The Assets and Growth Committee has the following specific duties which apply to STH:

11.2. Growth

- 11.2.1. Recommends to the STH Board for approval the STH Growth Strategy in line with any strategic framework agreed by the STH Board (and in agreement with the Council), reflecting mutually beneficial opportunities for both STH and Bury Council based on comprehensive business and risk appraisals.
- 11.2.2. Recommends to the STH Board for approval the STH Strategic Acquisition Strategy in line with any strategic framework agreed by the STH Board (and in agreement with the Council) reflecting mutually beneficial opportunities for both STH and Bury Council based on comprehensive business and risk appraisals.

- 11.2.3. Ensure any growth and acquisitions remain within the approved financial appraisal model and feasibility criteria approved by the Board, including grant or other funding.
- 11.2.4. Ensure the purchase of land and/or land options are referred to the STH Board where it exceeds the level of any agreed delegation.
- 11.2.5. Ensure the sale of all land above any agreed delegation is referred to the STH Board.
- 11.2.6. Ensure any growth and acquisitions do not breach any planning, regulatory, statutory or other rules and laws, including byelaws.
- 11.2.7. Ensure methods of procurement and contracts are in accordance with approved plans, Standing Orders and Financial Regulations and refer final approval of all contracts to the Board where outside any agreed delegations.

11.3. Asset Management

- 11.3.1. Recommends to the STH Board for approval the STH Capital Programme for properties managed and owned by STH in line with any strategic framework agreed by the STH Board.
- 11.3.2. Initially recommend to the STH Board for approval, and the STH Board subsequently to the Council, the Council Housing Capital Programme in accordance with any strategic guidance supplied by the STH Board. Delivery of this Strategy will be subsequently monitored by this Committee.
- 11.3.3. Recommends to the STH Board for approval the STH Asset Management Strategy in line with any strategic framework agreed by the STH Board.
- 11.3.4. Initially recommend to the STH Board for approval, and the STH Board subsequently to the Council, the Council Housing Asset Management Strategy in accordance with any strategic guidance supplied by the STH Board. Delivery of this Strategy will be subsequently monitored by this Committee.
- 11.3.5. Recommends to the STH Board for approval the Zero Carbon Strategy for properties managed and owned by STH in line with any strategic framework agreed by the STH Board.
- 11.3.6. Ensure that the scope and scale of Asset Management programmes, for reactive, planned and cyclical works remains within the approved financial plans and feasibility criteria approved by the Board.
- 11.3.7. Ensure methods of procurement and contracts are in accordance with approved plans, Standing Orders and Financial Regulations and refer final approval for all contracts to the Board (where outside existing approved delegations).

11.4. Health and Safety

- 11.4.1. Monitoring and oversight of all matters relating to property related health and safety, including statutory compliance, performance, tenant feedback and liaison were appropriate with the Audit, Risk and Assurance committee over

any identified areas of concern, also reporting to the STH Board as appropriate.

- 11.4.2. Receive and scrutinise quarterly property related health & safety performance compliance information and an annual report on property related health and safety, providing assurance to the STH Board that H&S is being appropriately monitored and managed.

11.5. Performance Monitoring

- 11.5.1. Monitor the delivery of the STH Capital Programme ensuring that it is delivered on time, on cost, and on quality.
- 11.5.2. Monitor the delivery of the Council Housing Capital Programme ensuring that it is delivered on time, on cost, and on quality.
- 11.5.3. Monitor the delivery of the STH Asset Management Strategy.
- 11.5.4. Monitor the delivery of the Council Housing Asset Management Strategy.
- 11.5.5. Monitor the delivery of the STH Growth Strategy including approving Growth opportunities in accordance with the STH Board approved Growth Strategy based on a comprehensive business and risk appraisal and monitoring delivery framework.
- 11.5.6. Monitor the delivery of the Strategic Acquisition Strategy (SAS) including approval of opportunities to acquire in line with the Board approved SAS based on a comprehensive business and risk appraisal and monitoring delivery framework.
- 11.5.7. Monitor the delivery of STH Zero Carbon Strategy for properties managed and owned ensuring delivery of key actions and targets.

12. Review

- 12.1.1. The Committee shall, at least annually, review its own performance, constitution and Terms of Reference to ensure it is operating effectively making recommendations for change it considers necessary to the STH Board for approval as part of an annual governance review process.

This page is intentionally left blank



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	17 th November 2021
Title of report:	Greater Manchester Collaborative Agency Contract
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:

Agency staff are engaged by organisations to provide workforce resources for a range of reasons, such as the provision of cover for vacancies or sickness, in essential and statutory services, and additional temporary resources to meet time-limited increases in demand or provide a specialist skillset.

The Council is committed to reducing the overall volume and value of agency engagements as part of the 'Let's Do It Well' Transformation Programme with a £65K savings target for 2022/23. However, there will always be some need for agency resources, particularly in statutory services and it is important that the Council has appropriate contractual arrangements in place to secure the right calibre of resources at pace and at the best possible value.

Bury Council, along with other Greater Manchester (GM) local authorities, and a number of other public sector partners, has had a shared contract in place since 2008 to provide this service. The current contract covers 16 organisations and provides significant financial and delivery benefits to Bury through economies of scale, collaborative contract management and the ability to align rates of pay across Greater Manchester.

The current contract operates via a 'Master Vendor' and series of sub-contractors, who are all recruitment agencies with significant experience in recruiting for Local Authorities and other Public Sector Clients.

The current contract is due to expire January 2022. Following a competitive tender process the intention is to re-award the contract for a fixed period of 3 years with a possible extension of a further 12 months if the majority of the collaboration agree.

Trafford Council (Via Star Procurement) will be the awarding body, but each member of the collaboration will be a signatory on this agreement.

The contract does not bind the Council to any minimum level of spend or exclusivity, but does provide preferential rates to acquire staff via the master vendor and their sub-contractors.

This report details the background and process followed for the retendering and requests Cabinet approval to proceed.

Recommendation(s)

That Cabinet:

1. Approve the continuation of the Council's participation in the GM Collaborative Agency Contract.
2. Note the contractual arrangements and give approval to proceed with the signing of the Beneficiary Agreement.

Key considerations

1. Background and Context

- 1.1 Agency staff are engaged by organisations to provide workforce resources for a range of reasons, such as the provision of cover for vacancies or sickness, in essential and statutory services, and additional temporary resources to meet time-limited increases in demand or provide a specialist skillset. Agency workers are employed by the agency and deployed to work for organisations for a defined period at an agreed rate of pay. Whilst agency workers form an important part of the workforce, it is important that robust controls are in place to ensure workers are appropriately inducted and supported and that utilisation and spend is managed within the overall workforce budget envelope.
- 1.2 In 2008 Greater Manchester Local Authorities, along with a number of other Public Sector partners, agreed a collaborative approach to the procurement of agency staff. The purpose was to secure preferential agency rates through a large-scale contract enabling savings on the additional marginal cost paid to the agency as well as a reduction in the actual rates paid through aligning these across Greater Manchester.
- 1.3 Currently 16 organisations, including Bury Council, procure agency workers through this contract.
- 1.4 The current contract ends in January 2022 and the GM collaboration chose to progress procurement of a new contract via an existing dedicated procurement framework administered by Yorkshire Purchasing Organisation (YPO).
- 1.5 By progressing through the YPO Framework parties to the contract can be satisfied that tenderers will have already satisfied core operational and technological criteria. The GM collaboration has core requirements similar to Framework criteria, so the collaboration's specification focused on local bespoke requirements, particularly support in areas which have been

challenging to recruit to (including Children's Social Workers) and learning through the current contract.

2. 2021 Retendering Process

- 2.1 Following a comprehensive tendering process, overseen by Star Procurement (based within Trafford Council) all authorities involved in the arrangement took part in a full day moderation for the 8 bids received. Contract leads scored the bids with the quantitative element and social value scored by STAR centrally.
- 2.2 Following this process, the intention is to award the contract to Reed, the current provider. As with the current contract, the intention is for the new arrangements to be contractually between Reed and Trafford Council, with other partners as named beneficiaries. The contract does not guarantee any minimum level of spend or activity or bind any of the partners to an exclusive arrangement. Therefore, if the Council feels its needs can be better met through alternative arrangements or if a more cost-effective provider or approach is identified, then it is free to pursue this.
- 2.3 Reed's bid included details of current practice and reflections on how this could be improved in the future. As a result of this, members of the collaboration felt confident in their abilities to offer alternative solutions to previous barriers to resourcing. To strengthen the performance of the contract, Greater Manchester HR Directors have agreed to a more robust approach to contract management including more regular formal performance reporting and a strengthened process of escalation for any issues which arise.
- 2.4 An alternative option to remaining part of the collaboration would be to put in place our own arrangements locally. However, the economies of scale achieved as a result of being part of the GM arrangements are significant in terms of both the supplier margin and ability to control rates of pay. The provider fees under the new contract have been frozen and contractual terms are also positive in comparison to engaging stand-alone providers, for example the Council is not subject to any financial penalties if it chooses to offer agency workers substantive appointments. As a practical example of the financial benefits of the collaborative contract, a Qualified Social Worker would attract an additional agency fee of circa. £2.51 per hour if engaged outside of this arrangement. We are also able to benefit from centralized contract management capacity working on behalf of GM HR Directors.

3. Financial Implications

- 3.1 The Council's agency spend represents less than 7% of the total contract value.
- 3.2 Whilst, as noted above, there will always be an element of need for agency resources, the Council is committed to reducing spend in this area through the 'Let's Do It Well' Transformation programme. This work will include:

- Strengthening governance arrangements around the engagement and continuation of agency resources
- A series of service-level discussions led by HR Business Partners to review current engagements, informed by strengthened workforce analytics.
- The development of specific targeted plans to bring longer term agency engagements to an end and review service structures and resourcing models in the areas of greatest spend.
- A sustainable reduction in agency spend through the delivery of a more resilient structure for Business and Executive Support enabled by the creation of a new corporate service as agreed by Cabinet in September.
- In addition to the above, a review of current agency specific budgets to identify an additional £65K of savings before April 2022.
- Streamlining current recruitment policy and processes and the Council's Employee Value Proposition to ensure vacancies are filled at pace and with quality candidates to avoid the need to engage agency

4. Conclusion and Next Steps

- 4.1 That Reed have been awarded the contract and Cabinet support our ongoing participation in the GM collaboration and approve the signing of the Beneficiary Agreement (through legal services) between ourselves and Trafford Council

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>
The contract award does not affect organisational policy or practice and so no Equality Analysis is required. The appointed provider will be expected to ensure appropriate standards of practice in relation to equality and inclusion as a contractual requirement.	

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The inability to fill key positions within the contract	Robust monitoring of the contract and close communications between Reed and the Council alongside a clear exceptions process where off-contract spend is needed.
Spend is not managed effectively	Clear plan in place to reduce spend and overall agency usage as part of the Let's Do It Well Transformation Programme

Consultation:

Following the procurement process, HR Directors from the 16 Authorities have been consulted to agree the recommendation to proceed and detailed contractual arrangements.

Legal Implications:

This recommendation is a key decision within the policy framework and Financial Procedure rules. The arrangement is a legally compliant method of reducing timescales whilst adhering to procurement regulations, the arrangements allow the council is able to maximise the opportunity to secure best value. This approach aligns with the Council's financial governance framework.

Financial Implications:

The inclusion of Bury within the collaborative framework offers preferential rates when staff are engaged through this process but there is no penalty for using other agencies if staff with the correct skill set or within the required timeframe are not available. However, as noted within the report the Council is committed to reducing its agency spend but does recognise at times agency offers a short term and immediate solution to capacity and skill gaps. Any costs of agency staff must be from within existing budgets as part of the Councils budgetary control procedures or have Executive team approval in advance.

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



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	17 th November 2021
Title of report:	Bury Corporate Plan Performance and Delivery Report Quarter Two 2021-22
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 delivery and performance that occurred during quarter two 2021-22 aligned to the 3R priorities. The structure of this reporting has been revised for quarter two to reflect the 3R priorities which were developed in July to focus corporate plan activity.

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 our intelligence on waiting times for referral to treatment for consultant led services.

Recommendation (s)

That Cabinet:

- Note the performance and delivery against the 3R priorities and the 2021/22 Corporate Plan delivery objectives
- Note the spotlight on our intelligence on waiting times for referral to treatment for consultant led services.
- 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:

Matthew Wright, Head of Delivery Unit, Bury Council

m.wright@bury.gov.uk

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

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	HE	Higher Education
		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	LGA	Local Government Association
DSG	Dedicated Schools Grant	MOT	Ministry of Transport
EET	Education Employment & Training	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
GMCA	Greater Manchester Combined Authority	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 delivery and performance that occurred during quarter 2 2021-22 aligned to the 3R priorities which were established in late July (see figure 1). The structure of this reporting has been revised for quarter 2 to reflect the 3R priorities which were developed in July to focus corporate plan activity.

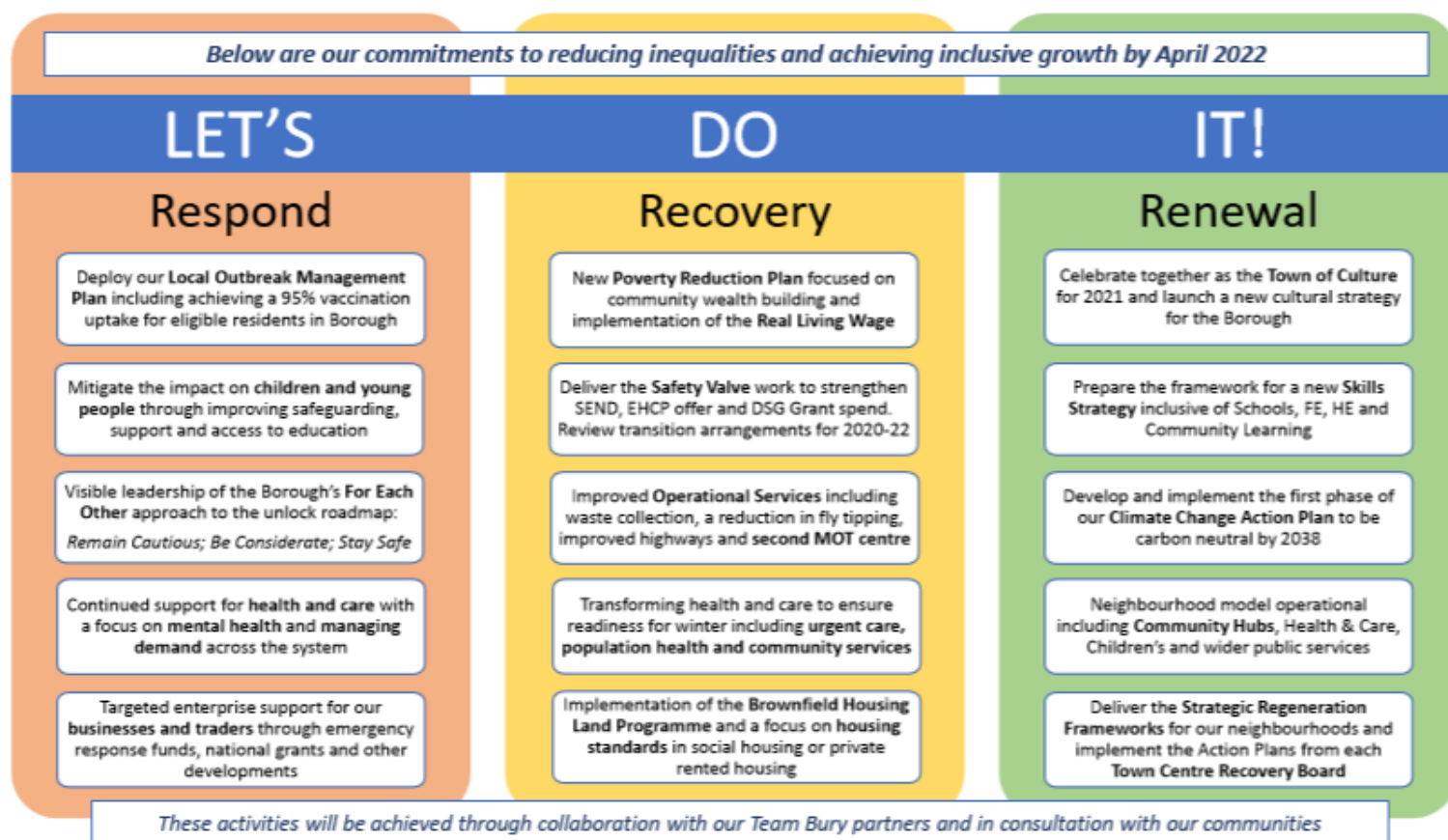


Figure 1 3Rs

Existing delivery activity as outlined in the Corporate Plan has been aligned to the priorities and it is worth noting that each priority has more than several activities linked to it. Monthly Departmental Highlight reporting provides the assurance on delivery alongside the departmental dashboards. Delivery status against each of the priorities and against the original timeframes set within the Corporate Plan is recorded and the latest delivery dashboard is included below (figure 4). Key delivery highlights for the quarter are outlined below (figure 3).

For each 3R priority we have aligned existing measures from within our Departmental dashboards. This is an iterative process so there is scope for the measures aligned to the priorities to change or new ones to be developed as activity progresses. Where a priority does not have performance measures reported

alongside it's delivery, this is monitored via the associated strategy and affiliated working group(s).

We strive to improve the engagement and accessibility of the performance reporting. Below is a key to the performance 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 grey 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 i.e. how many time periods the trend has been occurring.
<i>Please note the performance is currently reported on annual quarters so Q4 2020 = Q3 2020/21 and Q1 2021 = Q4 2020/21</i>				

Figure 2 Performance Key

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 our intelligence on waiting times for referral to treatment for consultant led services.

Key Delivery Highlights for Q2

Response	<ul style="list-style-type: none"> • Covid vaccination booster and 12-15 vaccination programme commenced • £6,173,914 allocated to businesses through AG, in addition to grants allocated via the Business Rates team • Education - Primary cluster meetings continued to be fortnightly from mid Sept onwards with a focus on recovery and school improvement • Dedicated EET worker post has been agreed and the recruitment concluded in September • Permanent Virtual Headteacher commenced her role in September • Social Care - Internship: 5 out of 8 young people have engaged with the paid internship offer • Co-production strategy developed with parents and local area for SEND within Bury • Childrens Social Care - LGA Peer Review Delivery Plan developed to address recommendations • ESIST review of hospital/system flow for urgent care reported and 2 week 'Rapid Quality Improvement 2 week initiative delivered • Established new Bury integrated urgent care board • Additional investment agreed in mental health services – CMHT for adults and Tier 2 for children • Afghan refugee crisis - Currently 434 dispersed asylum seekers across Bury in Serco accommodation. Pledged 10 properties (30 to 40 places) to support the crisis
Recovery	<ul style="list-style-type: none"> • Accelerated Land Disposal - 2 assets sold at auction September 21 from Phase 1 – capital receipts expected of £327k and £61k. 1 asset confirmed for November's auction with a guide price of £50k. Summerseat House site sold for £1.2 million • First draft of the Empty Property Strategy and supporting Action Plan is currently undergoing internal consultation. • School Improvement Tool Kit co-produced and shared with revised meeting and governance structure • Well attended Headteacher conference including Ofsted prep information • Real Living Wage implementation proposals agreed by Cabinet • Remaining waste vehicles (RCV's) have been delivered. Waste collections have settled, improvement plan in place • Business and Executive Support proposals agreed by Cabinet and consultation launched • Anti-Poverty Working Group re-convened to minimise impact of the reduction in Universal Credit planned for the 6th October. Planning underway for half term support for parents in financial hardship and for the allocation of the Household Support Fund (HSF); a grant intended to protect the most vulnerable from hardship this winter • Health scrutiny meeting consideration of NCA transaction • Staff engagement regarding Second MOT testing station and draft specification produced. • Seven £400 fixed penalty notices (FPN) have been issued and one littering FPN following investigation by officers
Renewal	<ul style="list-style-type: none"> • Bury Flexihall - Stage One procurement completed, VINCI selected as preferred construction partner. • Radcliffe HUB PROJECT - Stage One procurement completed, VINCI selected as preferred construction partner • Prestwich Urban Village - Bid submitted to the Government Changing Places Toilet programme • Approval of the Bury Campus options for Humphrey House approved at Cabinet 01/09/21 and work now underway to prepare a project plan for the next stages to decant the tenants from Humphrey House to 3KP • Draft Climate Strategy and Climate Action Plan consultation closed on 12 August. • Approval of the Bury Campus options for Humphrey House approved at Cabinet 01/09/21 • Successful culture weekend held in Bury including the outdoor music festival – Head for the Hills, the Happy Festival and the return of the Flying Scotsman to ELR • Minimum Licensing Standards - Stage 1 report (Driver, Operator and Local Authority Standards) approved by Licensing and Safety Committee (LSC) on 2 September and Full Council on 9 September. • Grant announced for Skate Park at Clarence Park. (£75k)

Figure 3: Key delivery

3 Strategic Themes with 15 Priorities					
LET'S	Delivery Status	DO	Delivery Status	It!	Delivery Status
Response		Recovery		Renewal	
1. Deploy our Local Outbreak Management Plan including achieving an 80% vaccination uptake for eligible residents in Borough	Aug	6. New Poverty Reduction Plan focused on community wealth building and implementation of the Real Living Wage	Aug	11. Celebrate together as the Town of Culture for 2021 and launch a new cultural strategy for the Borough	Aug
	Sept		Sept		Sept
2. Mitigate the impact on children and young people through improving safeguarding, support and access to education	Aug	7. Deliver the Safety Valve work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22	Aug	12. Prepare the framework for a new Skills Strategy inclusive of Schools, FE, HE and Community Learning	Aug
	Sept		Sept		Sept
3. Visible leadership of the Borough's For Each Other approach to the unlock roadmap	Aug	8. Improved Operational Services including waste collection, a reduction in fly tipping, improved highways and second MOT centre	Aug	13. Develop and implement the first phase of our Climate Change Action Plan to be carbon neutral by 2038	Aug
	Sept		Sept		Sept
4. Continued support for health and care with a focus on mental health and managing demand across the system	Aug	9. Transforming health and care to ensure readiness for winter including urgent care, population health and community services	Aug	14. Neighbourhood model operational including Community Hubs , Health & Care, Children's and wider public services	Aug
	Sept		Sept		Sept
5. Targeted enterprise support for our businesses and traders through emergency response funds, national grants and other developments	Aug	10. Implementation of the Brownfield Housing Land Programme and a focus on housing standards in social housing or private rented housing	Aug	15. Deliver the Strategic Regeneration Frameworks for our neighbourhoods and implement the Action Plans from each	Aug
	Sept		Sept		Sept

Figure 4 Delivery Dashboard monthly delivery status: Key: Green = On track, Amber = behind schedule, Red = No information received

2. Response 1: Deploy our Local Outbreak Management Plan including achieving an 80% vaccination uptake for eligible residents in Borough




2.1. Summary

Delivery of the COVID outbreak management plan has continued through Q2. Phase 1 of the vaccination programme is now complete with focus on phase 2 and 3 continuing into Q3 and 4. At the end of Q2 136,238 people had received their first dose of the vaccine and 125,159 people had received their second. Active inequalities monitoring is underway and will continue to inform further plans.

2.2. Delivery

Key Delivery Elements in Q2	Key delivery to continue in Q3-Q4
COVID response: Outbreak Management Plan COVID Response: Vaccination Management: Phase 1 and 2 Covid Response – Inequalities: Active inequalities monitoring	<ul style="list-style-type: none"> Outbreak Management Plan Vaccination Management: Phase 2 and 3. Contingency planning for children 12-15 programme Inequalities monitoring taking place to inform delivery plans e.g. testing and vaccination

2.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
7-day average COVID infection rates per 100,000	271.22	Q3 2021	N/A	395.3	 1
Number of Bury GP registered people to have received first dose of COVID vaccine (snapshot)	136238	Sep-2021	N/A	127474	 2
Number of Bury GP registered people to have received second dose of COVID vaccine (snapshot)	125159	Sep-2021	N/A	94642	 2

3. Response: Mitigate the impact on children and young people through improving safeguarding, support and access to education

3.1. Summary

Q2 has seen the development of the Safety Valve programme and continued support and leadership to schools, early years providers and further education colleges to mitigate the detrimental impacts of Covid-19. Recovery planning has been developed through school improvement clusters. Key performance measures for the safety valve programme are currently under development and will be included in following quarterly reports.

3.2. Delivery

Key Delivery Elements in Q2	Key delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • Project Safety Valve development • Childrens Strategic Partnership Plan completed for approval • Bury continues to pilot GMCA work around pathways to talking and behavioural intervention in Early Years • Schools Advisory Group – shifted focus to recovery and school improvement • Universal quality Assurance Visit in +90% of all schools with resulting reports giving increased assurance. • Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 • Headteachers have developed proposal for COVID recovery planning through the school improvement clusters • Support to develop a new special free school based in Unsworth, in partnership with Shaw Education Trust - DfE now procuring scheme for new build – detailed planning meetings commenced 29th September 	<ul style="list-style-type: none"> • Development of early help support for children and families via a community partnership model • Whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs • Leadership of the Borough's contribution to delivery of the Greater Manchester Children's Plan • Whole system leadership of School improvement to transform outcomes for all children and young people at each key learning stage • Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 • Development of excellent social work practice, focused on interventions which will have most impact for children and families • Whole system leadership of the skills and youth opportunities offer to deliver the white paper and GM priorities

3.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Percentage of children accessing 2 year take up of free childcare	75.40		N/A	75	1
Number of Early Help Assessments by partners	5	Sep-2021	N/A	26	2
Number of Early Help Assessments by Bury Locality Team	23	Sep-2021	N/A	45	2
Percentage of Early Help assessments by Partners	18	Sep-2021	N/A	37	1
Percentage of Early Help assessments by Bury Locality Team	82	Sep-2021	N/A	63	1
Percentage of EHM Contacts with an outcome of 'start a MASH Referral to Early Help Episode'			N/A		

4. Response: Visible leadership of the Borough's For Each Other approach to the unlock roadmap

4.1. Summary

Q2 saw the Happy Festival and Head for the Hills event in Burrs Country Park. The newly developed culture strategy has been consulted on and will be supported by the Communications and Engagement Strategy. These will be delivered through Q3 and Q4.

4.2. Delivery

Key Delivery Elements in Q2	Key delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • Approach to the 2021/22 Pitch events approved by Informal Cabinet • Successful events held for Happy Festival and Head for the Hills in Burrs Country Park. • The Joint Communications and Engagement Strategy drafted • Consultation on the culture strategy 	<ul style="list-style-type: none"> • A community recovery "Pitch" participatory budget scheme to be delivered in each neighbourhood • Culture strategy including micro grants & culture pass will be developed and approved. • Joint Communications and Engagement Strategy approved

5. Response: 4. Continued support for health and care with a focus on mental health and managing demand across the system

5.1. Summary

Work in Q2 saw the development of a single system urgent care plan which will be supported by the integrated system board. Work within the elective care framework programme has seen an impact across waiting lists. This is explored further in the spotlight section of this report. Implementation of the Mental Health transformation programme will continue into Q3 and 4.

5.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT Single system UC plan developed across Transformation/Resilience and BAU supported by newly installed Bury UEC Integrated System Board Elective Care Framework - focus on prevention, addressing inequalities and inclusion. Phase 1 of the Last 10 Patient Review of the arthritis knee pathway completed Mental Health Programme Implementation continues Covid Response: Support to Social Care providers and GP practices - CMS service stood down. COVID patients now managed by GP practices in hours and BARDOC out of hours. 	<ul style="list-style-type: none"> Secondary Care Service Reconfiguration Urgent Care System: Implementation of Urgent Care Transformation Strategy Elective Care Framework implementation Mental Health Programme Implementation

5.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Referral to treatment total waiting list entries	22076	Jun-2021	15000	18853	4
Referral to treatment total number waiting in excess of 52 weeks	1316	Jun-2021	0	1697	1
IAPT waiting times % 6 weeks or less from referral	32.90	Jun-2021	75	66.67	2

6. Response: Targeted enterprise support for our businesses and traders through emergency response funds, national grants and other developments

6.1. Summary

Support has continued to be provided to business and traders in Q2, this support is promoted through existing communication channels.

6.2. Delivery

Key Delivery Elements in Q12	Key delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • £6,173,914 allocated to businesses through AG, in addition to grants allocated via the Business Rates team. • Funded support is promoted through our communication channels to signpost business to support. 	<ul style="list-style-type: none"> • Targeted enterprise support for our businesses and traders

7. Recovery: New Poverty Reduction Plan focused on community wealth building and implementation of the Real Living Wage

7.1. Summary

The approach was agreed in Q2 and work continues to obtain formal accreditation as a real living wage employer in Q3. The anti-poverty working group was re-convened to minimise impact of the reduction in Universal Credit. Planning continued for half term support and access to the Working Well Early Help programme. The council tax support scheme was refreshed for 21/22 and will be reviewed again for 22/23.

7.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> Real Living Wage Approach agreed by Cabinet ED Strategy submission scored Anti-Poverty Working Group re-convened to minimise impact of the reduction in Universal Credit Planning underway for half term support for parents in financial hardship and for the allocation of the Household Support Fund (HSF) Roll out and access to the Working Well Early Help programme underway – teams in place to support Council Tax Support scheme refreshed and agreed Implemented Breathing Space for Debt Management 	<ul style="list-style-type: none"> Economic Recovery Plan agreed including the Barclays Thriving Local Economies programme Accreditation as a Real Living Wage employer Poverty reduction plan agreed Implement Breathing Space for Debt Management - Potential system reviewed and proposal to be developed Working Well programme developed

7.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Number of rough sleepers in Bury	6	Sep-2021	0.00	1	1
Number of rough sleepers currently being supported	50	Sep-2021	40	49	4
Number of statutory homeless cases open on the last day of the month	523	Sep-2021	300	446	1
Number of households in temporary accomodation on last day of the month	69	Sep-2021	N/A	64	4

8. Recovery: Deliver the Safety Valve work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22

8.1. Summary

Q2 saw continued development of the Graduated Model within the Safety Valve project and continuum of provision to meet needs of children and young people with additional needs at the earliest opportunity and in the most appropriate provision. A local area SEND strategic action plan is in development in addition to SEND place planning now aligned to pupil place planning.

8.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • Project Safety Valve: Continued development of the Graduated Model and agreement of programme governance and plans <ul style="list-style-type: none"> ○ Agreed document outlining LA and school responsibilities in response to statutory SEND ○ Co-production strategy developed with parents and local area for SEND within Bury ○ SEND place planning aligned to pupil place planning ○ Local area SEND strategic action plan in development ○ Scrutiny report on SEND to CYP Scrutiny Committee 7.9.21 ○ A SEND position statement shared with parents on Local Offer ○ Vision House SEMH RP opened, Bury's first primary SEMH provision • Additional investment secured for wider CYP MH provision. Mobilisation plans in place to enact a swift response. • Work has been initiated on the OOB complex case review. • Work is ongoing to progress Key worker and Ealing models at a GM and local level. • Preparation work for OFSTED visit • CYP vacs role out has been initialised. 	<ul style="list-style-type: none"> • Project Safety Valve delivery • Continued development of improved support for children with additional needs to prevent the need for recourse to statutory intervention • Children's Integrated Health and Care Commissioning including SEND • Delivery of a balanced budget, including £1.2m savings and robust management of the Dedicated Schools Grant recovery plan

8.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Percentage of Pupils with an EHCP	4.20		N/A	4.200	↔ 1
Number of Children with an EHCP	1224		N/A	1224	↔ 1
EHCP: Percent of Plans issued on time, compliance at 20 weeks	43.80		N/A	83	↓ 1

9. Recovery: Improved Operational Services including waste collection, a reduction in fly tipping, improved highways and second MOT centre

9.1. Summary

Q2 saw the challenges relating to the new waste collection routes managed through a waste improvement plan. This was to ensure all rounds were completed as scheduled and missed bins reported promptly and effectively.

Although the performance indicates the number of missed bins this quarter has risen since the previous, we know that the number has decreased by 50% during September and is at a manageable level.

A Day of Action took place on Bagley Crescent on 30/9/2021. This was a coordinated multiagency response due to increase in anti-social behaviour and fly tipping in the area. Several fixed penalty notices had been served by 9/9/21.

A contractor is in place to deliver the Preventative Maintenance Programme, now in year 2 with £3m of work being done this financial year so far. We've seen an increase in the number of potholes repaired this quarter as well as an improvement to the proportion of highway repairs completed on time.

9.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> Implementation of waste improvement plan to ensure all waste collection rounds are completed as scheduled without missed bins Remaining waste vehicles (RCV's) have been delivered. Vehicle replacement plan in place Environmental Quality delivery plan in place. Immediate priority is to increase enforcement for fly tipping as remove fly tipping promptly - Day of Action took place on Bagley Crescent on 30/9/2021 Seven £400 fixed penalty notices have been issued and one littering FPN following investigation by officers as of 9/9/2021 Company to be appointed to develop the design to stage 2 for Decarbonising the Public Estate Programme 	<ul style="list-style-type: none"> 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: Play areas strategy Green Spaces: Green Flag improvement programme Green Spaces: Accessible allotments strategy Green Spaces: Promoting our physical strategy in green spaces Green Spaces: Tree planning in conjunction with City of Trees H&E: Highways Investment Tranche 2 H&E: Cycling and Walking Infrastructure Waste and Transport: Waste collection review including optimisation and balancing Waste and Transport: 3 Year Vehicle Decarbonisation Programme. Civic Venues Review Bury Markets investment and improvement

<ul style="list-style-type: none"> Staff engagement regarding Second MOT testing station and draft specification produced. <ul style="list-style-type: none"> A Notice of Potential Opportunity was sent to all VOSA registered MOT Garages that are located within Bury on 11/9/21 (41 garages). A Notice of Potential Opportunity was sent to all VOSA registered MOT Garages that are located within Bury on 11/9/21 (41 garages). Opening of Goshen 3G on 28/9/21 Grant announced for Skate Park at Clarence Park. (£75k). Contractor in place to deliver Preventative Maintenance Programme. The consultants WSP have been appointed to write a Borough-wide Transport Strategy 	<ul style="list-style-type: none"> Strategic Transport Capacity and Transport plan with 'on the shelf' schemes Tackling Litter and Fly Tipping Hotspots Produce a report re: increased taxi testing capability
---	---

9.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Waste collection (tonnes)	16594	Q3 2021	N/A	16681	↗ 3
Waste collection: grey bins (tonnes)	7044	Q3 2021	N/A	6955	↔ 1
Waste collection: blue bins (tonnes)	2503	Q3 2021	N/A	2643	↔ 1
Waste collection: green bins (tonnes)	1680	Q3 2021	N/A	1715	↔ 1
Number of missed bin collections per 100,000	108	Q3 2021	N/A	54	↗ 1
Proportion of household waste recycled	57.60	Q3 2021	N/A	58.10	↗ 3
Waste collection (tonnes) from street cleaning	659.80	Q3 2021	N/A	649	↗ 1
Number of potholes reported	338	Q3 2021	N/A	650	↗ 1
Number of potholes repaired	3203	Q3 2021	N/A	2445	↗ 1
Highway repairs completed on time (%)	79	Q3 2021	N/A	64	↗ 3

10. Recovery: Transforming health and care to ensure readiness for winter including urgent care, population health and community services

10.1. Summary

As mentioned previously Q2 saw the development and agreement of a single system Urgent Care plan developed across Transformation/Resilience and business as usual supported by the newly installed Bury Urgent and Emergency Care Integrated System Board.

Q2 also saw the preparation of the new contract and specifications for community health services provided by the Northern Care Alliance (NCA) across Bury.

Planning for the Flu Programme is being delivered alongside Covid Vaccination

10.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT • Single system UC plan developed across Transformation/Resilience and BAU supported by newly installed Bury UEC Integrated System Board • Elective Care Framework - focus on prevention, addressing inequalities and inclusion. Phase 1 of the Last 10 Patient Review of the arthritis knee pathway completed • Preparing new contract and specifications for community health services provided by the NCA • Population Health: Bury Food Strategy - Local food charter agreed with partners • Population Health: Health related behaviour change - Increased investment into Live well Service for BEATS and Weight Management. Neighbourhood Plans in co-production • Population Health: Health protection - Planning for Flu Programme being delivered alongside Covid Vaccination • Population Health: Substance misuse - Action plan refreshed, re-developed Pharmacy service specifications 	<ul style="list-style-type: none"> • Secondary Care Service Reconfiguration: Hospital Transformation • Primary Care Programme including Primary Care Network Development • Urgent Care System: Recovery and Transformation to the new operating model • Elective Care Framework • Community Health Service Commissioning. • Population Health: Physical Activity Strategy • Population Health: Starting Well • Population Health: Bury Food Strategy • Population Health: Primary and Secondary Prevention of LTC (including MSK and HIV) • Population Health: Adverse Childhood Experiences (ACES) and Mental Wellbeing • Population Health: Health related behaviour change • Population Health: Sexual Health Strategy and procurement • Population Health: Health protection • Population Health: Substance misuse • Move More Live Well Community Fund PR to go out and scheme to become live on 15/10/21.

- Primary Care Programme including Primary Care Network Development
- Wellness - Community Fund application and assessment process in development

10.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Number of births registered	463	Sep-2021	N/A	430	↗1
Number of deaths registered	526	Sep-2021	N/A	479	↗1
IMC (Killelea) Bed Occupancy (%)	55	Sep-2021	N/A	79	↘1
Residential and Nursing Care Bed Occupancy (%)	84	Sep-2021	N/A	81	↗1

11. Recovery: Implementation of the Brownfield Housing Land Programme and a focus on housing standards in social housing or private rented housing

11.1. Summary

Work on the programme continues with an announcement due on 7th October declaring the first 500 homes to be delivered. This quarter saw an increase (from 62% to 68%) in the proportion of housing completions on brownfield land. Consultation on Places for Everyone started on 9th August and Q3 will see the analysis and strategy developed. The empty property strategy has been developed. Two assets were sold as part of the accelerated land disposal programme with further phases planned.

11.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • Background work on the Bury Local Plan underway • 8-week consultation on the Publication PfE started on the 9th August running to the 3rd October • First draft of the Empty Property Strategy and supporting Action Plan is currently undergoing internal consultation • Great Places are looking to develop the William Kemp Heaton site - undertaking feasibility study • Approval of Accelerated disposal programme (various stages) <ul style="list-style-type: none"> ○ 2 assets sold at auction September 21 from Phase 1 ○ Summerseat House site sold 	<ul style="list-style-type: none"> • Development Plan / Local Plan (new Planning Policies) • Places for Everyone (GMSF/Plan of 9) – end of consultation analysis • Empty Homes strategy development • Housing Strategy (including review of affordable housing) development • Residential Delivery <ul style="list-style-type: none"> ○ School Street – October Cabinet sale to Hive Homes ○ Green Street – October Cabinet sale to Watson Homes • Private Rented Strategy development • Brownfield Housing Land Programme <ul style="list-style-type: none"> ○ Announcement sent 7th October declaring first 500 homes to be delivered • Affordable Housing Delivery <ul style="list-style-type: none"> ○ Onward are looking to develop the former Wheatfields site ○ Irwell Valley are looking to develop the former CPU building on Willow St – potential to link with Queensbury Place • Approval of Accelerated disposal programme (various stages)

11.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Total planning applications received	289	Q3 2021	N/A	289	↔ 1
Percentage of planning decisions granted	92	Q3 2021	N/A	95	↓ 1
Annual housing completions	212	2021	N/A	200	↑ 1
Number of housing units completed in the borough which are affordable	32	2021	N/A	20	↑ 1
% Housing completions on brownfield land	68	2021	N/A	62	↑ 1

12. Renewal: Celebrate together as the Town of Culture for 2021 and launch a new cultural strategy for the Borough

12.1. Summary

As outlined earlier successful events were held in Burrs Country Park. The quarter also saw the culture pass offer shared and these elements will be included to inform the developing culture strategy

12.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • Successful events held for Happy Festival and Head for the Hills in Burrs Country Park • Culture-pass offer shared with high take up • Consultation to inform the Culture Strategy underway 	<ul style="list-style-type: none"> • Culture strategy developed, which gives a clear plan for how we continue to develop our cultural identities and economy • Programme of culture events for the year continues, including micro grants & culture pass for key workers;

13. Renewal: Prepare the framework for a new Skills Strategy inclusive of Schools, FE, HE and Community Learning

13.1. Summary

Development of an all-age skills strategy commenced in the quarter. This is being produced in collaboration with children's services.

The apprentice strategy first draft was completed for review. This will be agreed and implemented through Q3 and 4.

13.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> • Production of an all-age skills strategy in collaboration with children's services underway • Apprentice strategy - Final draft strategy being reviewed. –supporting delivery plan in place. 	<ul style="list-style-type: none"> • Apprenticeship strategy agreed & implemented including pipeline of opportunities for local residents • Skills strategy agreed and in place

14. Renewal: Develop and implement the first phase of our Climate Change Action Plan to be carbon neutral by 2038

14.1. Summary

During Q2 the climate strategy and action plan have been developed. Following approval in Q3 this will move to consultation.


Following the clean air and minimum licensing standards consultation stage 1 which was approved in Q2 with stage 2 in development over Q3 and 4.

Our performance measures for climate change are currently updated annually, these are being developed to assess whether we can offer a regular, tangible view of progress towards our 2038 aim.

14.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> Climate Strategy and Action Plan developed Clean Air and Minimum Licensing Standard Consultation – <ul style="list-style-type: none"> Stage 1 report (Driver, Operator and Local Authority Standards) was approved by Licensing and Safety Committee (LSC) on 2 September and Full Council on 9 September. Stage 2 draft report (Vehicle Standards) discussed with Licensing and Safety Committee and Taxi Trade Liaison Group in September. 	<ul style="list-style-type: none"> Climate Change Strategy: Develop strategy for approval and consultation Clean Air and Minimum Licensing Standard Consultation undertaken

14.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
% of council vehicles changed to lower emission versions	39	Mar-2021	N/A	33	 1
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		

15. Renewal: Neighbourhood model operational including Community Hubs, Health & Care, Children's and wider public services

15.1. Summary

The neighbourhood operational model has been signed off during Q2 with leadership teams in place. Integrated neighbourhood teams continue to align to the hub structure. The community safety strategy draft structure was approved and implementation plan developed for Q3 and 4. Performance measures that align to this are being explored.

15.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> Neighbourhood Model - Target operating model signed off by PSR Steering Group. Community Hub structure recruited to Place based Leadership teams in place with named contacts. Neighbourhood profile finalised and ward placemats in development National Inclusion Week celebrations underway, IWG formally established as a Team Bury sub-group Community Safety strategy - Needs assessment completed and draft structure on new plan approved by CSP Board Domestic Abuse Strategy - Pilot neighbourhood approach to medium risk cases established Integrated Neighbourhood Teams - Development plan in health and care in place and aligned to neighbourhood hubs 	<ul style="list-style-type: none"> The neighbourhood model will be implemented including a residents' forum in every neighbourhood & integrated public service teams Delivery of a volunteer strategy Inclusion strategy delivery including equality assessment; leadership development & action plan on race inclusion Community Safety strategy refreshed for next two years The Domestic Abuse Strategy updated and every medium as well as high risk case will be triaged with multi-agency support Further Development of Integrated Neighbourhood Teams alongside Neighbourhood hubs Let's do it Strengths Based Strategy in Adult Social Care

15.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Total number of VCFA volunteers (cumulative)	470	Sep-2021	N/A	428	↗2
Total number of volunteers (hub app) (cumulative)	457	Sep-2021	N/A	457	↔1
Number of Clinically Extremely Vulnerable people supported through Community Hubs	34	Mar-2021	10	14	↗1
% of residents who feel safe	90.7	Q3 2021	90	92	↘1
Rate of all crimes (per 1,000 population)	26.70	Q2 2021	20	22.80	↗2

16. Renewal: Deliver the Strategic Regeneration Frameworks for our neighbourhoods and implement the Action Plans from each

16.1. Summary

Q2 saw the establishment of the Town Centre Recovery Boards with an approach tailored to each town centre. Progress within each framework is outlined below. Work in Q3 and 4 will see development of the Inward Investment Strategy, Bury Economic Strategy and further implementation of the regeneration frameworks. Performance measures will align from these strategies and associated frameworks.

16.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> One Public Estate strategy - Approval of the Bury Campus options for Humphrey House approved at Cabinet 01/09/21 and work underway to develop a project plan to decant the tenants from Humphrey House to 3KP Town Centre Recovery Boards established and meeting. Approach is tailored to town centre Radcliffe Strategic Regeneration Framework <ul style="list-style-type: none"> HUB PROJECT - Stage One procurement completed, VINCI selected as preferred construction partner SECONDARY SCHOOL – Feasibility work underway TRANSPORT STRATEGY – Work progressing with BC and TfGM to agree final version of Radcliffe Transport strategy Prestwich Urban Village Plan <ul style="list-style-type: none"> Purchase of the Longfield suite Phase 1 Hub Building: Consultation with NHS partners Bid submitted to the Government Changing Places Toilet programme Bud Submitted to the Government City Region Transport Settlements for a 	<ul style="list-style-type: none"> Inward investment strategy developed The One Public Estate strategy will be implemented in Bury town centre Uplands implementation Town Centre Recovery Boards continue Radcliffe Strategic Regeneration Framework Bury Town Centre Masterplan Ramsbottom Place Management Plan Prestwich Urban Village Plan Leisure Review: Determine options re: the viability of a facility as part of the Bury Town Centre Masterplan Leisure Review: Determine options re: the viability of a facility as part of the Strategic Regeneration Framework plans in Radcliffe Leisure Review: Determine the options re: the viability of a facility as part of the Ramsbottom Town Centre development Full Fibre Rollout (5G network will follow) Business incubators Business relationship and engagement function Bury Economic Strategy developed Bury Flexihall Northern Gateway implementation Bury Interchange

<p>Mobility Hub (Multi Story car park facility)</p> <ul style="list-style-type: none"> • Bury Flexihall - Stage One procurement completed, VINCI selected as preferred construction partner • Bury Interchange – progress to SOBC • Ramsbottom Place Management Plan - Work continuing to develop the consultation draft of the masterplan • Bury Town Centre Masterplan - Work continuing to develop the consultation draft of the masterplan • Business relationship and engagement function - Pre Covid engagements resumed 	
---	--

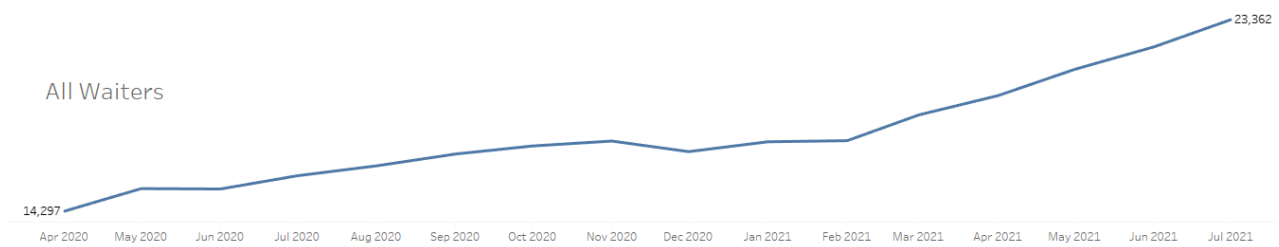
16.3. Performance

	Actual Value	Time Period	Target	Previous Val...	Trend
Number of JSA and UC Claimants	6610	Sep-2021	N/A	7185	 2
Net business growth rate	-790	2020	N/A	175	 1

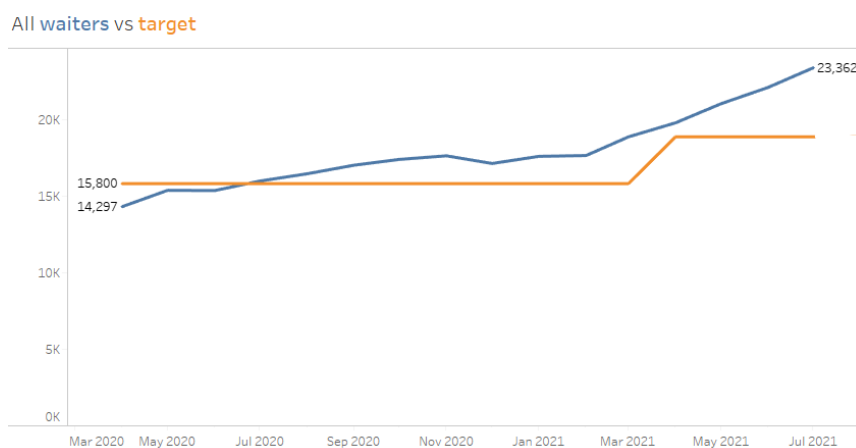
17. Spotlight – Waiting times for referral to treatment for consultant led services

In England, under the NHS Constitution, patients 'have the right to access certain services commissioned by NHS bodies within maximum waiting times, or for the NHS to take all reasonable steps to offer a range of suitable alternative providers if this is not possible'. NHS England collects and publishes monthly referral to treatment (RTT) data, which are used to monitor NHS waiting times performance against the standards set out in the National Health Service Commissioning Board and Clinical Commissioning Groups. This spotlight section of the report features an overview of waiting times for referral to treatment for consultant led services, for patients registered with a Bury GP Practice.

There were 23,362 incomplete pathways (waiting times for patients waiting to start treatment at the end of the reporting period) at the end of July and this marks a 23.9% (4,509 pathways) increase in waiting list size when compared to March 2021 and this is reflected in the chart below which shows the position since April 2020.

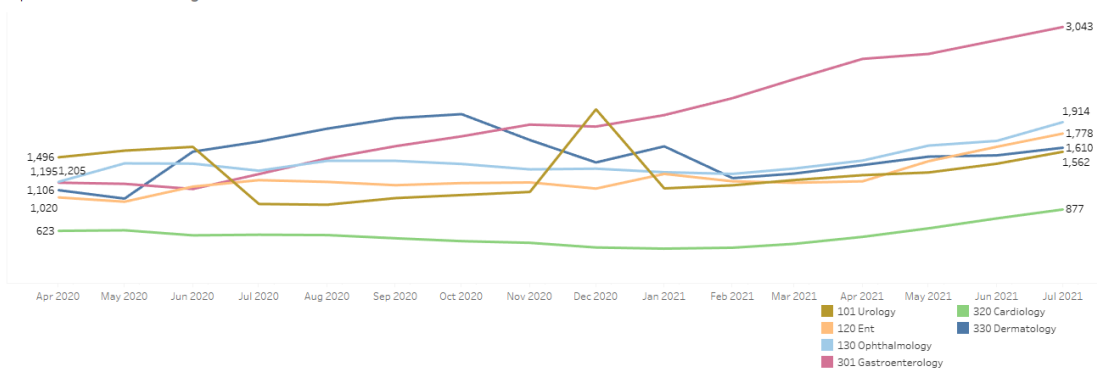


During 2020-21, the target was to reduce the waiting list size to the January 2020 position (15,800 pathways). Whilst there is no specific target set for 2021-22, March 2021 (18,853 pathways) has been used as a proxy baseline against which to compare.

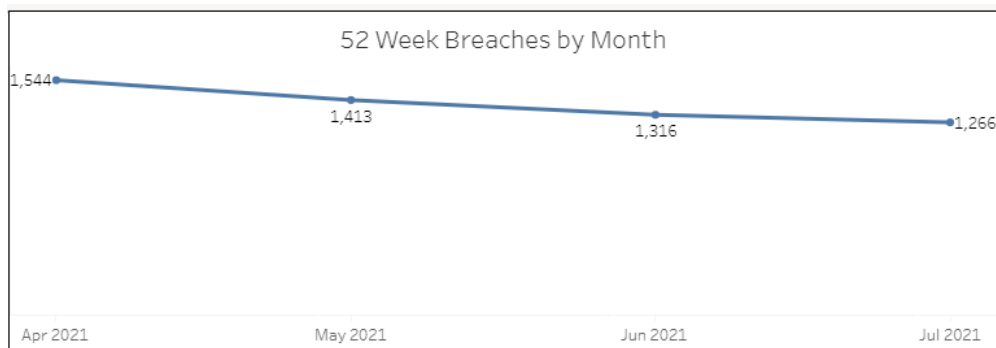


In the Year to Date (YTD) to July, the most significant increases have occurred in Ear Nose and Throat (ENT) (+49%), ophthalmology (+40%), gastroenterology (+26%), urology (+27%), dermatology (24%) and cardiology (+87%) and these increases are reflected in the following chart.

Specialties with most significant increases in 2021-22



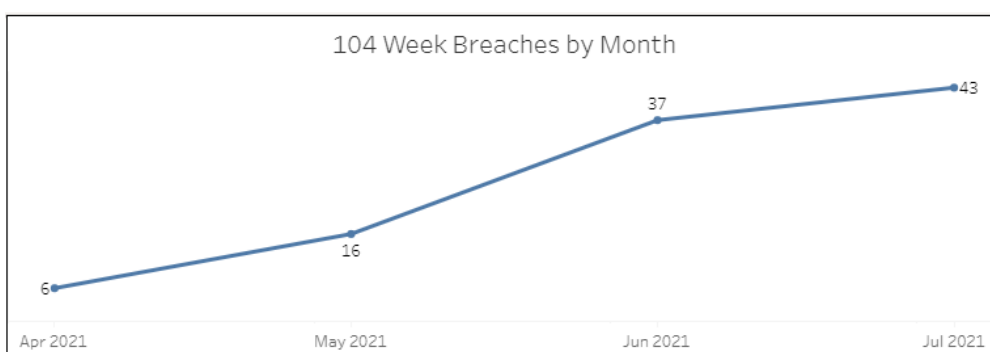
Despite the waiting list growth referenced above, there was a further slight decrease in the number of 52+ week waits in July with this figure standing at 1,266 and representing a 25.4% (-431 pathways) reduction when compared to March 2021.



The biggest specialty decrease has been in orthopaedics where there has been a 38% decrease (-138 pathways) during this period.

The reason for a reduction in 52+ week waits is likely to be two-fold. Firstly, an expectation was set in both the operational planning and ERF guidance for providers to take account of long wait times as part of the prioritisation process. Secondly, as referrals to secondary care were reduced early in the pandemic, there are fewer patients reaching the 52 week mark during this period. It is therefore possible that numbers may increase to reflect the increasing pattern of referrals over the autumn months.

Referral to Treatment (RTT) data in 2021-22 also now includes details of pathways that have exceeded 104 weeks.



This figure grew further in July with 43 such pathways for Bury patients with almost two thirds related to general surgery, ENT and gynaecology.

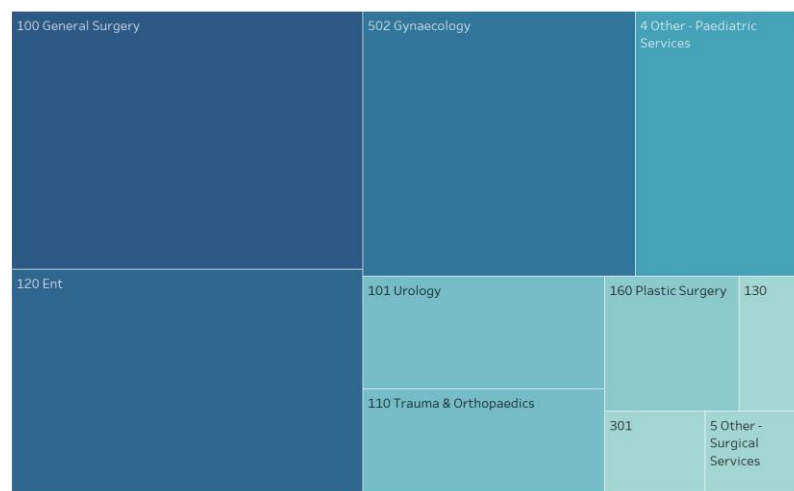


Figure 3 Please note figures in diagram relate to the speciality code of the service

To address the current waiting list position, the CCG and locality partners continue to progress the development and implementation of a transformation plan for elective care that includes both 'quick wins' and longer-term transformation. This work complements the efficiencies work being undertaken by the NCA that includes waiting list validation and maximising theatre use. A project plan and progress report were presented recently to the Integrated Delivery Collaborative (IDC) Board and the Strategic Commissioning Board (SCB) and included an overview of the improvement work currently underway in orthopaedics as an exemplar to a different way of addressing waiting list pressures and supporting patients.

The locality developments complement the GM programme and includes the implementation of the Waiting Well initiative for which a delivery group has been established in Bury with a view to the framework being implemented in orthopaedics initially with patients directed to information primarily via the online Bury Directory. Bury's programme lead presented the approach at a recent GM-led learning event at which it was well received as the locality is seen to be a pathfinder across GM through integrating the GM perspective with local systems and services.

In time, data is expected to demonstrate the positive impact of these schemes on the wellbeing of Bury patients and on the waiting list size. Such information will be shared with relevant committees once available.

In conjunction with the Bury Care Organisation (BCO), opportunities in cardiology, urology and respiratory are also under review. This includes a successful bid for funding to implement a cardio prehabilitation service (preparation for surgery) for which planning can now commence.

18. Conclusion and Next Steps

This is the first delivery and performance report aligned to the 3R priorities. 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.

19. Recommendation

That Cabinet is asked to:

- Note the performance and delivery towards the 2021/22 3R delivery objectives
- Note the spotlight on our intelligence on waiting times for referral to treatment for consultant led services.
- Note the ongoing developments to strengthen and improve this reporting process and functionality

This page is intentionally left blank



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	17 th November 2021
Title of report:	Greater Manchester Voluntary, Community and Social Enterprise Sector (VCSE) Accord
Report by:	Councillor Richard Gold - Cabinet Member for Communities and Emergency Planning
Decision Type:	Non key
Ward(s) to which report relates	All Bury Wards

Background

A report was tabled at the Greater Manchester Combined Authority on Friday 24th September 2021 on the new Greater Manchester Voluntary, Community and Social Enterprise Accord (GM VCSE Accord) for approval.

The Accord is a tri-partite agreement between the Greater Manchester Combined Authority, Greater Manchester Health and Social Care Partnership and the Greater Manchester VCSE Leadership Group on behalf of the VCSE sector in the region, with a purpose to further develop collaborative working with VCSE organisations to improve outcomes for local communities. It is anchored on a relationship of mutual trust, of working together and sharing responsibility.

The Accord was signed by the Mayor of Greater Manchester and a recommendation was made for the Accord to be referred for recommendation to each local authority in the region in recognition that a number of elements within the Accord are to be delivered within localities, including by local authorities.

Bury Context

Earlier in 2021 the Council and CCG entered into a new Service Level Agreement with the Bury VCFA, in the context of Let's Do It and Bury's neighbourhood model, which has a focus on strategic leadership; sector development and training; resilience and sustainability; enhancing connectivity and collaboration; and raising participation and voice. The Strategic Partnerships Team meet with the Chief Officer of the Bury VCFA on a weekly basis to share insight and ensure opportunities for working together are maximised. The Bury VCFA have a new Chief Officer from November 2021 and this will be used as an opportunity to review the SLA in light of the updated Accord and recent State of the Sector Survey. The GMCA report relates to the 2021 State of the Sector Survey for the region. Work has now been completed on the locality report which identifies that there are 1,249

VCSE organisations in Bury, 71% of which are micro-organisations (annual income under £10k) which is comparable to the region. This equates to approximately 2,500 FTE employees and over 26,000 volunteers providing an economic contribution of £65m per annum.

Alongside this there has been further investment into community capacity, particularly during the last eighteen months, in conjunction with the VCFA and wider VCSE partners, to provide funding for immediate resilience alongside promoting recovery from the pandemic in terms of health improvement, tackling loneliness and addressing local priorities.

In the context of the changing landscape in health and care with the emergence of the GM ICS it is timely to conduct a system stocktake of connections as a health and care system with the VCSE ecosystem (regionally and locally – including at a neighbourhood level) to inform future (joint) investment pipelines to provide confidence and nurture community capacity within the sector. As part of the transition to the GM ICS arrangements there is full commitment to continue with our strategic intent, set out in our Locality Plan, to build the connections to community capacity and capability, recognising the assets of local residents and communities

Let's Do It!

The GM VCSE Accord acts as a framework for collaboration involving VCSE leaders and organisations in the delivery of the Greater Manchester Strategy and respective thematic strategies and delivery plans. Locally this is a reality in relation to *Let's Do It!*

Bury's *Let's Do It* Strategy and neighbourhood model repeatedly demonstrates the crucial role community, voluntary and faith-based groups and social enterprises play in our local neighbourhoods and the opportunities for the sector to be central to delivering our collective vision for the future.

The Strategy was developed with local communities and VCSE groups, building on pre-existing collaborative work and relationships which were brought into sharp focus when addressing the Coronavirus Pandemic.

The principles set out in *Let's Do It* provide the framework for further collaboration, as the Accord does from a regional perspective.

Local - active involvement of voluntary organisations, community groups and social enterprises in places and neighbourhoods will be key for the borough to tackle inequalities and improve outcomes. Local community groups and networks are anchors within our communities, with whom relationships with their respective community hub manager, integrated neighbourhood teams across health & care and emerging community forums will further increase the collective design and delivery of local provision.

Enterprise – through engagement at Team Bury, where the Bury Voluntary and Community Faith Alliance (VCFA) play an active role, there has been the development of a Community Wealth Building Framework. The framework has VCSE involvement across all pillars and leadership of activity to focus on

opportunities for social enterprise, the social economy and working with local business and the Bury Business Leadership Group on social value.

Together – The launch of Let’s Do It included VCSE representation leading discussions as part of the ‘Bury Futures’ series of events, highlighting the role of the sector as a key partner in design, governance and delivery. Across partnership boards including Health and Wellbeing, Public Service Reform, Community Safety and the Children’s Strategic Partnership Board there is strong VCSE representation and involvement. This is an integral part of ensuring that we ‘work with’, and not ‘do to’ local communities and can be seen in the health and care arena where activity is increasingly as a ‘whole system’. We’ve also seen examples of networks coming together to address common challenges. The Bury Community Support Network is a VCSE led group of food banks and pantries which increasingly worked together during the pandemic, from which they have continued to grow as a network to address the anti-poverty agenda alongside statutory agencies.

Strengths based - Through Let’s Do It we seek to extend this to ensure more voices from communities are heard, and in particular those which are Seldom Heard. Work is currently taking place in relation to develop and facilitate listening activities in Bury focusing on lived experience in relation to race and this has had VCSE engagement from the outset, including involvement in training and development on active listening. We are working to ensure the lived experience of Bury residents, patients from a health and care perspective, and communities are at the heart of our transformation programmes and we look forward to working ever closer with the VCFA, Healthwatch and other key partners across the sector to realise this ambition.

Recommendation – To confirm Bury’s commitment to the Accord and champion through the Team Bury Network.

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>
As per the Equality Analysis completed by the Greater Manchester Combined Authority, the VCSE Accord provides an opportunity to enhance involvement and	

opportunity with individuals and communities across protected characteristics. This includes through strengthening existing networks focusing on communities of interest or experience and increasing through Let's Do It provides increased participation and voice in the development and delivery of plans, policies and activity locally.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The Let's Do It Strategy clearly sets out the vital role the VCSE sector contributes to the Borough and is at the heart of delivering Let's Do It. This accord firms up commitment to secure engagement and collaboration as a central partner to develop and deliver plans, without which	Active engagement with the sector at both a strategic level through the VCFA and in neighbourhoods through Bury's emerging neighbourhood model.

Consultation:

Local representation through VCFA and partners including Healthwatch in regional discussions on the overall accord and local application across Team Bury.

Legal Implications:

The VCSE Accord is a partnership agreement which will involve all parties offering to bring resources (financial and non-financial) into the arrangement. It builds on the 2017 accord between the Greater Manchester Combined Authority and the VCSE sector. The Council is a signatory to the accord. The accord will strengthen shared delivery and shared accountability, as well as shared risk for the actions taken across the VCSE Leadership Group, GMCA and Health and Social Care Partnership.

Financial Implications:

To support this work, a budget of £228,400 was approved by the GMCA in September 2020 from the Cultural and Social Impact Fund, with approval delegated to the GMCA Treasurer, in consultation with the Community, Co-operatives and Inclusion Portfolio Leader and Chief Executive to award grant agreements, subject to final agreement of GMCA budgets for 2021/22 onwards. The GM Health and Social Care Partnership has also agreed to provide £180,000 in the current financial year towards delivery of the new VCSE Accord.

Note Bury Council has a current Service Level Agreement with the Bury VCFA of a value of £340k over two years, April 2021-March 2023.

Report Author and Contact Details:

Chris Woodhouse
Strategic Partnerships Manager

c.woodhouse@bury.gov.uk

Background papers:

Greater Manchester Combined Authority – Paper on VCSE Accord:

<https://democracy.greatermanchester-ca.gov.uk/documents/s16721/11%20VCSE%20Accord.pdf>

Greater Manchester Combined Authority – GM VCSE Accord document

<https://democracy.greatermanchester-ca.gov.uk/documents/s16715/11%20Annex%201%20-%20GM%20VCSE%20Accord.pdf>

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

Term	Meaning
ICS VCSE	Integrated Care System Voluntary, Community and Social Enterprise Sector

This page is intentionally left blank

GREATER MANCHESTER COMBINED AUTHORITY

Paper for consideration by Cabinet at all GM Local Authorities

Subject: Refresh of Greater Manchester VCSE Accord

Background:

At its meeting on 24th September 2021, the Combined Authority considered and approved the following paper concerning the new GM VCSE Accord. This is a tri-partite Agreement with the GM Health and Social Care Partnership and the GM VCSE Leadership Group on behalf of the VCSE sector in Greater Manchester.

In the discussion at the meeting, Leaders noted that this agreement has an implication for the relationship of all local authorities with their local voluntary organisations, community groups and social enterprises. As stated at section 2.7 in the report, the success of this Accord and the shared commitments that it contains will rely on their recognition, adoption and action at a locality and neighbourhood level.

CA members felt that it was important that the GM VCSE Accord be debated and supported in all districts.

The Combined Authority authorised the Mayor of Greater Manchester, the GM Portfolio Lead for Community, Co-operatives, Voluntary Sector and Inclusion and the Chief Executive of the Combined Authority to sign the Accord Agreement on their behalf. Furthermore, all the Leaders present at the Combined Authority also signed a copy of the Accord following the meeting.

Request to all GM local authorities:

Cabinet members are asked to:

1. Consider the new GM VCSE Accord as presented in the attached paper, and the implications that the commitments it contains will have on work with the VCSE sector in your district.
2. Approve the new GM VCSE Accord and confirm endorsement on behalf of your district.

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

GREATER MANCHESTER COMBINED AUTHORITY

Date: 24th September 2021

Subject: Refresh of Greater Manchester VCSE Accord

Report of: Cllr Arooj Shah, Portfolio Lead Leader for Community, Co-operatives, Voluntary Sector and Inclusion; and Joint Portfolio Chief Executive Leads for Community, Co-operatives, Voluntary Sector and Inclusion

PURPOSE OF REPORT:

In November 2017 and on behalf of the GMCA, an Accord was signed by the Mayor of Greater Manchester with the Voluntary, Community and Social Enterprise (VCSE) sector, which set out new, improved standards of working with VCSE organisations. The GM VCSE sector also entered into a Memorandum of Understanding (MOU) with the Health and Social Care Partnership. Since that time, a huge amount of collaborative work has taken place and the relationship between the public and VCSE sectors has increased in strength, particularly during the Coronavirus pandemic.

In September 2020, GMCA Members agreed to extend the scope of the Accord to embrace health and social care, replacing the previous MOU, and to work collaboratively with the GM Health and Social Care Partnership to co-produce this new agreement with the GM VCSE Leadership Group. At the same time, the GMCA also approved a proposal for investment in VCSE leadership and infrastructure in the Sector at a GM footprint.

This report presents the new, single GM VCSE Accord for approval.

RECOMMENDATIONS:

The GMCA is requested to:

1. Approve the new GM VCSE Accord as a tri-partite Agreement with the GM Health and Social Care Partnership and the GM VCSE Leadership Group on behalf of the VCSE sector in Greater Manchester.
2. Authorise the Mayor of Greater Manchester, the GM Portfolio Lead for Community, Co-operatives, Voluntary Sector and Inclusion and the Chief Executive of the Combined Authority to sign the Accord Agreement on their behalf.

CONTACT OFFICERS:

Andrew Lightfoot - Deputy Chief Executive, GMCA Andrew.Lightfoot@greatermanchester-ca.gov.uk

Warren Heppolette - Executive Lead, Strategy & System Development, GM Health and Social Care Partnership Warren.Heppolette@nhs.net

Equalities Impact, Carbon and Sustainability Assessment:

Results of the [Sustainability Decision Support Tool](#) to be included here:

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	<p>The Accord enables involvement of a range of communities of identity, experience and geography, facilitating support and advocacy for particular communities.</p> <p>Key to the work of the VCSE sector under the Accord will be to enhance its ability to tackle poverty and disadvantage</p> <p>The Accord will facilitate the involveemnt of VCSE organisations in the service reform programme and 'services for people' in localities and neighbourhoods.</p> <p>The VCSE Accord will include work to increase co-design of servcies, support the GM Equalities Alliance and enable structures that allow communiities to have a say in shaping decisions that affect them</p> <p>Involveemnt of VCSE organisations will be key to work to support community cohesion across GM, and this will be embedded in work to deliver the Accord.</p>	
Health	G	<p>Through key VCSE-led programmes like GM Moving, also though development of structures for the GM-wide Live Well service.</p> <p>The VCSE Accord will build from existing successes around VCSE-led low level mental health programmes.</p> <p>Through key VCSE-led programmes like GM Moving, also though development of structures for the GM-wide Live Well service.</p> <p>Through facilitation of key VCSE-led wellbeing programmes including development of structures for the GM-wide Live Well service.</p> <p>Improving referral pathways and connections for support, via VCSE organisations collaborating with statutory services</p> <p>The VCSE Accord will enable VCSE involvement in key healthy food programmes, and enable a support infrastructure and resilient forms of funding</p>	
Resilience and Adaptation	G	<p>The VCSE sector has an important role to play in creating environmental benefits, reducing carbon use, responding to emergencies and mitigating risks to communities.</p> <p>The VCSE sector has an important role to play in the Coronavirus recovery work</p> <p>The VCSE Accord describes the sector's role in supporting resilience of society and environment</p> <p>A strong agreement with the VCSE sector will enable involveemnt in key community safety programmes such as the Violence Reduction Unit.</p> <p>VCSE organisations play a significant role in enhacing and maintaining green and blue space in GM</p>	
Housing	G	<p>The VCSE Accord will build from strong experience around the Homeless Action Network, for example</p> <p>Through the VCSE-led community homes programme</p> <p>Through community ownership and management of redundan and underused buildings and public spaces</p>	
Economy	G	<p>The VCSE Accord contains a commitment around making a more inclusive and social economy</p> <p>The VCSE Accord contains a commitment around improvement of workforce capacity and capability, also seeking for the sector to have 100% employees paid the Real Living Wage</p> <p>The VCSE Accord contains a commitment around improvement of workforce capacity and capability, also seeking for the sector to have 100% employees paid the Real Living Wage</p> <p>The Accord will include work to support social enterprises and other social economy organisations to thrive</p> <p>VCSE organisations play a key role in social innovation activities</p> <p>The VCSE sector can lever in funds from caritable funders, social investors and other philanthropic givers.</p> <p>VCSE organisations playa key role in community learning porgrammes that wrap around statutory provision</p>	
Mobility and Connectivity	G	<p>Focus in the VCSE Accord on accessible services, facilitating the hearing of lived experience from communities and co-design of infrastructure</p> <p>VCSE organisations play a role providing low carbon transport schemes</p> <p>Focus in the VCSE Accord on accessible services, facilitating the hearing of lived experience from communities and co-design of infrastructure</p>	
Carbon, Nature and Environment	G		
Consumption and Production	G	<p>VCSE organisations make commitments to reduce waste in their activities</p> <p>VCSE organisations make commitments to increase reuse and recycling in their activities</p>	
Contribution to achieving the GM Carbon Neutral 2038 target		<p>The UKG are interested in bids which are particularly strong on the need for UKCRF projects to demonstrate a contribution to national net zero and carbon reduction ambitions and this forms a key part of the UKG's assessment criteria. GM priorities should contribute to our carbon neutrality and environmental objectives. We would welcome projects which are innovative, inclusive and support the</p>	
Further Assessment(s):		Equalities Impact Assessment and Carbon Assessment	
Positive impacts overall, whether long or short term.	Mix of positive and negative impacts. Trade-offs to consider.	Mostly negative, with at least one positive aspect. Trade-offs to consider.	Negative impacts overall.

Carbon Assessment

Overall Score		<div></div>							
Buildings		Result	Justification/Mitigation						
New Build residential		N/A							
Residential building(s) renovation/maintenance		N/A							
New Build Commercial/Industrial		N/A							
Transport									
Active travel and public transport		<div></div>							
Roads, Parking and Vehicle Access		N/A	These may result through implementation of the Accord						
Access to amenities		N/A							
Vehicle procurement		N/A							
Land Use									
Land use		N/A							
	No associated carbon impacts expected.	<div></div>	High standard in terms of practice and awareness on carbon.	<div></div>	Mostly best practice with a good level of awareness on carbon.	<div></div>	Partially meets best practice/ awareness, significant room to improve.	<div></div>	Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management:

This report is considered to have a low level of risk

Legal Considerations:

The VCSE Accord is a partnership agreement which will involve all parties offering to bring resources (financial and non-financial) into the arrangement. It will enable shared delivery and shared accountability, as well as shared risk for the actions taken across the VCSE Leadership Group, GMCA and Health and Social Care Partnership.

Financial Consequences – Revenue:

To support this work, a budget of £228,400 was approved by the GMCA in September 2020 from the Cultural and Social Impact Fund, with approval delegated to the GMCA Treasurer, in consultation with the Community, Co-operatives and Inclusion Portfolio Leader and Chief Executive to award grant agreements, subject to final agreement of GMCA budgets for 2021/22 onwards. The GM Health and Social Care Partnership has also agreed to provide £180,000 in the current financial year towards delivery of the new VCSE Accord.

Financial Consequences – Capital:

N/A

Number of attachments to the report:

Annex 1 – Draft GM VCSE Accord

Annex 2 – Context and delivery of the Accord

Comments/recommendations from Overview & Scrutiny Committee:

N/A

BACKGROUND PAPERS:

Information about GM VCSE Leadership Group and VCSE Policy Paper –

<https://vcseleadershipgm.org.uk/our-work/>

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution?	Yes / No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No
GM Transport Committee	N/A
Overview & Scrutiny Committee	N/A

1. INTRODUCTION/BACKGROUND

1.1 The work described in this paper is set within a period of extreme demand and dependence placed on both the public and VCSE sectors. It is also a time of great uncertainty. Local Authority and other public budgets are under immense pressure and that budgeting will have a *direct impact* on VCSE organisations in terms of grants and commissioning, but also an *indirect impact*– reductions and pressures in public services often displace need and put more pressure on charities and communities. Moving forwards, active involvement of voluntary organisations, community groups and social enterprises in places and neighbourhoods will be key if Greater Manchester is able to bring society and the economy back together and address the emerging priorities of tackling inequalities, building confidence, behaviour change, and co-design of a resilient city region. Put simply, there is a need to take a practical approach where responsibility and risk are shared, and the public and VCSE sectors work together to support the same places and communities.

1.2 As part of the delivery of the Greater Manchester Strategy (GMS), in November 2017 and on behalf of the GMCA, an Accord was signed by the Mayor of Greater Manchester with the VCSE sector, which set out new, improved standards of working with

VCSE organisations. The Accord acts as a framework for the delivery of the vision set out in the Greater Manchester Strategy and as a result, the VCSE sector is engaged in the development, governance and delivery of the GMS including relevant consultation and co-design.

1.5 VCSE leaders in GM have come together to form the VCSE Leadership Group¹, which seeks to promote the role and involvement of the VCSE sector and communities in devolution and has given a broader group of VCSE leaders with which to work.

1.6 The GM VCSE Leadership Group also entered into a Memorandum of Understanding with the Health and Social Care Partnership, which has seen £1.2m of Health and Social Care Transformation Funding flow into the VCSE Leadership Group and the wider sector over the last 4 years.

1.7 As part of the delivery of the VCSE Accord, in January 2020 the GM VCSE Leadership Group published a Policy Paper for the future development of the sector, which is entitled '*Voluntary organisations, Community groups and Social Enterprises (VCSE) in Greater Manchester – the next 10 years*'. The paper describes the role of VCSE anchor organisations and local VCSE infrastructure organisations which support and facilitate the operation of the wider sector, as well as that of the specialist groups and organisations which support, represent and champion particular communities of identity or experience.

1.8 During the Covid-19 pandemic, the response of VCSE organisations has been incredible in its strength, its depth and the speed at which it has mobilized. Furthermore, community volunteers have offered and continue to provide their support and are integrating with emergency support structures at this time. The VCSE sector has been quick to adapt at pace and with a huge degree of accuracy and efficacy to meet the needs of GM communities.

1.9 However, this response has not been without its challenges, and VCSE leaders have identified a number of risks and issues which are inhibiting their capacity to work effectively as part of the emergency effort. On 29th July the *GM State of the VCSE Sector Report*² was published, providing a snapshot of the role and health of the VCSE sector in GM. The report shows that Greater Manchester is home to around 17,000 voluntary, community and social enterprise groups and organisations, and nearly 500,000 volunteers giving a total of 1.4 million hours each week. These groups, organisations and volunteers are well-networked with strong, distributed leadership, established communications channels and have evidenced their ability to convene and act together in the interests of Greater Manchester's communities. 71% of the VCSE sector are micro-organisations with an annual income under £10,000, and 57% of organisations work across specific neighbourhoods and communities across Greater Manchester. However, despite an increase in both the number of VCSE organisations and of volunteers since the last report in 2017, the overall turnover of the sector has decreased in real terms. Six key recommendations were made in the State of the Sector report and all were endorsed by the Mayor of Greater Manchester at the report's launch event.

2. GM VCSE ACCORD

¹ <https://vcseleadershipgm.org.uk/>

² [State of the Sector \(10gm.org.uk\)](https://stateofthesector10gm.org.uk/)

2.1 As part of the recovery from the pandemic and to facilitate both the refresh of the Greater Manchester Strategy and the development of the Integrated Care System, it would be advantageous to have a unified way of working between the local authorities, GMCA, the Integrated Care System and the GM VCSE sector, represented by the GM VCSE Leadership Group. This would allow a single conversation with the sector in relation to all aspects of the GMS and its partner strategies. It would also enable a focus on sustaining their valuable work in communities and creating a more resilient VCSE sector.

Co-production of the new Accord

2.2 The development of this new Accord is the product of a series of structured conversations held in July and early August with stakeholders including GM VCSE networks, local VCSE infrastructure organisations, local VCSE leaders and a range of GMCA and GM Health and Social Care commissioners, local authority policy leads and other statutory sector stakeholders.

2.3 Development of the draft new Accord agreement has also been informed by reflection on the success of the original VCSE Accord undertaken by the GM VCSE Leadership Group and officers at GMCA, as well as by learning gleaned from the evaluation report of the GM VCSE Engagement Programme³ for the GM Health and Social Care Partnership, carried out by Cordis Bright in early 2021. Furthermore, the Accord has been developed following consideration of our learning and reflections from the Covid-19 pandemic, the 2021 report of the GM Independent Inequalities Commission, and the Marmot report 'Building Back Fairer in Greater Manchester'.

Draft Accord Agreement

2.3 **Annex 1** attached contains the draft GM VCSE Accord agreement for approval of the GMCA at this time.

2.4 **Annex 2** contains a technical annex to the Accord agreement, which describes the context surrounding the GM VCSE Accord, and an explanation of how it will be delivered.

2.5 The Accord is a three-way collaboration agreement between the Greater Manchester Combined Authority and the Greater Manchester Health and Social Care Partnership and the GMVCSE Sector⁴ represented by the GM VCSE Leadership Group, based in a relationship of mutual trust, working together, and sharing responsibility. It will act as a framework for collaboration involving VCSE leaders and organisations in the delivery of the GMS and in the thematic strategies and delivery plans that will exist to deliver the GMS vision, including the strategic plan of the new GM Integrated Care System. It will also deliver the ambitions set out in the VCSE Policy Paper described at section 1.7 above.

2.6 The purpose of this Accord is to further develop how we work together to improve outcomes for Greater Manchester's communities and citizens. The agreement is intended to work in a number of ways:

³ <https://www.gmcvo.org.uk/publications/gm-health-and-social-care-vcse-engagement-project-evaluation>

⁴ When we talk about the VCSE sector in Greater Manchester, we mean voluntary organisations, community groups, the community work of faith groups, and those social enterprises where profits will be reinvested in their social purpose

- Through a **shared understanding** of the contribution that VCSE organisations make towards tackling inequality in society, creating a more inclusive economy and addressing the climate crisis.
- Through the **building of effective partnerships and relationships** between the statutory sector with VCSE organisations across different geographies (for example GM-wide, district-wide, or in neighbourhoods and communities)
- Through a **shared vision, ways of working principles and set of commitments** which underpin these partnerships and relationships
- Through a **5-year iterative programme of enabling and developmental activities driven at a GM-wide footprint**, which aims to maximise the ability of VCSE organisations to deliver beneficial outcomes in communities and localities.

2.7 The success of this Accord and the shared commitments that it contains will rely on their recognition, adoption and action at a locality and neighbourhood level. This is a high-level agreement which builds from existing good practice to embed effective ways of working with the VCSE sector across all places in GM. It aims to achieve consistency without losing the uniqueness and innovation of voluntary organisations, community groups and social enterprises. As stated above, the actions invested in at a GM footprint aim to enable and facilitate what is happening in localities, neighbourhoods and communities. All commitments will be achieved in partnership. The Accord represents a commitment to ensure 'fair' representation from all ten boroughs in any decision-making processes affecting the VCSE sector, and acknowledgement that this may need different approaches for different places to accommodate this to happen. The Accord will recognise the different needs and requirements of each place and its populations in order to be successful in its aims.

2.8 The VCSE Leadership Group and the original Accord have been recognised as being nationally significant in terms of the progressive collaboration between VCSE organisations and their partners. However, this new Accord agreement will be ground-breaking in the ability of the statutory and VCSE sectors to move forward together in the post-Covid period. Already, new forms of collaboration are being developed, including the proposed VCSE-led Alternative Provider Federation, which it is hoped will sit as part of the new GM Integrated Care System. GM is leading the way in terms of the strength of its VCSE leadership and partnership working.

Implementation, governance and evaluation

2.9 The 5-year iterative programme of enabling and developmental activities driven at a GM-wide footprint will be outlined in an Implementation Plan supported by annual delivery plans which contain actions, responsibilities, timescales, targets and outcomes for delivery. This Implementation Plan will be used as the basis for a partnership funding agreement between the GMCA, Health and Social Care Partnership and the GM VCSE Leadership Group, which will cover the length of this Accord agreement, but be subject to annual review and confirmation of budgets for the GMCA and GM Integrated Care System.

2.10 The VCSE Accord will be signed off through individual 'governance' structures but will be owned jointly by the GM Combined Authority, the GM Health and Social Care Partnership (with approvals through the GM Partnership Executive Board and Health and Care Board) and the GM VCSE Leadership Group. Representatives from the three parties will meet every 3 months as a VCSE Accord Management Group to review progress made towards the shared objectives and targets set out in the Implementation Plan, to monitor the budget and spend, and to make any necessary adjustments to delivery.

The VCSE Accord Management Group will be jointly and equally accountable for the delivery and risk associated with the work in this agreement and will also be responsible for evaluation of the effectiveness of the Accord.

3. NEXT STEPS

3.1 As this Accord is a tri-partite agreement, it must also be approved through the Health and Social Care System and by the GM VCSE Leadership Group on behalf of the wider sector. By the date of the GMCA meeting, it is anticipated that both these approvals will be in place.

3.2 It is proposed that the Accord is signed on behalf of the GMCA by the Mayor of Greater Manchester, the GM Portfolio Lead for Communities, Co-operatives, Voluntary Sector and Inclusion and the Chief Executive of the Combined Authority.

4. RECOMMENDATIONS

4.1 Recommendations appear at the front of this report.

GM VCSE Accord Agreement

This is a three-way collaboration agreement between the Greater Manchester Combined Authority and the Greater Manchester Health and Social Care Partnership and the GM Voluntary, Community and Social Enterprise (VCSE) Sector* represented by the GM VCSE Leadership Group, based in a relationship of mutual trust, working together, and sharing responsibility. The purpose of this Accord is to further develop how we work together to improve outcomes for Greater Manchester's communities and citizens.

**When we talk about the VCSE sector in Greater Manchester, we mean voluntary organisations, community groups, the community work of faith groups, and those social enterprises where profits will be reinvested in their social purpose.*

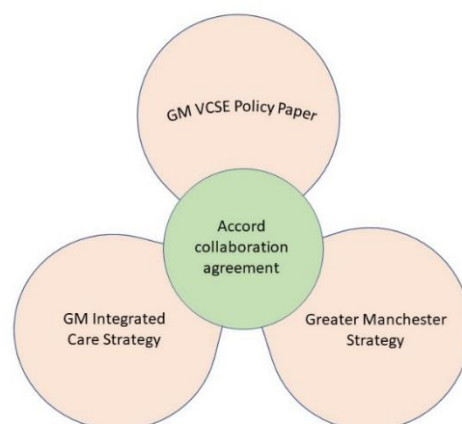
1.1 Introduction

VCSE organisations play a hugely valuable role in the economy and society of Greater Manchester. In 2021, their offer is more vital and relevant than ever, as shown through the ability to mobilise at scale during the recent pandemic. The reports of the Independent Inequalities Commission 'Good Lives for All' and the Marmot Build Back Fairer review make frequent reference to the VCSE sector's knowledge and its tested practical solutions to tackling entrenched inequalities, addressing environmental problems, and improving wellbeing. Local authorities, NHS and health systems have welcomed the role of the VCSE sector as a strategic partner in the emergency response and recovery efforts, and this Accord seeks to make the successful integration of VCSE groups, organisations and leaders the way we do business in Greater Manchester.

The attached *Annex* document contains further details of the context, governance and implementation of this Accord agreement.

1.2 Purpose and scope

The Accord will act as a framework for collaboration involving VCSE leaders and organisations in the delivery of the Greater Manchester Strategy (GMS) and in the thematic strategies and delivery plans that will exist to deliver the GMS vision, including the development of the strategic plan of the new GM Integrated Care System. VCSE representatives will be involved in the development, governance and delivery of these strategies, including co-design of relevant activities, and thereby take a key role in work to build a resilient local economy, tackle inequalities and inequities, and improve the health and wellbeing of the people who live, work and study in Greater Manchester. The Accord will also deliver the ambitions set out in the [VCSE Policy Paper](#), which was published by the GM VCSE Leadership Group in 2020 and sets out a developmental ambition for the VCSE Sector, as shown in Figure 1 (right).



This agreement is intended to work in a number of ways:

- Through a shared understanding of the contribution that VCSE organisations make towards tackling inequality in society, creating a more inclusive economy and addressing the climate crisis.
- Through the building of effective partnerships and relationships between the statutory sector with VCSE organisations across different geographies (for example GM-wide, district-wide, or in neighbourhoods and communities)
- Through a shared vision, ways of working principles and set of commitments which underpin these partnerships and relationships
- Through a 5-year iterative programme of enabling and developmental activities driven at a GM-wide footprint, which aims to maximise the ability of VCSE organisations to deliver beneficial outcomes.

1.3 Contribution of VCSE organisations

The 2021 [State of the VCSE Sector](#) report shows that Greater Manchester is home to around 17,000 voluntary, community and social enterprise groups and organisations, and nearly 500,000 volunteers giving a total of 1.4 million hours each week. These groups, organisations and volunteers are well-networked with strong, distributed leadership, established communications channels and have evidenced their ability to convene and act together in the interests of Greater Manchester's communities. 71% of the VCSE sector are micro-organisations with an annual income under £10,000, and 57% of organisations work across specific neighbourhoods and communities across Greater Manchester.

VCSE organisations work across every aspect of tackling inequality and inequity in Greater Manchester including skills, employment and enterprise; health and social care; housing and transport; environmental issues and carbon reduction; poverty reduction; inclusive economic growth and inclusive governance. They also work at a variety of footprints – from community and neighbourhood to GM-wide and national, as well as having their origins in business (such as charitable foundations) and the statutory sector (such as NHS charities) as well as in communities.

1.4 Tri-partite Agreement - Shared Vision and principles

From this point on, where the words 'we' or 'our' or 'us' are used, this includes the three parties to this agreement acting with a single voice.

Our shared vision is for a thriving VCSE sector in Greater Manchester that works collaboratively and productively with the GM Integrated Care System¹, the GM Combined Authority, its constituent local authority members and statutory partners².

This vision is based in our shared values, will be supported by a sustainable infrastructure and have strong leadership. We will operate on the basis of mutual trust, respect and transparency.

We will acknowledge the value to communities of place, identity and experience and understand the role of local people in leading, shaping and connecting VCSE organisations to create the 'ecosystem' described in the VCSE Policy Paper. We will work using the subsidiarity principle, meaning that decisions and issues are taken and addressed as close to communities as possible, coming together at a Greater Manchester level where there is a demonstrable benefit of doing so.

¹ The final governance of the Integrated Care System is to be finalised, but will include Integrated Care Board, Integrated Care Partnership, GM NHS Trusts, other non-NHS Providers and delivery partners

² Including Transport for Greater Manchester

1.4 Building from a strong track record of innovation and partnership

The Agreement does not start from scratch and is built on the strong foundations created over the last 5 years, since the previous GM VCSE Accord and Memorandum of Understanding with the Health and Social Care Partnership were put in place.

It is clear from recent evaluation exercises that VCSE sector representatives are “at the table” in the places where important decisions are made across the NHS, Health and Social Care and GMCA partnerships. Increased VCSE involvement means that people and communities are more likely to be discussed, and prevention and community engagement more likely to be considered across service planning and commissioning.

Substantial progress has been made on the strategic front, with the publication of a Policy Position Paper by the GM VCSE Leadership Group and specific responsibilities identified for the sector in the 2020 GM ‘Living with Covid’ Plan.

Furthermore, work led by VCSE-led groups such as the GM Social Enterprise Advisory Group, GM Equality Network (GMEq=al) and the GM Social Value Network, for example, have driven forward key policy improvements.

Products of the collaboration over the last 5 years include the GM VCSE Commissioning Framework, a powerful tool for public sector organisations to work effectively with VCSE organisations. There has been strong VCSE involvement and leadership in a number of joint programmes which explore the role of co-production in service reform and commissioning, and further information is contained in the *Annex*.

However, whilst the presence of VCSE organisations on decision making bodies represents progress, there is some way to go yet before the level of collaboration and co-production that we envisage is achieved. Furthermore, it is clear that the level of VCSE engagement and involvement differs between localities. The journey towards becoming equal partners needs a further shift in power, in resources and a greater amount of truly collaborative activity. This new Accord sets out 8 commitments, which aim to continue the transition towards greater parity in the relationship between the VCSE and statutory sectors. We recognise that the shift in the balance of power and how we will work together will also require each of us to take different responsibilities – for example in our investment, delivery, or engagement – but we will share the delivery and the accountability for our actions.

In order to maximise the VCSE contribution, the GM statutory sector will recognise, incorporate, and invest. VCSE leaders and organisations will focus on developing their workforce capacity and capability, on diversifying the income base and creating new partnerships and collaborations within their ‘ecosystem’. The Accord will build from and work with existing structures across each locality, and recognise the different needs and requirements of each place and its populations in order to be successful in its aims.

1.5 Shared commitments for 2021 – 2026

The success of this Accord and the following shared commitments will rely on their recognition, adoption and action at a locality and neighbourhood level. As stated above, the actions invested in at a GM footprint aim to enable and facilitate what is happening in localities, neighbourhoods and communities. All commitments will be achieved in partnership and equitable involvement from all 10 districts of Greater Manchester.

Commitment 1: *We will work together to achieve a permanent reduction in inequalities and inequity within Greater Manchester, addressing the social, environmental and economic determinants of health and wellbeing.*

Our aim is to ensure active VCSE participation and parity in strategic work to enhance equality, equity and wellbeing.

Examples of routes through which this commitment will be supported at a GM footprint include:

- Effective representation of the VCSE sector on relevant groups including: the GM Integrated Care Partnership, the GM Health and Care Board, GM Commissioning Hub, Joint Commissioning Board, Population Health Board, Reform Board, Tackling Inequality Board, Vulnerable and Marginalised Women's Board, Justice and Rehab group, Employment and Skills Advisory Board, Gender Based Violence Board, GM Accessible Transport Group and 5-year Environment Plan Forum, for example.
- Programmes set up to address key inequalities issues, such as food poverty, fuel poverty, homelessness, accessible transport, active travel, digital and environmental exclusion and abuse/hate crime, which bring together the GM VCSE sector with public and private sector partners to drive action through collaboration.
- Involvement of the VCSE sector in the development and delivery of the revised GM Strategy and GM ICS Strategic Plan.
- Further development of the capacity of the GM Equality Alliance as a coalition to connect communities to policy makers, and vice versa, and to assist with strategic equality and diversity work within the city-region

Commitment 2: *We will embed the VCSE sector as a key delivery partner of services for communities in Greater Manchester*

Our aim is to ensure that VCSE organisations are seen as integral to the delivery of services in communities, alongside statutory-run services and commissioned contracts.

Examples of routes through which this commitment will be supported at a GM footprint include:

- Embedding of learning and recommendations from the review of GM emergency structures and ensuring the VCSE sector plays a key role in local and GM wide recovery programmes, including VCSE involvement in responses that relate to specific communities or places
- Development of the Alternative Provider Federation as a place-based partnership of social enterprise and charitable organisations operating at scale across the ICS footprint.
- Building from the VCSE leadership around mental health to embed VCSEs in governance of Local Care Organisations (through the Mental Health Leaders Group).
- Increasing understanding of each other; building knowledge and understanding of the diverse VCSE sector across the public sector, promoting understanding of GM structures in VCSE organisations and furthering the potential to drive forward strategies and action plans on a GM footprint.

Commitment 3: *We will build a financially resilient VCSE sector that is resourced to address our biggest challenges of ending poverty and inequality in Greater Manchester.*

Our aim is to work together to maximise new funding sources, ways of contracting and grant-giving arrangements.

Examples of routes through which this commitment will be supported at a GM footprint include:

- Develop and put into place an investment approach based on long-term, core funding to support strategic VCSE capacity and infrastructure in delivering the visions of the GMS and GM Integrated Care System. This should explore principles and guidelines, as well as models for investment brokerage, asset transfer and spatial planning for the VCSE sector
- Fully implement the principles of the GM Commissioning Framework in all parts of the GM system
- We will grow VCSE infrastructure capacity in each of the 10 districts of Greater Manchester and at a Greater Manchester level. This will enable VCSE organisations to act as funding anchors, playing a strategic role of grant-giving to VCSE organisations channelling public money and raising investment for communities
- Put in place 'core funding' pilot projects to understand how this will enable improved outcomes, more effective VCSE services and enhanced sustainability for the sector

Commitment 4: *We will grow the role of the VCSE sector as an integral part of a resilient and inclusive economy where social enterprises, co-operatives, community businesses, charities and microsocial business thrive.*

Our aim is to increase the market share of social economy organisations in Greater Manchester.

Examples of routes through which this commitment will be supported at a GM footprint include:

- Create a Community Wealth Hub to support and grow co-operatives, mutuals, social and community enterprises, staffed by people from the co-operative and community sector who understand the market.
- Put in place support for the further development of the Alternative Provider Federation as an alliance of non-extractive organisations (of all sectors) to address new market opportunities beyond health and care and into other neighbourhood services.
- Set up a Community Investment Platform to tap into local savings, unlock community investment and build-up assets to share wealth with everyone in Greater Manchester.

Commitment 5: *We will build on our existing strengths to build the best VCSE ecosystem in England*

Our aim is to enable VCSE organisations to become 'anchors' for their place or their community, creating resources, support and connections for them to thrive.

Examples of routes through which this commitment will be supported at a GM footprint include:

- Formally adopting the principles of the GM VCSE Policy Paper and embed its recommendations within the refreshed GM Strategy and GM ICS Strategic Plan
- Agreement of and investment in the development of a clear arrangement of Greater Manchester, locality and neighbourhood 'infrastructure' of community anchor organisations, including 'fair' representation from all ten boroughs in any decision-making processes.
- Agreement of minimum standards of involvement for leaders from VCSE organisations in partnerships and delivery governance across each of the 10 local authority areas

- Further develop the role of the VCSE Leadership Group at the heart of a collaborative representative 'social architecture' for the VCSE sector at a GM level, recognising the complexity and diverse nature of the sector

Commitment 6: *We will put into place meaningful mechanisms to make co-design of local services the norm, including expanding channels for service design to be informed by 'lived experience'.*

Our aim is to create arrangements to enable local people, groups and organisations to be involved in the design of the services which are provided for them.

Examples of routes through which this commitment will be supported at a GM footprint include:

- We will work together to further implement the principles of GM Model Reform White Paper, including neighbourhood pilots in 10 pathfinder deprived communities.
- Support VCSE infrastructure organisations in localities to engage with LCOs, PCNs and local NHS/health governance within the ICS structure
- Helping to create the Greater Manchester 'Live Well – Beyond Social Prescribing Plan' in partnership with existing social prescribing providers and communities.
- Continue and build on leadership from and lived experience facilitated by the VCSE sector around specific programmes of work (including mental health, homelessness, food poverty, carers and digital inclusion for example) to act as catalysts and connectors for communities in GM

Commitment 7: *We will fulfil the potential for building productive relationships between the VCSE, public and private sectors to address inequity and build back fairer*

Our aim is to work closely with local businesses as well as the public sector to increase their focus on social value and addressing inequalities

Examples of routes through which this commitment will be supported at a GM footprint include:

- Work together with all Greater Manchester Local Authorities and public sector organisations to put in place Employer Supported Volunteering, secondments, work shadowing and other arrangements in conjunction with their local VCSE infrastructure, to enable the sharing of expertise and knowledge between sectors
- Developing collective responsibilities for achieving outcomes against equality objectives, which include an increased role for neighbourhood level political leadership alongside local communities, VCSE organisations, local businesses and public bodies
- Facilitate increased collaboration between population health and inclusive economy colleagues to highlight the intersectionality of population health and economy, and how the VCSE can contribute, lead and innovate
- Fully utilise the GM ICS structures to facilitate collaboration between partners in a place across health, care services, public health, and voluntary sector to overcome competing objectives and improve outcomes

Commitment 8: *We will put in place a comprehensive workforce programme to support organisational and workforce development for VCSE employers based on and facilitating a more integrated public facing workforce*

Our aim is to improve capacity, capability and employment standards across the paid and voluntary VCSE workforce in Greater Manchester

Examples of routes through which this commitment will be supported at a GM footprint include:

- Develop and deliver GMVCSE Race Equality Action Plan
- Develop the skills of VCSE Leaders. increase opportunities for peer support and learning for system leaders in the VCSE sector and create more opportunities for multi-agency connection and increasing awareness of good practice in VCSE leadership
- Achieve our ambition for 100% of VCSE organisations in Greater Manchester to pay the real Living Wage
- Increase VCSE organisations' involvement as Supporters, Members and Advocates for the sector in the GM Good Employment Charter
- Enhanced leadership support for those at the forefront of networks of VCSE organisations who represent particular communities of identity and marginalised groups
- Link the VCSE workforce programme with GM workforce development programme, ensuring that the VCSE workforce is able to benefit from access to Higher Educational Establishments funding and placements.

The content of this Agreement has been developed following a series of structured conversations with key stakeholders in the Accord through the spring and summer of 2021, including VCSE organisations from across the whole of Greater Manchester, as well as representatives from the Greater Manchester Combined Authority, the GM Health and Social Care System, NHS and local authorities.

The final version of the Accord has been shared for sign off by the GM VCSE Leadership Group, the Combined Authority and Health and Social Care Partnership governance structures. It will be supported by a five-year implementation plan for work driven at a GM footprint and funding agreement for implementation of that plan, as well as a review of the operation and membership on the GM VCSE Leadership Group.

This page is intentionally left blank

GM VCSE Accord 2021:

ANNEX – Context, governance and implementation

This Annex describes the context surrounding the GM VCSE Accord, and an explanation of how it will be delivered.

It should be noted that as the arrangements, budgets and governance for the GM Integrated Care System are currently in development, it may be necessary to update this document and seek further ratification over the coming months.

1.0 Background and context for the Accord

1.1 Context

The original GM VCSE Accord was signed in November 2017 by the Mayor of Greater Manchester on behalf of the GMCA, with several hundred representatives of the VCSE sector. It was an agreement for 5 years until November 2022¹.

The Memorandum of Understanding between GM Health & Social Care Partnership² and the VCSE sector in Greater Manchester is a 5-year agreement signed in January 2017, which built upon the work by the then VCSE Devolution Reference Group that supported the Partnership in its goals for improving the health and wellbeing of Greater Manchester.

The new Accord agreement will replace both the 2017 GM VCSE Accord and the Memorandum of Understanding with the GM Health and Social Care Partnership.

In January 2020, the GM VCSE Leadership Group published its VCSE Policy Paper³ which describes the role and potential contribution of the VCSE sector as a positive force in a 'system' which will strive for change and the future improvement of Greater Manchester. The Policy Paper sets out the sector's 'offer' to build from successful work that is already in place, and play a greater role in system change, solutions with communities, and building a truly inclusive and equitable economy. It also describes a vision and the development and transformation which needs to take place within in the VCSE sector over the next 10 years.

In February 2021 the Government in the White Paper: 'Integration and Innovation: Working together to improve health and social care for all,' announced a number of new measures as part of a proposed Health and Care Bill which included the creation of statutory Integrated Care Systems.

It details how systems and their constituent organisations will accelerate **collaborative ways of working** in future to improve population health and healthcare; tackle unequal outcomes and access and put the citizen at the heart of their care.

Integrated Care Systems will do this through:

¹ [Accord between Mayor and GM Combined Authority and the VCSE Sector | www.gmcvo.org.uk](https://www.gmcvo.org.uk)

² [MoU between GM Health & Social Care Partnership and the VCSE sector in Greater Manchester — VSNW](#)

³ [GM-VCSE-Position-Paper-Final.pdf \(vcseleadershipgm.org.uk\)](https://vcseleadershipgm.org.uk)

- Stronger **partnerships in local places** between the NHS, local government and others, including the VCSE sector,
- **Collaboration between partners in a place** across health, care services, public health, and voluntary sector to overcome competing objectives.
- Developing strategic **commissioning** through systems with a focus on population health outcomes.
- And driving innovation through the use of **digital and data** to drive system working, connect health and care providers to improve outcomes.

Since 2016 GM has evolved the way it works to move toward an approach which allows delivery of the maximum benefit for our population: more closely aligning and integrating different parts of the NHS, as well as bringing the NHS far closer to wider partners.

GM views **place**, and **partnerships within place** as very important. For most people their day-to-day support needs will be expressed and met locally in the place where they live. The VCSE sector can play a major role in these formal and informal partnerships, networks and collaborations which have been set up at local 'place' level, bringing local community knowledge and insight as well as the benefits of working at scale.

GM is now setting out the next five years of its journey through a refreshed GM health and care strategy. The VCSE sector as a vital cornerstone of a progressive health and care system and as such the sector needs to be positioned as a strategic partner in shaping, improving and delivering services and developing and delivering plans to tackle the wider determinants of health. This Accord provides an opportunity for the VCSE sector to be at the heart of the opportunities presented by the formal ICS and the new GM Health and Care Strategy.

The Accord will also be an integral mechanism for delivery of the refreshed Greater Manchester Strategy, due to be published later in 2021. This agreement will enable the VCSE and statutory sectors to collaborate around key GMS outcomes.

1.2 Process involved in the development of this Accord

The development of this Accord is the product of a series of structured conversations held in July and early August 2021 with the following stakeholders:

- GM VCSE networks
- Local VCSE infrastructure organisations
- Local VCSE leaders (invited via LIOs)
- A range of GMCA and GMHSCP Commissioners, policy leads and statutory sector stakeholders

As well as wide stakeholder engagement, this Accord agreement has been informed by reflection on the success of the original VCSE Accord undertaken by the GM VCSE Leadership Group and officers at GMCA, as well as by learning gleaned from the evaluation report of the GM VCSE Engagement Programme⁴ for the GM Health and Social Care Partnership, carried out by Cordis Bright in early 2021. Furthermore, the Accord has been developed following consideration of our learning and reflections from the Covid-19 pandemic, the 2021 report of the GM Independent Inequalities Commission, and the Marmot report 'Building Back Fairer in Greater Manchester'.

⁴ <https://www.gmcvo.org.uk/publications/gm-health-and-social-care-vcse-engagement-project-evaluation>

On 29th July the *GM State of the VCSE Sector Report* was published, providing a snapshot of the role and health of the VCSE sector in GM. This report contained six key recommendations which were endorsed by the Mayor of Greater Manchester at the launch event. The six recommendations align closely to the eight commitments within the draft VCSE Accord.

1.3 Detailed Scope

This Accord agreement relates to the relationship between voluntary organisations, community groups and social enterprises and statutory sector organisations, including local authorities and NHS, in places and communities across GM. The success of the Accord and the shared commitments that it contains will rely on their recognition, adoption and action at a locality and neighbourhood level.

GMCA and the Health and Social Care Partnership will provide investment towards the following activities:

- The involvement of VCSE leaders, organisations and groups in the development and delivery of the Greater Manchester Strategy, the new Integrated Care System Strategic Plan and any strategies which have a GM footprint, including projects and programmes led by the Greater Manchester Combined Authority and through the GM Integrated Care System, including collaborative work across districts.
- The role, function and purpose of the VCSE within new Provider Collaboratives and partnership arrangements both at GM and place level as part of the development of the new ICS, including the building of relationships with NHS Providers.
- VCSE sector leadership, infrastructure, capacity and support which takes place at a GM footprint.

1.4 Who is involved?

The Accord is a tripartite agreement between the Greater Manchester Combined Authority, and the Greater Manchester Health and Social Care Partnership, and the Voluntary, Community and Social Enterprise Sector in Greater Manchester, represented by the GM VCSE Leadership Group.

1.5 Time scales

This new Accord agreement will be for period of five years commencing on 1st October 2021. It will be subject to an annual review and reporting process through the GMVCSE Leadership Group, Combined Authority and GM Integrated Care System governance.

2.0 Examples of successes from which this Accord is built

2.1 Key strategic pieces of work

The increasing focus on the social, economic and environmental determinants of health and inequality has brought opportunities for the VCSE to show how its work can make an impact. Understanding the distinctive contribution that the VCSE sector can make to a shared aim to address inequality and improve the health and wellbeing of the population has helped to unlock some opportunities for the sector to be involved in conversations about how to bring about the desired change. The GM Devolution VCSE Reference Group (now the GM VCSE Leadership Group) has been a key body for the statutory sector to work with around Taking Charge, the GM Health and Social care Partnership Strategic Plan and the Greater Manchester Strategy.

The **Living with Covid Recovery Plan** was developed in the summer of 2020 with the VCSE sector playing a major role – both in the delivery of key actions, but also in leading a number of the tasks identified in the implementation plan. The Plan has allowed work to move forward around volunteering, mutual aid, emergency support, and social value, for example.

In 2021, the **refresh of GMS** will be designed to link with the refresh of the VCSE Accord and will enable VCSE involvement across the main themes. Work around the VCSE Accord and through the GM VCSE Leadership Group has enabled the involvement of a diverse group of VCSE sector representatives in strategic discussions.

2.2 Improved Standards of Working with the VCSE sector

This is an area where a huge amount of progress has been made. VCSE organisations have been involved in and in some cases led some innovative and effective pieces of work. With the increased recognition of the role of the VCSE sector has come a strengthening of individual relationships. Both statutory and VCSE stakeholders report that people from VCSE sector are seen as valued and trusted colleagues and treated as equals in the formal and informal conversations.

Examples of relevant activities include:

- **Co-production** projects – there has been strong VCSE involvement and leadership in a number of joint programmes which explore the role of co-production in service reform and commissioning. Considerable co-production with the VCSE sector has also informed the development of the GM Homelessness Prevention Strategy by the VCSE-led Homeless Action Network.
- **VCSE Commissioning Framework**⁵ – building from the MOU with the GM Health and Social Care Partnership, and on behalf of the VCSE Leadership Group, a GM VCSE Commissioning Framework has been developed and agreed by the GM Commissioning hub. This Framework was the product of intense consultation and interaction with commissioners, commissioned VCSE groups, and leaders from both the health and social care environment and the VCSE sector across the ten localities. It will be important to build from this work in any future Accord and roll out across GMCA and local authority commissioners of services from VCSE organisations.

2.3 Partnerships and Policy development

Examples of relevant activities include:

- From their inception, VCSE representatives have had a strong role in the work of the **GM Reform Board and Tackling Inequality Board**⁶. The latter has an equal split in membership between VCSE representatives and the statutory sector. Through these partnerships, the VCSE sector is able to influence and shape policy developments such as the Greater Manchester Model.
- **Emergency structures** – during the Covid pandemic, VCSE representation has been strong across both the GM and locality level emergency structures, with the Chair of the Leadership group sitting on the GM SCG.
- **Equalities** – GM now has 7 Panels and partnerships⁷ which enable engagement and voice of communities of identity, including the GM Youth Combined Authority. These have all been

⁵ [VCSE Commissioning Framework and Delivery Plan | www.gmcvo.org.uk](https://www.gmcvo.org.uk)

⁶ [Tackling Inequalities Board - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://greatermanchester-ca.gov.uk)

⁷ [Equalities - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://greatermanchester-ca.gov.uk)

established since the signing of the VCSE Accord and enable diverse communities to shape and challenge policy at a GM footprint.

- **The Mental Health Leaders Group** – facilitated by VCSE leaders has ensured that best practice is being shared and replicated between member organisations.
- **The Homelessness Action Network** - stands out as an example of best practice in bringing together the full range of statutory and VCSE sector partners, frontline workers and people with lived experience in an open and flexible digital forum which allows for collaborative problem solving.
- **Economy** – following an extensive recruitment process, the GM Local Enterprise Partnership has three members with roots in the VCSE sector. Furthermore, there has been VCSE Leadership Group involvement in the Brexit Resilience and other economic strategy group discussions
- **Environment** – VCSE representation has been key in the development of the GM Environment Plan and in the two Green Summits. It's clear that the sector has a strong influence on this agenda.
- **Police and Crime Commissioner (PCC)** – the PCC team has worked extremely closely with the VCSE sector and with its services users. VCSE representatives have joined the GM Violence Reduction Unit programme, and lead activities as part of its operation.

2.4 Engagement and lived experience

Over the last 5 years there has been increased information sharing and dialogue between the statutory and VCSE sectors, through the creation of formal communication and engagement channels which had not previously existed. As a result, stakeholders have reported that there had been an increase in the understanding of the VCSE sector and the communities it represents amongst statutory partners, that processes had become more inclusive and that more “community voice” is evident in the thinking of statutory organisations.

2.5 Specific pieces of work

- Genuinely inclusive engagement has been evident in the **Big Alcohol Conversation**, which provided grant funding to small voluntary sector and community groups to conduct consultations with the communities they represent and which would not have been reached by a mass media campaign.
- **Response to COVID-19**. The close involvement of the VCSE sector in the response to COVID-19 in GM, particularly in the homelessness and mental health sectors, has been seen to have been successful in providing a huge impact on people's lives.
- **GM smoking campaign**. The VCSE sector led on the campaign and its evaluation highlighted evidence of clear impact in terms of smoking quits.
- **Homelessness provision**. The homelessness sector in GM is a clear example of where significant progress has been seen, for example in the offer to street homeless through the A Bed Every Night programme.
- **Social prescribing**. The active involvement of VCSE leaders in the social prescribing work in GM has substantially helped build the programme, and research carried out by Salford CVS developed guidelines on how to improve social prescribing services.

3.0 Delivery of this Accord Agreement

3.1 Governance / management arrangements for the Accord

The VCSE Accord will be signed off through individual 'governance' structures but **will be owned jointly by the GM Combined Authority, the GM Health and Social Care Partnership (with approvals through the GM Partnership Executive Board and Health and Care Board) and the GM VCSE Leadership Group.**

Representatives from the three parties will meet every 3 months as a VCSE Accord Management Group to review progress made towards the shared objectives and targets set out in the Implementation Plan, to monitor the budget and spend, and to make any necessary adjustments to delivery.

The VCSE Accord Management Group will be jointly and equally accountable to the three parties in this agreement and will also be responsible for evaluation of the effectiveness of the Accord agreement. The Group will be made up of members of the GM VCSE Leadership Group, and officers from the GMCA and ICS.

3.2 Role of the GM VCSE Leadership Group

Formerly known as the VCSE Devolution Reference Group, the GM VCSE Leadership Group works to support VCSE sector engagement across Greater Manchester's devolution agenda.

This Accord agreement has been brokered by and is signed by the GM VCSE Leadership Group on behalf of the VCSE sector in Greater Manchester.

For the purpose of delivering this Accord agreement, the GM VCSE Leadership Group will sit at the heart of a collaborative representative 'social architecture' for the VCSE sector at a GM level, recognising the complexity and diverse nature of that sector. It will take responsibility on behalf of the VCSE sector to drive forward the Accord agreement and the work to implement it at a GM footprint.

The Leadership Group has reviewed its operation and membership to ensure that it can be fully accountable to the wider VCSE sector for delivery of the Accord agreement. Members of the Leadership Group are expected to be 'catalysts and connectors' on behalf of the sector. They will be supported by other collaborations and networks, leadership at a thematic and locality level, and will commit to engaging with leaders and stakeholders operating across all 10 boroughs of Greater Manchester.

For the VCSE Accord to be successful strong relationships and stabilities across the VCSE and statutory sector must also play out in individual localities and neighbourhoods. This will mean that the VCSE Leadership Group must have strong links into the 10 local authority areas, include representation of VCSE Infrastructure (LIOs), providers (Provider Federation) and equalities (GM Equal) as members.

3.3 Implementation plan and funding agreement

Delivery of the Accord will be progressed through the development of a detailed GM Implementation Plan. This will contain the shared commitments set out in the Accord agreement, together with a comprehensive framework for delivery. The 5-year vision and objectives will be underpinned by annual delivery plans which will provide information on the agreed actions, responsibilities, timescales, targets and outcomes for delivery of this Accord agreement.

The GM Implementation Plan will be used as the basis for a partnership funding agreement between the GMCA, Health and Social Care Partnership and the GM VCSE Leadership Group, which will cover the length of this Accord agreement, but be subject to annual review and confirmation of budgets for the GMCA and GM Integrated Care System.

3.3 Evaluation and review

The Accord will be a living document to be reviewed on an annual basis to ensure that it remains relevant and fit for purpose. An annual report will be provided to the GM VCSE Leadership Group, the Combined Authority and Integrated Care System governance arrangements.

DRAFT

This page is intentionally left blank



Classification: Open	Decision Type: Non-Key
--------------------------------	----------------------------------

Report to:	Cabinet	Date: 17 November 2021
Subject:	Update on Highway Investment Strategy, Tranche 2 (HIS2)	
Report of	Cabinet Member for Environment, Climate Change and Operations	

Summary

1. The HIS1 and HIS2 initiatives have demonstrably improved surface condition on the strategic network and local distributor road networks.
2. Whilst the initial progression of the HIS2 programme was impacted by Covid-19, there is a high level of confidence that all the resurfacing works will be delivered within its 3-year lifetime.

Portfolio agreed to slip preventative maintenance by one year due to impacts on the Streetscene service due to the pandemic. Circa £1 million has been slipped into year 4.

Recommendation(s)

3. That Cabinet note the report; and
4. That future updates be included within the regular corporate performance reports.

Reasons for recommendation(s)

5. The previous report to Cabinet in July 2020 referred to quarterly updates reports to Cabinet. These have proved unnecessary due to the suspension of works during covid. It is recommended that updates be provided when required through existing performance reports.

Alternative options considered and rejected

6. N/A.

Report Author and Contact Details:

Name: David Giblin

Position: Head of Engineering

Department: Operations

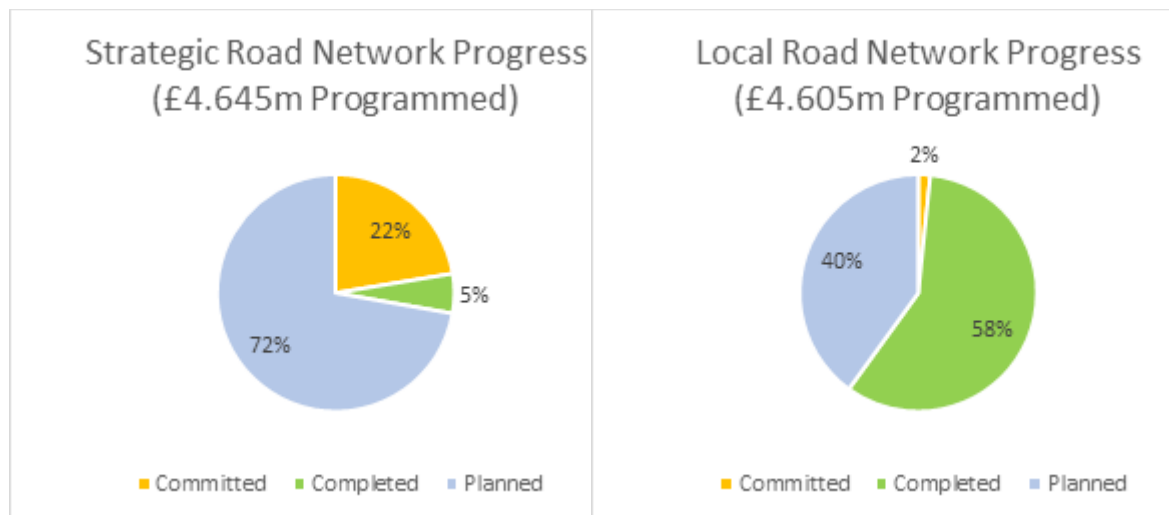
E-mail: d.r.giblin@bury.gov.uk

Background

7. The details of the HIS2 programme were approved by Cabinet on 29 July 2020. However, funding was in place for 01 April 2020 which represents the beginning of the programme. In the reasons for the decision, it was stated

“Regular monitoring will be undertaken to ensure that the funds are not over committed and progress will be reported as part of the quarterly monitoring reports to Cabinet.” This report represents an update and further updates are to be via the Corporate Plan Updates Report.

8. The Appendix 1 document approved by Cabinet represented a list of sites to receive resurfacing works as part of the 3-year planned maintenance initiative. Preventative maintenance programmes of work are approved annually by Portfolio
9. HIS2 is a combination of Council and Department for Transport (DfT) highway maintenance funding streams.
10. During the Covid-19 lockdown (March 2020) scheme progression was suspended. This impacted on the delivery of the end of HIS1 and the start of HIS2.
11. In the autumn of 2020, the process of procuring resurfacing works via spot tendering came to an end as the Council waited for the new Framework Alliance (undertaken in partnership with Stockport Council) to come into effect. However, this was also delayed due to Covid-19 and, consequently, impacted on the ability to procure new works at that point in time.
12. The framework finally became operational in April 2021 and is proving very effective in allowing for early contractor involvement.
13. The framework resurfacing surfacing contractor is manging to work at a great pace - £2 million of resurfacing works done in the first four months compared to £870k for the whole of the last financial year.
14. Approximately £1 million of preventative maintenance works were completed by the end of September 2021
15. Just over £1 million of planned resurfacing works will remain for this financial year.
16. Designs for over £4 million of resurfacing works will then commence ready to start in the next financial year (2022/23).
17. The DfT have allocated a reduced highway maintenance award for 2021/22 to all English councils. This has been offset by a GMCA (Greater Manchester Combined Authority) move to split ITB (Integrated Transport Block) funding between the Districts and GMCA. (100% used to remain with GMCA but the Districts will now get 75% of this fund for highway maintenance. This equates to a £69k reduction in overall funding coming in from the DfT compared to last year. A loss that can absorbed into the programme.

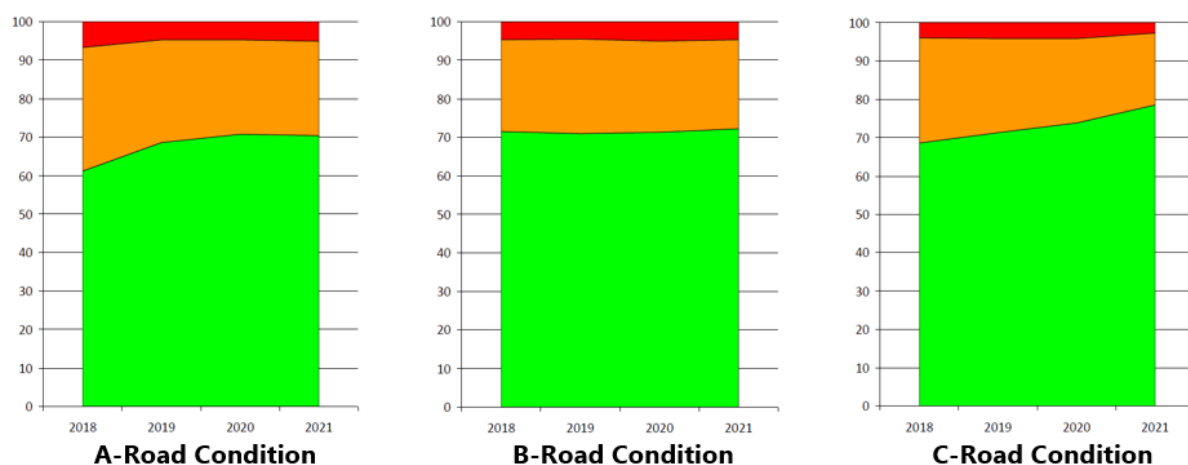


Progress on Strategic and Local Networks

18. Presently, there are no concerns about being able to complete the resurfacing programme within its 3-year timescale.
19. A list of HIS2 schemes is contained at Appendix 1 to this report which shows the status of each scheme (complete, committed or proposed) together with the funding stream used (Council or DfT).

Outcomes

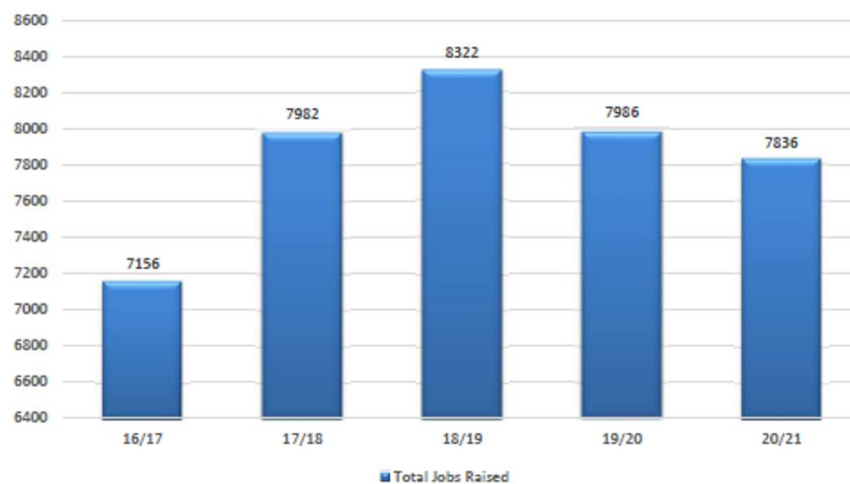
20. Evidence from annual surface condition surveys (Scanner) indicates that the initiative has indeed improved the condition of the strategic and local distributor road networks. The graphs below for the period 2018 to 2021 reflect the percentage of roads that are in the red, amber and green condition bands. They indicate how the condition of the A and C roads show an increase in the percentage of road length within the green condition band and how deterioration has been kept steady for the B roads.



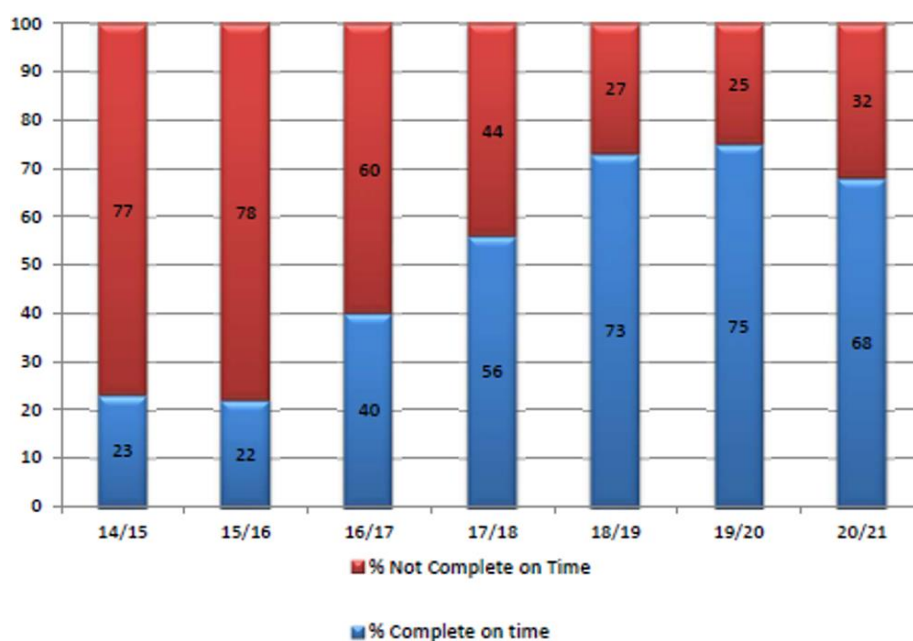
21. HIS1 & HIS2 were never targeted at the unclassified roads (i.e. the estate roads and others which make up around 500 km of the 650 km network).

However, the HIS2 preventative maintenance programme was targeted at the unclassified network and will have had a significant impact on the condition.

22. It has been established that an annual funding estimation to achieve a steady state condition overall of £5-6 million for carriageway maintenance. This means that this level of investment in the highway through surface dressing & resurfacing will stop it from deteriorating further. But this also means it will not improve its average condition either. Pothole repairs and other reactive highway safety repairs continue to be vital for the Council in demonstrating it is fulfilling its statutory obligations under the Highways Act and keeping the highway safe - we become liable in law when we do not.
23. Demand for highway safety repairs appears to have plateaued, peaking in 2018/19 and our ability to meet that demand has increased. The graphs below show the reactive maintenance demands and output trends.

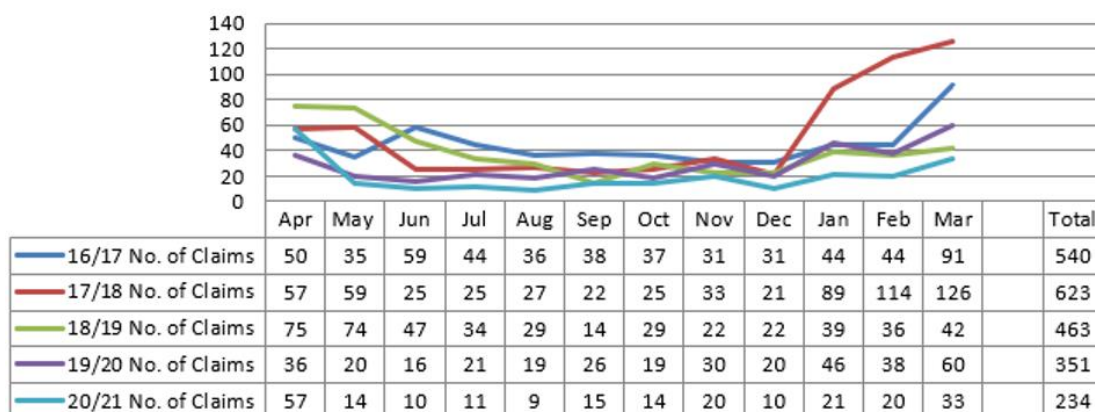


Highway Safety Repair Demand



Jobs Completed On Time/Not On Time

24. Highway related insurance claim numbers have fallen steadily since 2017/18. As the demand for highway safety repairs remains within 6% of peak demand the reduction in highway insurance claims received cannot be solely attributed to HIS1 & 2 investment. Many factors have contributed to the reduction in insurance claims including, implementing a formal policy for highway safety inspections in accordance with the national code of practice and GM Frameworks, improved logistics/systems of work, reduced traffic flows during the pandemic and the use of innovative repair techniques e.g. spray injection patch repairs. The graph below shows the highway insurance claim trend.



Insurance Claims Received

25. Over the 6 years of HIS1 and HIS2 together combined with DfT funding we will have invested around £23 million in resurfacing, planned patching and preventative maintenance with the rest being spent on repairing potholes. To maintain steady state, around £30-36 million would have been needed to stop any fall in average condition. Hence, in the 6-year period we will have had £10 million worth of deterioration despite our best efforts.
26. Also, the highway is not created equally: A, B and C roads represent around 150km of the network with the remaining 500km being unclassified - usually the estate roads. Engineering Services' HIS1 & HIS2 resurfacing programmes concentrated on the classified network although it has addressed some unclassified roads which are of local strategic importance. This is because these roads carry the greatest number of vehicles and connect to schools, hospitals, motorways, are on bus routes and enable local economies to continue to function etc. Streetscene are targeting the unclassified network with their preventative maintenance programme.
27. Years 3 and 4 of the HIS2 Preventative Maintenance Programme will continue to target the unclassified network and will treat approximately double the number of streets listed in Appendix 2. Once complete, it is estimated that this programme will treat in the region of 375,000m² of carriageway.

Links with the Corporate Priorities:

28. Access to a well-functioning highway network maximises access between employment, commerce, education, health services and residential areas.
29. This supports the following 5 core outcomes of the Vision of the Let's Do It Strategy;-
- Improved quality of life
 - Improved early years development
 - Improved educational attainment
 - Increased adult skill levels and employability
 - Inclusive economic growth

Equality Impact and Considerations:

30. N/A.

Environmental Impact and Considerations:

31. Resurfacing contractors employed through the Council's civil engineering framework have set out their methodologies for reducing carbon impacts by;-
- Recycling of materials (100% of Bury's inert waste generated through HIS2 operations is being recycled)
 - Vehicle fleet replacement programme to replace ageing internal combustion engines and the introduction of electric vehicles
 - Use of 14% of plantings in the asphalt mix
 - Working with supply chain to offer alternative materials which can be laid in a single layer as opposed to binder/surfacing two layer approach.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
N/A	N/A

Legal Implications:

This is an updating report for noting. It updates members on the progress of the Highway Investment Strategy, this follows from a decision made at Cabinet in July 2020, this report is attached as a background document.

Financial Implications:

This programme of works is funded through both the Councils own capital programme and the Integrated transport block funds which are received via the GMCA from the Department for Transport. It is a multi year programme spanning 3 years which started last financial year.

Background papers:

Highway Investment Strategy Tranche 2 (HIS2), Cabinet Report, July 2020 - <https://councildecisions.bury.gov.uk/documents/s23522/Updated%20HIS2%20-%20Cabinet%20Report%2029%20July%202020%20-%20FINAL%20-%20v0.3hm.pdf>

Highway Investment Strategy Tranche 2 (HIS2), Appendix 1 (list of sites), July 2020 - <https://councildecisions.bury.gov.uk/documents/s23391/Appendix%201.pdf>

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

Term	Meaning
HIS1	Highway Investment Strategy, Tranche 1 - 17/18 to 19/20
HIS2	Highway Investment Strategy, Tranche 2 - 20/21 to 22/23
DfT	Department for Transport
GMCA	Greater Manchester Combined Authority
Scanner	A method for determining and recording road surface condition
Preventative maintenance	A treatment which seals the surface of the road to prevent water damage, improves surface texture and prolongs the life of the road. Often described as surface dressing.

Appendix 1

HIS2 Resurfacing Programme Progress split across funding streams (either Council or Department for Transport monies).

Key to Status of Scheme
Completed
On site / Committed
Proposed

Fund Source	Network	Status	Street	Area
DfT	Local	Completed	Sandgate Road	Prestwich
DfT	Local	Completed	Thatch Leach Lane	Whitefield
DfT	Local	Completed	Sunny Bank Road	Whitefield
DfT	Local	Completed	Lever Street	Radcliffe
DfT	Local	Completed	Alma Street	Radcliffe
DfT	Local	Completed	Meadowcroft	Radcliffe
DfT	Local	Completed	Walshaw Road	Bury
DfT	Local	Completed	Harlech Avenue	Prestwich
DfT	Local	Completed	Hastings Road	Prestwich
DfT	Local	Completed	Hillcrest Road	Prestwich
DfT	Local	Completed	Ravensway	Prestwich
DfT	Local	Completed	Sandy Meade	Prestwich
DfT	Strategic	Completed	Heywood Road	Prestwich
DfT	Local	Committed	Wood Road Lane	Ramsbottom
DfT	Strategic	Committed	Radcliffe Road	Bury East
DfT	Local	Proposed	Albert Street	Ramsbottom
DfT	Local	Proposed	Tor Avenue	Ramsbottom
DfT	Local	Proposed	Bury Old Road	Radcliffe
DfT	Strategic	Proposed	Walmersley Road	Ramsbottom
DfT	Local	Proposed	James Street North	Radcliffe
DfT	Strategic	Proposed	Hall Street	Ramsbottom
DfT	Strategic	Proposed	Cross Lane	Radcliffe
DfT	Strategic	Proposed	Pilkington Way & New Road	Radcliffe
DfT	Strategic	Proposed	Bolton Road	Radcliffe
DfT	Local	Proposed	The Rock	Bury East
DfT	Local	Proposed	Priority Scrim Deficient Sites	Various
DfT	Local	Proposed	Early Life Carriageway Failure	Various

Fund Source	Network	Status	Street	Area
Council	Local	Completed	Oak Lane	Whitefield
Council	Local	Completed	Randale Drive	Whitefield
Council	Local	Completed	Westminster Avenue	Radcliffe
Council	Local	Completed	Woodhill Road	Bury West
Council	Local	Completed	Alston Street	Bury West
Council	Local	Completed	Mitchell Street	Bury West
Council	Local	Completed	Stewart Street	Bury West
Council	Local	Completed	Woodbank Drive	Bury West
Council	Local	Completed	Monmouth Ave	Bury East
Council	Local	Completed	Mosley Avenue	Bury East
Council	Local	Completed	Tennyson Ave	Bury East
Council	Local	Completed	Townside Row	Bury East
Council	Local	Completed	Park Road	Prestwich
Council	Local	Completed	Cornwall Drive	Bury East
Council	Local	Completed	Glebelands Road	Prestwich
Council	Strategic	Committed	Derby Way	Bury East
Council	Local	Proposed	Moorway	Ramsbottom
Council	Local	Proposed	Westgate Ave	Ramsbottom
Council	Local	Proposed	Buckingham Drive	Bury West
Council	Local	Proposed	West Ave	Whitefield
Council	Local	Proposed	Bass Lane	Ramsbottom
Council	Strategic	Proposed	Bury Bridge, Ring Road West	Bury West
Council	Strategic	Proposed	Rochdale Old Road	Bury East
Council	Strategic	Proposed	A56 Manchester Road	Bury

Appendix 2

Listing of streets that have received HIS2 Preventative Maintenance surface treatment (surface dressing or micro-asphalt).

Year 1 (2020/21)

- Radcliffe Moor Road
- Park Lane

Year 2 (2021/22)

- **Cotswold Crescent estate in Bury**
 - Chiltern Drive
 - Cotswold Crescent (part of length)
 - Mendip Crescent
 - Moreton Drive
 - Portinscale Close
 - Cheviot Close
 - Pennine Close
- **Devon Drive to Sumner Avenue in Bury**
 - Devon Drive (Bradley Fold Road to end)
 - Newquay Avenue
 - Thurlestone Avenue
 - Salcombe Avenue
 - Kingsbridge Avenue
 - Churchill Avenue
 - Thompson Avenue
 - Edgeworth Avenue
 - Moorside Avenue
 - Sumner Avenue
- **Broomfield Close estate in Bury**
 - Broomfield Close (Bradley Fold Road to end)
 - Rosebank Close
 - Bankfield Close
 - Barnsdale Close
- **Seddons Farm estate in Bury**
 - Hurst Green Close (Watling Street to end)
 - Seddons Avenue (Watling Street to end)
 - Freckleton Drive (Watling Street to Watling Street)
 - Preesall Close (Watling Street to end)
 - Garstang Drive (Watling Street to Watling Street)
 - Chorley Close (Garstang Drive to end)
 - Clayton Close (Garstang Drive to end)
 - Galgate Close (Garstang Drive to end)
 - Warton Close (Garstang Drive to end)
 - Mile Lane (Watling Street to Bolton Road)
 - Standring Avenue (Full length)
 - Longridge Drive (Watling Street to Mile Lane)
 - Ormskirk Close (Longridge Drive to end)
 - St Michael's Close (Mile Lane to end)
 - Eccleston Close (Mile Lane to end)
 - Hambleton Close (Mile Lane to end)
 - Winnmarleigh Close (Mile Lane to end)
 - Blackrod Drive (Watling Street to Abbey Drive)
 - Bispham Close (Blackrod Drive to end)

- Fulwood Close (Blackrod Drive to end)
- Tarleton Close (Blackrod Drive to end)
- Ribbleton Close (Blackrod Drive to end)
- Anderton Close (Blackrod Drive to end)
- Heapy Close (Blackrod Drive to end)
- Abbey Drive (Greenhill Road to end)
- Rivington Drive (Abbey Drive to end)
- Adlington Close (Rivington Drive to end)
- Greenhill Road (Mile Lane to Ainsworth Road)
- Euxton Close (Greenhill Road to end)
- Wheelton Close (Euxton Close to end)
- Withnell Drive (Belmont Drive to Euxton Close)
- Belmont Drive (Greenhill Road to Newington Drive)
- Fieldhead Avenue (Greenhill Road to Greenhill Road)
- Chantlers Avenue (Greenhill Road to Ainsworth Road)
- Westbury Close (Chantlers Avenue to Greenhill Road)
- Greenfield Close (Greenhill Road to end)
- Minden Close (Greenhill Road to end)
- Newington Drive (Mile Lane to Greenhill Road)
- Eagley Drive (Harwood Drive to Newington Drive)
- Lyons Drive (Newington Drive to end)
- Edgeworth Drive (Newington Drive to end)
- Harwood Drive (Newington Drive to end)
- Ewood Drive (Newington Drive to Turton Close)
- Turton Close (Ewood Drive to end)
- Colville Drive (Newington Drive to Bolton Road)
- Kenmor Avenue (Colville Drive to end)
- **Bury West/Radcliffe**
 - Bradley Fold Road (Church Street to Radcliffe Moor Road)
- **Moss Shaw Way estate in Radcliffe**
 - Salisbury Road
 - Moss Shaw Way
 - Freshfields
 - Haven Close
 - Lichfield Road
 - Lichfield Close
 - The Crescent
 - Winchester Road
 - Moss Close
 - Chatsworth Road
 - Brynhall Close
 - Edgemoor Close
 - Mandon Close
 - The Meadows
 - Winston Close
 - Carrslea Close
 - Arran Grove
 - Northlands
 - Wardle Close
 - Eastfields
 - Moor Close
 - Forth Road

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY
HELD ON FRIDAY 24 SEPTEMBER 2021 AT 100 EMBANKMENT, SALFORD**

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 John Merry
Councillor Elise Wilson
Councillor Brenda Warrington
Councillor Andrew Western
Councillor David Molyneux

OFFICERS IN ATTENDANCE:

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

Eamonn Boylan
Andrew Lightfoot
Liz Treacy
Steve Wilson
Tony Oakman
Lynne Risdale
Harry Catherall
Steve Rumbelow
Peter Openshaw
Mark Fitton
Ian Saxon
Alison McKenzie-Folan
Kevin Lee
Julie Connor
Nicola Ward
Lindsay Dunn
Simon Warburton

GMCA 160/21 APOLOGIES

RESOLVED /-

That apologies be received and noted from Salford City Mayor Paul Dennett (Councillor John Merry attending), Joanne Roney, Steven Pleasant (Ian Saxon attending) and Pam Smith (Mark Fitton attending).

GMCA 161/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor, Andy Burnham expressed his ongoing concerns regarding the Home Office handling of the dispersal of Afghan refugees in the UK, despite previous promises it had appeared that hotels in the city region had been asked to provide temporary accommodation rather than more sustainable longer-term accommodation being located. Furthermore, there remained an inequitable balance of dispersal across the country as a result of many local authorities refusing to take a share of the humanitarian response. However, those authorities who have offered their support, including each of the ten GM local authorities had experienced minimal notice of arrivals and minimal support from Government departments which was unacceptable and unsustainable. A policy on cities was urgently needed to ensure that communication and notice periods were improved and relationships with Local Authorities could be reinstated to ensure a coordinated, consistent and fair approach across the UK.

RESOLVED /-

1. That the concerns of the GMCA regarding the Government's use of hotels to house asylum seekers and refugees from Afghanistan, and the lack of pre-notification to Local Authorities be noted.
2. That the GMCA call on Government to mandate equitable distribution of asylum seekers and refugees across the UK.

GMCA 162/21 DECLARATIONS OF INTEREST

RESOLVED /-

That the GM Mayor, Andy Burnham declared a disclosable pecuniary interest in relation to item 22, GM Electric Vehicles Charging Infrastructure Strategy.

GMCA 163/21 MINUTES OF THE GMCA MEETING HELD ON 10 SEPTEMBER 2021

RESOLVED /-

That the minutes of the GMCA meeting held on 10 September 2021 be approved.

GMCA 164/21 GMCA APPOINTMENTS AND NOMINATIONS

The GM Mayor took members through a report which updated a number of appointment changes received from GM Local Authorities in relation to GMCA Committees.

RESOLVED /-

1. That the appointment of Cllr Ashley Dearnley to replace Cllr Kathleen Nickson (Rochdale) on the Housing, Planning & Environment Overview and Scrutiny Committee be agreed.

2. That it be noted that Cllr Tracey Rawlins and Cllr Emma Taylor (substitute member), have been appointed by Manchester City Council to the GM Air Quality Administration Committee and Clean Air Charging Authorities Committee.

GMCA 165/21 EDUCATION, WORK AND SKILLS ACTIVITY UPDATE

Councillor Andrew Western, Portfolio Leader for Education, Skills, Work & Apprenticeships, introduced a report which updated the GMCA on progress across the Education, Work & Skills Directorate over the past 12 months and also set out key recommendations for specific activities that were required for new and existing programmes.

Despite the challenges of the pandemic, it was reported that the Work and Skills team were still able to proactively meet the needs of GM residents and it was assuring to see the evidence of the difference made to people's lives as detailed within the report.

The GM Mayor added that the recently confirmed continuation of funding for the Working Well scheme was welcomed and that it was important to offer a wide range of courses that would develop the skills required for emerging sectors such as digital services.

RESOLVED /-

1. That the overall progress set out in the report against a wide range of activity across the Education, Work and Skills Directorate be noted.
2. That authority be delegated to the GMCA Treasurer in consultation with the Portfolio Lead for Education, Work and Skills to agree grant conditions, commissioning route and contract award for the skills bootcamp element of National Skills Fund, as necessary in the event this is devolved.
3. That the progress made to date on the European Social Fund Skills for Growth Programme be noted.
4. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, and GMCA Treasurer to continue with the procurement and contracting of providers and activity relating to the GM Skills for Growth programme in conjunction with the Lead Portfolio Holder
5. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, to award contracts, to address ESF NEET & Youth Unemployment reduction, to the winning bidders following the outcome of the competitive procurement exercise
6. That an amendment to the existing Working Well (Work and Health Programme) contract be approved to include the extension of the Job Entry Targeted Support (JETS) provision /element from March 2022 to March 2023, with an additional investment of £6,737,400 secured from the Department for Work & Pensions (DWP).

GMCA 166/21 GREATER MANCHESTER CIVIC UNIVERSITY AGREEMENT

Councillor Andrew Western, Portfolio Leader for Education, Skills, Work & Apprenticeships, took members through a report which sought endorsement from the GMCA for the Greater Manchester Civic University Agreement, a collective, co-developed commitment between

GM's five universities listed below and GMCA around collaborative working to tackle a shared range of local priorities including employment and skills. Through the use of established partnerships, this work was being able to be brought together on a large scale with a joint emphasis on reducing inequalities, a clear example as to how universities can be an enabler to levelling up Greater Manchester.

RESOLVED /-

1. That the shared approach by GM's universities embodied in the Greater Manchester Civic University Agreement (CUA) be noted.
2. That it be noted that the CUA was a high-level framework and symbolic statement of intent, with more specific deliverables needing to follow through the creation of a Civic University Board between the universities and GMCA.
3. That it be noted that the CUA was a living document and can be revisited in light of developments to the Greater Manchester Strategy.
4. That it be noted that, following agreement of the CUA by the GMCA, a public announcement will be made on Monday 27 September 2021.

GMCA 167/21 GM CULTURE FUND INVESTMENT 2022-2023

Councillor Martyn Cox introduced a report which set out the impacts of the pandemic on the GMCA Culture Portfolio of funded organisations and requested a roll-over of GMCA culture fund investment (£3.84m p/a) for one year (2022-2023) to provide surety to the organisations funded by GMCA and support the continuation of strategic cultural activity including Town of Culture, Creative Improvement Districts, StreamGM and the GM Music Commission.

The GM Mayor acknowledged the work undertaken previously by the late Councillor David Greenhalgh.

Members commented on the importance of the cultural offer in GM and its continual growth. In particular, Cllr Eamonn O'Brien welcomed the support of the GMCA to the town of culture initiative in Bury which was hoped to further strengthen the borough's cultural industry.

RESOLVED /-

1. That the allocation of £3.84m (£2.84million district contributions + £1million retained business rates) to create the GMCA Culture Fund Programme 2022/23 be approved.
2. That it be agreed that GMCA Culture Fund investment will roll-forward at the same level and supporting the same portfolio of organisations as in 2020/21 and 2021/2 for the next financial year – 2022/3, subject to organisational health checks on all portfolio organisations prior to funding.

GMCA 168/21 GREATER MANCHESTER GENDER BASED VIOLENCE STRATEGY

In introducing the item, the GM Mayor, Andy Burnham, highlighted the number of acts of violence against women, in particular the murder of Sarah Everard and the more recent murder of Sabina Nessa in the last few days.

Deputy Mayor Bev Hughes introduced a report which outlined the development of the Greater Manchester Gender-Based Violence Strategy and sought the GMCAs authorisation for publication. In recognition that the UK is far from the place it needs to be to protect women and girls, the ten-year strategy had been expedited early to ensure that GM could begin to tackle gender-based violence more effectively. To inform the strategy, there had been a comprehensive and extensive consultation period undertaken, with the support of Manchester University over the last 6 months, and best practice and knowledge, globally, to support GM in delivering radical social change. It was recognised that addressing the violence and abuse that remained prevalent in homes, workplaces, online and within communities would be a significant enabler to ensuring that GM was the best city region to grow up, get on and get old within.

In the last 6-month period there has been 2 women killed every week by a man, either at home or in a public place.

GM had an opportunity to demonstrate globally how a city region and unified system could deliver radical social change. The strategy looked to address issues for women and girls such as power differential, disrespect, and harm from men. With over 50,000 incidents of domestic violence in GM every year it was clear that the challenge was of a significant scale, and it would take time to change attitudes and behaviours to effect real and lasting social change.

The broad aims of the Strategy were based on a radical transformation in the prevention of and response to violence and abuse towards women and girls, initially as a campaign of public engagement, including getting the support of men and boys, significant support for victims and families, especially children, pioneering work to tackle perpetrators and involving all partners in identifying and responding to abuse. A delivery plan would be produced to implement all the actions progressively over time. The role of those who had experience of gender-based violence would be integral to the delivery, with a pivotal role in the governance arrangements.

Members recognised the substantial contribution from partner organisations in the development of the strategy and recognised the wide role that all stakeholders have to play in its delivery. This was a milestone in GM; identifying the scale of the challenge and a clear push forward in tackling such crime, however it was important that Government also recognised the seismic issue and stepped up their level of support. Members of the GMCA expressed specific concerns for those women with no recourse to public funds and urged that this Strategy included them in its objectives, as all types of violence to women was incomprehensible.

Sadly, due to the scale and complexity of the issue, it was agreed that a ten-year strategy was essential to bring about systemic behavioural and cultural change. However, it was noted that the seven GM equality panels would be key in supporting the delivery of such change and offering further advice and guidance as the Strategy was put in place.

Members felt that education on these issues was also integral, and that this should be targeting all men and boys in order that they may have an increased awareness of the

impact of gender-based violence and actively stand against it. There had also been a change in the law this week to recognise emotional abuse and coercive control as a type of domestic violence with confirmation that the message and training will be re-enforced. Furthermore, there were a number of organisations that offer training to their front-line staff to help recognise the less obvious signs of abuse, including coercion and control.

Deputy Mayor Bev Hughes thanked the GMCA for their strength of support and reiterated that the Strategy was clear that the risk of violence and abuse was not distributed equally but was intrinsically linked to other factors such as race and poverty. The work of the GM Equality Panels, especially the Women & Young Girls Panel have been extremely important. The open conversation with men and boys was also essential as the majority of perpetrators of gender-based violence were male, however mobilising the whole population to actively support would be imperative to tackling the issue.

RESOLVED /-

1. That the Gender Based Violence Strategy be approved for publication and delivery.
2. That the establishment of a public campaign to promote the Gender Based Violence Strategy be endorsed and that all boys and men be urged to take responsibility for their actions and to take a stand against gender-based violence.

GMCA 169/21 TACKLING INEQUALITY IN GREATER MANCHESTER - RESPONSE TO THE REPORTS OF INDEPENDENT INEQUALITIES COMMISSION AND MARMOT 'BUILD BACK FAIRER'

Councillor Brenda Warrington, Portfolio Leader for Equalities, took the GMCA through a report which described the response to the recommendations of the Greater Manchester Independent Inequalities Commission and the Marmot 'Build Back Fairer' Report as a key part of a comprehensive and integrated Greater Manchester approach to tackling inequality and enabling equity. Following extensive engagement with key stakeholders, the report presented an overview of activities which had taken place across Greater Manchester as part of the 'essential pivot' of wellbeing and equality which would be included in the refreshed Greater Manchester Strategy.

It was noted that each of the GM Local Authorities had a key role to play in the delivery of these recommendations and appended to the report was a response from each GM Local Authority detailing the actions they were currently undertaking and those planned for the future. The refreshed Greater Manchester Strategy would provide a framework for change, but further resources were needed to ensure that these could be implemented and monitored.

The Tackling Inequalities Board would continue to provide an overview of this agenda; however, it was encouraging to see other GMCA portfolios putting equalities at the heart of their efforts to ensure that policy development remained people focussed.

RESOLVED /-

1. That the activities and planned activities taking place across Greater Manchester, across a range of localities, communities and institutions, in relation to the refreshed Greater Manchester Strategy be noted.

2. That the timeframe and urgency for acting on inequality, and the intention to quickly progress actions across all portfolios in the coming months be noted.

GMCA 170/21 REFRESH OF THE GREATER MANCHESTER VOLUNTARY COMMUNITY & SOCIAL ENTERPRISE ACCORD

Councillor Arooj Shah, Portfolio Leader for Community, Co-operatives, Voluntary Sector and Inclusion, introduced a report presenting the new, single GM Voluntary Community & Social Enterprise Accord for approval.

Members were reminded that in November 2017 the Accord was originally signed by the Mayor of Greater Manchester, on behalf of the GMCA, with the Voluntary, Community and Social Enterprise (VCSE) sector, which set out new, improved standards of working with VCSE organisations. The GM VCSE sector also entered into a Memorandum of Understanding (MOU) with the Health and Social Care Partnership. Since that time, a huge amount of collaborative work has taken place and the relationship between the public and VCSE sectors has increased in strength, particularly during the Coronavirus pandemic.

In September 2020, GMCA Members agreed to extend the scope of the Accord to include collaborative working with the GM Health and Social Care Partnership. At the same time, the GMCA also approved a proposal for investment in VCSE leadership and infrastructure in the Sector at a GM footprint.

The Accord would only be successful if fully implemented across the whole of the city region and given the GM Local Authorities will be responsible for delivering some elements, it was recommended that the Accord be referred to the GM Local Authorities for discussion.

The GMCA was reminded that the voluntary sector has strongly GM through the pandemic in all the GM districts, were the first to step in and support the needs of the GM public and had suffered financial damages as a result.

RESOLVED /-

1. That the new GM VCSE Accord be approved, as a tri-partite Agreement with the GM Health and Social Care Partnership and the GM VCSE Leadership Group on behalf of the VCSE sector in Greater Manchester.
2. That the Mayor of Greater Manchester, the GM Portfolio Lead for Community, Co-operatives, Voluntary Sector and Inclusion and the Chief Executive Officer, GMCA & TfGM be authorised to sign the Accord Agreement on their behalf.
3. That the Accord be referred for recommendation to each GM Local Authority, in recognition that a number of elements within the Accord were to be delivered by Local Authorities.

GMCA 171/21 GREATER MANCHESTER ECONOMIC DASHBOARD

Councillor Elise Wilson, Portfolio Leader for Economy, took Members through the latest refreshed Economic Resilience Dashboard.

Members were advised that there was an increasing vacancy rate, with continued shortages in skills professions, in addition to a reduction in furlough although this has not yet translated across to the benefit claimant count.

Business Event Progress21, organised by the Growth Company, successfully took place on 23 September 2021, and was well supported nationally and internationally.

SME's have been under significant pressure, with a number who have closed and re-opening uncertain for some.

Hotel occupancy across the city was improving although not yet at pre-pandemic levels.

Research and development spend by GM based research companies has increased by 50%, demonstrating that Government does need to commit to work with GM to support Innovation GM as part of the Spending Review.

RESOLVED /-

That the latest update of the Greater Manchester Economic Resilience Dashboard and response be noted, including delivery of the Local Industrial Strategy and Greater Manchester Economic Vision.

GMCA 172/21 GMCA, ENVIRONMENT AGENCY AND UNITED UTILITIES MEMORANDUM OF UNDERSTANDING

Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure, introduced a report seeking agreement to enter into a memorandum of understanding with the Environment Agency and United Utilities.

RESOLVED /-

1. That it be agreed that the GMCA will enter into a memorandum of understanding with the Environment Agency and United Utilities.
2. That the common areas of interest and outcomes be noted (para 3.4 and Appendix B of the report).
3. That it be agreed that the GMCA will receive an annual report on progress, success and any issues/barriers to delivery.

GMCA 173/21 SUSTAINABLE WARMTH COMPETITION

Councillor Emmott, Portfolio Lead for Green City Region, introduced a report seeking approval for GMCA to bid for cr£15m Government funding from the 'Sustainable Warmth Fund' from BEIS, on behalf of Greater Manchester Local Authorities and Registered Providers.

Members were advised that the Green Homes Grant LAD Phase 1a activity was due to be completed by August, with completion of Phase 1b and Phase 2 now extended by Government to March 2022.

RESOLVED /-

1. That it be agreed that GM Local Authorities should collectively bid for c£15m of Sustainable Warmth Competition funding, to continue the existing Green Homes Grant funded retrofit programme from December 2021 to March 2023.
2. That it be agreed that the GMCA should be the accountable body for the bid on behalf of GM Local Authorities and Registered Providers.
3. That, subject to a successful award, authority be delegated to the GMCA Treasurer and Monitoring Officer to contract with BEIS to receive and defray the funds to partners and procured delivery partner(s).
4. That it be noted that the equalities impact from this proposal will be managed via utilising delivery companies with robust equality policies, and the environmental outcome was to substantially reduce the carbon emissions from approximately 1200 homes in Greater Manchester.

GMCA 174/21 GM HOUSING INVESTMENT LOANS FUND UPDATE

Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure, introduced a report providing an update on the GM Housing Investment Loans Fund.

Members drew attention to the way the GMCA had creatively utilised the flexibility of the financial instruments to maximise the returns for the benefit of GM, with a request that further work be undertaken to develop a presentation on the wider regeneration benefits for the next meeting of the GMCA, which could be used to inform discussions at the forthcoming Party Conferences and with Government.

It was noted that the effective intervention and decision making of Local Authorities has been clearly demonstrated with the development of schemes across GM.

RESOLVED /-

1. That the contents of this report be noted.
2. That a presentation on how the flexible use of the financial instruments has impacted housing, creation and access to training and employment and the wider regeneration be submitted to the next meeting of the GMCA.

GMCA 175/21 GM INVESTMENT FRAMEWORK CONDITIONAL APPROVAL

Councillor David Molyneux, Portfolio Leader for Investment and Resources, introduced a report seeking GMCA approval for an investment into a second Life Sciences Fund ("LSF2"). The investment would be made from recycled funds.

RESOLVED /-

1. That an investment of £10m into a second Life Sciences Fund be approved.
2. That authority be delegated to the GMCA Treasurer and 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 investment, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment noted above.

GMCA 176/21 DELIVERING THE BEE NETWORK: AUTUMN OVERVIEW

GM Mayor, Andy Burnham, introduced a report which provided an overview of progress towards delivering Greater Manchester's integrated transport system, the Bee Network and the role of affordable integrated public transport in 'Levelling Up' GM by providing access to employment and education. The Government would be requested to provide the residents of GM with London level bus fares, a daily cap on bus fares will not only provide a cost saving for residents but also open up options for residents.

RESOLVED /-

That progress in delivering the Bee Network be noted.

GMCA 177/21 GM CYCLE HIRE TARIFF PROPOSALS

GM Mayor, Andy Burnham, introduced a report which set out the tariff proposals for the GM Cycle Hire scheme.

Members were advised that GM cycle hire scheme, which will also include electric bikes, will commence in Salford and then rolled out across the City region centre with a view to further roll out across the GM districts.

RESOLVED /-

1. That the proposals contained within the report be noted.
2. That the initial Pay as Your Ride tariff proposal, as set out in section 2 of the report, be approved.

GMCA 178/21 THE MAYOR'S CYCLING AND WALKING CHALLENGE FUND AND ACTIVE TRAVEL FUND

GM Mayor, Andy Burnham introduced a report which sought funding approval requirements and provided an update on governance arrangements, in order to ensure the continued delivery of the GM Active Travel Capital and Revenue Programmes.

The GM Mayor confirmed that a pilot regarding the carriage of bikes on Metrolink would be progressed.

RESOLVED /-

1. That the release of up to £1.3 million of development cost funding for the 2 MCF schemes, Rochdale Castleton (Phase 2) and Trafford North Altrincham Bee Network set out in section 2 of the report, be approved.
2. That the release of up to £7.24 million MCF funding for the 6 schemes, Metrolink (Bury Line) Cycle Parking, Wigan Leigh-Atherton-Tyldsley: Leigh to Pennington, Manchester Northern Quarter Areas 1 and 3, Salford Trinity Way / Springfield Lane and Salford Gore Street Connection, as set out in section 3 of the report be approved, in order to secure full approval and enable the signing of the necessary legal agreements.
3. That an evaluation of the pilot to allow bikes on Metrolink be submitted to the GMCA in due course.

GMCA 179/21 STREETS FOR ALL STRATEGY

GM Mayor, Andy Burnham introduced a report which provided an overview of the Streets for All Strategy, which formed a sub-strategy to the Greater Manchester Transport Strategy 2040.

In introducing the report, members were advised that as part of the bids to Government, the GMCA was being pressed to demonstrate the prioritisation of Active Travel and public transport on the highways.

Members were advised that the Streets for All Strategy was due to be considered by Manchester City Council's Executive Committee at the end of October 2021.

The Chief Executive Officer, GMCA & TfGM assured the meeting that the overall objective was to increase safety, with the focus to be strengthened throughout the Strategy, with a read across with the Gender Based Violence Strategy.

RESOLVED /-

1. That the Streets for All Strategy be approved and adopted, subject to the approval of Manchester City Council's Executive Committee and the strengthening of the Strategy to reflect the earlier agreed Gender Based Violence Strategy, emphasising safety, as a priority objective, throughout the Strategy.
2. That integral role of an integrated, affordable public transport system to growing the economy, providing access to education and employment be recognised.

**GMCA 180/21 BUS REFORM: THE GREATER MANCHESTER FRANCHISING
SCHEME FOR BUSES 2021 -TRANSFER OF UNDERTAKINGS
(PROTECTION OF EMPLOYMENT) REGULATIONS 2006 AND
EMPLOYEE RELATED INFORMATION**

Eamonn Boylan, Chief Executive Officer, GMCA & TfGM introduced a report which set out the processes to be followed when requesting employee related information and applying the Transfer of Undertakings (Protection of Employment) Regulations 2006 in a bus franchising context and makes recommendations for the delegation of certain connected functions to TfGM and the Chief Executive of the GMCA accordingly.

RESOLVED /-

1. That the contents of the report be noted.
2. That the function of requesting relevant information from bus operators as set out in regulations 5 and 6 of the Franchising Schemes and Enhanced Partnership Schemes (Application of TUPE) (England) Regulations 2017 (the Regulations) be delegated to TfGM.
3. That the function of undertaking any consultations as required by the Regulations be delegated to TfGM.
4. That authority be delegated to the Chief Executive Officer, GMCA & TfGM to approve any proposed definition of 'principally connected' at the end of the consultation; such approval to be obtained before notifying the parties and publishing the agreement.
5. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, to approve the proposed allocation arrangements (including any revised allocation arrangements) at the end of the consultation; such approval to be obtained before notifying the parties and before the allocation arrangements are published (or finalised and published in the case of revised allocation arrangements).
6. That, in the event that agreement is reached as to the definition of 'principally connected', that the function of notifying the parties and publishing the agreed definition be delegated to TfGM.
7. That the function of notifying the parties and publishing the allocation arrangements and finalising and publishing any revised allocation arrangements be delegated to TfGM.

Councillor Richard Leese, Deputy Mayor Chaired the meeting for the following item

GMCA 181/21 GM ELECTRIC VEHICLE CHARGING INFRASTRUCTURE STRATEGY

GM Mayor, Andy Burnham declared a disclosable pecuniary interest in relation to this report and left the meeting for the discussion.

Councillor Richard Leese introduced a report seeking approval the Greater Manchester Electric Vehicle Charging Infrastructure Strategy, a sub-strategy of the Greater Manchester 2040 Transport Strategy.

RESOLVED /-

1. That the Greater Manchester Electric Vehicle Charging Infrastructure Strategy be approved.
2. That it be noted that regular reports on progress against the Strategy be submitted to the GMCA.
3. That it be noted that the programme of planned publicly funded additional Electric Vehicle Infrastructure is included at electrictravel.tfgm.com, a sub-site of TfGM.com.

GMCA 182/21 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 183/21 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 175/21 above refers).

RESOLVED /-

That the report be noted.

Signed by the Chair:

1.

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank