

**Geoff Little**  
**Chief Executive**

<i>Our Ref</i>	JG
<i>Your Ref</i>	C/JG
<i>Date</i>	8 March 2022
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**TO: All Members of Council**

**Councillors :** R Bernstein, C Birchmore, C Boles, N Boroda, R Brown, S Butler, R Caserta, P Cropper, C Cummins, L Dean, U Farooq, I Gartside, R Gold, J Grimshaw, S Haroon, J Harris, M Hayes, T Holt, S Hurst, K Hussain, N Jones, J Lancaster, K Leach, J Lewis, J Mason, L McBriar, G McGill, C Morris, B Mortenson, E O'Brien, K Peel, T Pickstone, T Pilkington, M Powell, A Quinn, D Quinn, T Rafiq, J Rydeheard, A Simpson, L Smith, M Smith, G Staples-Jones, T Tariq, C Tegolo, K Thomas, D Vernon, S Walmsley, C Walsh, M Whitby, S Wright and Y Wright

Dear Member/Colleague

## **Council**

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

<b>Date:</b>	Wednesday, 16 March 2022
<b>Place:</b>	Council Chamber, Bury Town Hall
<b>Time:</b>	7.00 pm
<b>Briefing Facilities:</b>	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
<b>Notes:</b>	

## **AGENDA**

The Agenda for the meeting is attached.

The Agenda and Reports are available on the Council's Intranet for Councillors and Officers and also on the Council's Website at [www.bury.gov.uk](http://www.bury.gov.uk)

**Yours sincerely**

A handwritten signature in blue ink, appearing to read 'G P Little'.

**Chief Executive**

**(Note: Members are reminded that under Section 106 of the Local Government Finance Act 1992, if a Member of a Local Authority has not paid Council Tax for at least two months and, even if an arrangement has been entered into to pay arrears, then at any meeting where consideration is given to matters relating to, or which might affect the calculation of Council Tax, that Member must declare the fact that he/she is in arrears and must not vote on the matter).**

## AGENDA

### 1 PRESENTATION TO COLONEL ERIC DAVIDSON

### 2 APOLOGIES FOR ABSENCE

### 3 DECLARATIONS OF INTEREST

Members of the Council are requested to declare any interests which they have in any items or issues before the Council for determination.

### 4 MAYORAL COMMUNICATIONS AND ANNOUNCEMENTS

To receive communications from the Mayor and any announcements by the Leader of the Council or the Chief Executive on matters of interest to the Council.

### 5 MINUTES (Pages 9 - 16)

Minutes of the meeting held on 23<sup>rd</sup> February 2022 are attached.

### 6 PUBLIC QUESTION TIME (Pages 17 - 22)

To answer questions from members of the public, notice of which has been given, on any matter relevant to the Council or its services to the community. Up to 30 minutes will be set aside for this purpose. If time permits, further questions will be invited from members of the public present.

### 7 RECOMMENDATIONS OF CABINET AND COUNCIL COMMITTEES (Pages 23 - 172)

To receive and consider the recommendations to the Council contained in the following minutes of the Cabinet:

Committee/Date	Subject	Recommendation
Democratic Arrangements Forum 5 <sup>th</sup> January 2022	Meetings Timetable 2022/23	That the timetable of meetings for the 2022/23 Municipal Year, as set out, be approved.
Cabinet 23 <sup>rd</sup> February 2022	Corporate Plan	That Council approves the Corporate Plan.
Standards Committee 1 <sup>st</sup> March 2022	Member Safety Policy and Social Media Guidance	<b>That:</b> the Standards Committee noted the Member safety guidance and social media policy and provided suggested amendments prior to its consideration at Full Council on 16 <sup>th</sup> March 2022.  Full Council approve the Member Safety and Social Media Policies.

Employment Panel 2 <sup>nd</sup> March 2022	Pay Policy Statement 2022/23	That the Employment Panel; Commend the proposed Pay Policy Statement for 2022/2023 for approval by full Council.  Agree the Council's proposed pay structure for 2022/23 as set out within the statement and inclusive of revised non-consolidated pay supplements to retain compliance with the Real Living Wage rate of pay.
Cabinet 9 <sup>th</sup> March 2022	Community Safety Plan	Cabinet approved the Community Safety Plan for Bury 2022-2025 and agreed for it to be presented to Full Council for sign-off in March 2022.
Audit Committee 15 <sup>th</sup> March 2022	Annual Governance Statement	Delegated Decisions:  1. That the Audit Committee approves the proposed final Annual Governance Statement, as set out in Appendix 1 and recommends that the final Annual Governance Statement be presented to Council.  2. That the Annual Governance Statement be signed by the Chief Executive and Leader of the Council .

**8 LEADER' STATEMENT AND CABINET QUESTION TIME** (Pages 173 - 212)

To receive a report from the Leader of the Council on the work of the Cabinet and to answer written questions from Members of the Council to the Leader, Cabinet Members and Chair of a Committee on any matter in relation to which the Council has powers or duties which affect the Borough, provided the necessary written notice has been given. (30 minutes)

A member may ask a verbal question of the Leader, any Member of the Cabinet or Chair of a Committee about any matter on the Council agenda and which the Council has powers or duties or which affects the Borough. Only one verbal question per Councillor. (20 minutes)

**9 COMBINED AUTHORITY REPORT AND QUESTIONS TO THE COUNCIL'S COMBINED AUTHORITY REPRESENTATIVES** (Pages 213 - 238)

- (A) A combined authority update report is attached, for information
- (B) Questions (if any) on the work of the Combined Authority to be asked by Members of the Council for which the necessary notice has been given in accordance with Council Procedure Rules. (20 minutes)

**10 NOTICES OF MOTION**



## **1) Making Football a Fair Game**

A motion had been received and set out in the Summons in the names of:

**Councillors: M Powell, C Tegolo and S Wright**

**This Council recognises that:**

- 1 Football, the national game in the UK, is currently in crisis. COVID-19 has devastated the revenue of many lower-league clubs, with the loss of some notable names, and dozens more clubs teetering on the brink of survival.
- 2 Too frequently, bad management has gone unnoticed or ignored and clubs are run unsustainably, putting at risk all the history, heritage, and economic benefit they bring to an area – often in pursuit of short-term gain.
- 3 Football clubs are not ordinary businesses; they are historic sporting institutions that are both a civic and community asset, and a source of pride and unity, in their hometown or city.
- 4 Bury has its own experience at the forefront of this crisis, losing our 134 year-old league football club, and the efforts of fans, the Council and the Government to return league football to the town.

**This Council resolves to:**

- 1 Put on record its support for 'Fair Game', a national campaign that seeks radical reform of the way football is managed and run, specifically its call for an independent regulator for the sport, and a refocus on 'values' rather than profit.
- 2 Support Fair Game's calls for an establishment of a Sustainability Index, which will reallocate the payments made to clubs to reward those which are run well, respect equality standards and properly engage with their fans and their community.
- 3 Declare its support for the Fair Game manifesto, 'Solutions for our National Game', and call on other Councils to join us in our support.
- 4 Ask the Chief Executive to write to the Minister for Sport, our local Members of Parliament, and the Chair of the Local Government Association Culture, Tourism and Sport Board, asking them to support and work towards implementing Fair Game's manifesto and the findings of the fan-led review led by Tracey Crouch MP
- 5 Ask the Council's representatives to encourage other Authorities to support Fair Game

## **2) Cost-of-Living and Food Insecurity**

A motion had been received and set out in the Summons in the names of:

**Councillors: C Boles, N Boroda, S Butler, C Cummins, U Farooq, R Gold, J Grimshaw, S Haroon, M Hayes, T Holt, K Leach, G McGill, C Morris, B Mortenson, E O'Brien, K Peel, T Pilkington, A Quinn, D Quinn, T Rafiq, A Simpson, L Smith, G Staples-Jones, T**

**Tariq, K Thomas, S Walmsley, C Walsh and M Whitby.**

**This Council recognises** with concern that households across our borough are bracing themselves for the biggest drop in living standards in thirty years.

This Council notes that the cost-of-living crisis includes steep price increases in everyday and essential food items, making the situation worse for the 10% of households already living in food insecurity across our borough and risking more people experiencing food insecurity.

This Council celebrates the incredible work done by food banks and pantries across our six towns to support those most in need and the dedication and hard work of the volunteers who run them.

This Council regrets that the Government is making the cost-of-living crisis worse through tax hikes, low growth, falling real wages, and a failure to tackle the energy crisis.

**This Council resolves to:**

- Write to the Government urging Ministers to set out a national strategy for food including how it intends to ensure access to high quality, sustainable, affordable food for all and meet the United Nations goal to end hunger by 2030.
- Establish a Lead Member for Food Poverty to drive forward our local efforts to end hunger in our borough.
- Further develop our Food Plan for Bury to identify local food insecurity challenges and put in place steps to tackle them.
- Strengthen our work with the voluntary and community sector and statutory agencies to tackle food poverty through our Food Partnership and Food Network.
- Continue our efforts to alleviate all forms of poverty and tackle the root causes by investing in our people and places; ensuring our residents have access to high quality education, training and lifelong learning; delivering the Real Living Wage for our staff and contractors; regenerating our town centres and attracting businesses to create more well paid jobs; improving our housing stock and building more high quality affordable homes; and working with our partners in the NHS to tackle health inequalities.

**3) Greater Manchester Clean Air Zone**

A motion had been received and set out in the Summons in the names of:

**Bernstein, Brown, Caserta, Cropper, Dean, Gartside, Harris, Lancaster, Hurst, Hussain, N Jones, Lewis, McBriar, Rydeheard, Vernon.**

The Greater Manchester Clean Air Zone was first proposed by the Mayor of Greater Manchester, Andy Burnham, in 2019.

Since that date, this Council voted in favour of the Mayor's scheme, as a result, we have seen huge public criticism of the plans.

The Greater Manchester Clean Air Final Plan report, presented to the Greater Manchester Combined Authority (GMCA), on 25th June 2021 by Transport for Greater Manchester (TfGM) was misleading.

**The Council notes:**

- The Greater Manchester Clean Air Zone (CAZ) is 493sqm which includes every district in GM
- TfGM in July 2021 stated a database sourced from The Society of Motor Manufacturers and Traders (SMMT) estimated that approximately at present 90% of non-compliant LGV's in GM, are not retrofittable
- TfGM estimates that in 2023 there will be 75,000 non-compliant LGV's based in GM out of a total fleet of 136k LGV's
- The Greater Manchester Clean Air Final Plan report was approved by all GM Districts and the Greater Manchester Combined Authority to support the Mayor of Greater Manchester's plan for Clean Air during July 2021
- The 8 Greater Manchester Conservative MPs and 1 Labour MP wrote to the Secretary of State for Environment and Rural Affairs urging a delay to the rollout of the CAZ for further consultation

**The Council resolves to:**

Call on the Chief Executive to write to the Mayor of Greater Manchester to state the Clean Air Zone is not fit for purpose and ask for the scheme to be abandoned and for a new plan to be drafted to deal with air pollution

Ask the Secretary of State to abandon the current scheme which was approved by Greater Manchester authorities because The Greater Manchester Clean Air Final Plan impacts tens of thousands of small businesses and charities within Greater Manchester region in addition to thousands who are based outside of the GM region but operate within the GM region contributing to the £62 billion economy

Ask the Mayor of Greater Manchester in conjunction with the Greater Manchester Combined Authority to draw up a new plan which does not charge but focuses solely on cleaning up the air where there are breaches.

a      **AMENDMENT** (Pages 239 - 240)

Labour Amendment to the Conservative Notice of Motion.

b      **EMERGENCY MOTION**

To be circulated at the meeting.

11      **COUNCIL MOTION TRACKER** (Pages 241 - 254)

A report setting out progress in respect of Motions passed at the last meeting of Council is attached for information.

12      **SCRUTINY REVIEW REPORTS AND SPECIFIC ITEMS "CALLED IN" BY SCRUTINY COMMITTEES**

13      **QUESTIONS ON THE WORK OF OUTSIDE BODIES OR PARTNERSHIPS**

Questions on the work of Outside Bodies or partnerships on which the Council is represented to be asked by Members of the Council (if any).

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**Minutes of:** **COUNCIL**

**Date of Meeting:** 23 February 2022

**Present:** The Worshipful the Mayor (Councillor Pickstone, in the Chair)  
Councillors R Bernstein, C Birchmore, C Boles, N Boroda,  
R Brown, S Butler, R Caserta, P Cropper, C Cummins, L Dean,  
U Farooq, I Gartside, R Gold, J Grimshaw, S Haroon, J Harris,  
M Hayes, T Holt, K Hussain, N Jones, J Lancaster, K Leach,  
J Lewis, J Mason, L McBriar, G McGill, C Morris, B Mortenson,  
E O'Brien, K Peel, T Pickstone, T Pilkington, M Powell,  
A Quinn, D Quinn, T Rafiq, J Rydeheard, A Simpson, L Smith,  
M Smith, G Staples-Jones, T Tariq, C Tegolo, K Thomas,  
D Vernon, S Walmsley, C Walsh, M Whitby, S Wright and  
Y Wright

**Apologies for  
Absence** S Hurst

**Public Attendance:** 8 members of the public attended

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## **C. 1 DECLARATIONS OF INTEREST**

The following declarations of interest were made at the meeting in relation to items on the agenda:

1. Councillor A Quinn declared a personal interest in all matters under consideration as both his son and daughter-in law, work for the NHS, he is a member of the Trade Union, Unite and the Downs Syndrome Association.
2. Councillor D Quinn declared an interest in all matters under consideration as an employee of the Citizens Advice Bureau and both her son and daughter-in law, work for the NHS
3. Councillor A Simpson declared a personal interest in all matters under consideration as both her and her son are employed by the NHS.
4. Councillor S. Wright declared a personal interest in all matters under consideration as his wife works for a school in the Borough.
5. Councillor Rydeheard declared a personal interest in all items on the agenda as he undertakes work representing the Taxi trade.

## **C. 2 MINUTES**

Subject to the inclusion of Councillor Hurst as in attendance in the Council meeting the minutes be approved.

## **C. 3 MAYORAL COMMUNICATIONS AND ANNOUNCEMENTS**

The Mayor reported that due to the large amount of business and to ensure Members are given sufficient time to speak, there will be no Mayoral announcements.

## **C. 4 PUBLIC QUESTION TIME**

Notice had been received of 2 questions. The Leader gave an undertaking that copies of those questions and responses will be circulated to all Councillors. The Leader also gave an undertaking to make these available on the Council Web Site.

Questioner	Topic	Responding
Carol Bernstein	Highways	Cllr Quinn
Raja Naveed Aijaz	Taxi DBS Checks	Cllr Morris

## **C. 5 RECOMMENDATIONS OF CABINET AND COUNCIL COMMITTEES**

### **A) Housing Revenue Account 2022/2023**

At the invitation of the Mayor, Councillor O'Brien, Cabinet Member for Finance and Housing, made a statement on the Housing Revenue Account 2020/2021.

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which formed part of a suite of documents relating to the Council's budget setting process for 2022/23 and set out the proposed Housing Revenue Account for 2022/23 and proposals for Dwelling and Garage rents, Sheltered Support, Management, Amenities and Heating charges, Furnished Tenancy charges and Fernhill Caravan site tenancy charges. The report also established the Management Fee paid to Six Town Housing for 2022/23. It was noted that this increase would be challenging for some families and plans were in place to support those most affected.

It was moved by Councillor O'Brien and seconded by Councillor Cummins and it was:-

#### **On being put with 49 voting for the Mayor abstaining, it was resolved that:**

1. Approved the forecast outturn for the Housing revenue Account budget;
2. Approved an increase in rents for all HRA social rent formula and affordable rent dwellings by 4.1% as set out in paragraph 2.8 of the report;
3. Approved an increase Garage rents by 4.1% as set out in paragraph 2.13 of the report;
4. Approved an increase Sheltered Management and Amenity Charges by 4.1% as set out in paragraph 3.5 of the report;
5. Noted that sheltered support and heating charges remain unchanged;
6. Noted that Furnished Tenancy charges will remain unchanged; and
7. Approved the Management Fee to o Six Town Housing for 2022/23 as set out in paragraph 1.5 of the report.

### **B) Budget 2022/23**

At the invitation of the Mayor, Councillor O'Brien, Leader Cabinet Member for Finance and Housing, made a statement on the Budget for 2022/23.

(i) It was moved by Councillor O'Brien and seconded by Councillor T Tariq that the recommendations contained in Minute CA.XXX of the Cabinet meeting held on 16<sup>th</sup> February 2022 be approved subject to the following alterations:

Labour Group Amendment 2022/23		
Proposal	Cost	Funded From
<b>Highways and Road Safety</b>		
Red Route - Walmersley Road	£30,000 installation £5000 set up TRO £7000 running costs	GM Waste Levy Return 21/22 GM Waste Levy Return 21/22 Fines
	£35,000 + £7000	
<b>Clean and Green</b>		
Parks and Green Spaces Fund	£250,000	Ringfence ALDP capital receipts
Community Clean Up Fund	£10,000	GM Waste Levy Return 21/22
Skip days in fly tipping hotspots	£20,000	GM Waste Levy Return 21/22
	£280,000	
<b>Cost of Living Support</b>		
School Uniform Grants (22/23-23/24)	£240,000	Waste Levy Reserve
Cost-of-Living Support Fund	£100,000	Waste Levy Reserve
	£340,000	
<b>Supporting Bury's Culture</b>		
A Community Stadium at Gigg Lane	£450,000	Waste Levy Reserve
Cultural Programme 22/23 & Celebrating the Platinum Jubilee	£29,600	Re-profiled "Town of Culture" money 21/22
	£479,600	
<b>Improving Public Safety</b>		
Recruit an additional ASB officer	£40,000	Reduce Capital Programme (£1m)
Extra CCTV Cameras	£40,000	GM Waste Levy Return 21/22
Recruit an additional IDVA officer (1 year fixed term)	£40,000	Re-profile Capital Programme (£1m)
	£120,000	
<b>Supporting Our Communities</b>		
Extend Discretionary Councillor Budgets	£51,000	Re-profile Capital Programme (£1m)
Pitch 2022/23	£100,000	GM Waste Levy Return 21/22
	£151,000	

(ii) An amendment was moved by Councillor N Jones and seconded by Councillor R Bernstein that:

The suite of budget reports submitted to the Council should be approved, with the following amendments:

The Conservative Group are committed to improving the environment in our towns. Over the years the air we breathe has been affected. The decisions of the Labour Council to narrow the roads has contributed to the chaos such as the A56 congestion.

The actions of the Labour Council will be suffered for years to come but the Conservative Group believe we must improve the air quality for residents. This budget amendment commits to bringing down the pollution in Prestwich through installing 4 new benches to absorb air pollution.

We believe we should clean up the air where we have pollution hotspots not through the Labour Party's policy of a 492sqm Clean Air Zone (CAZ)

## Managing parks and green spaces better

We will start the initial work to create a staff mutual, similar to that of the London Borough of Wandsworth, from its in-house maintenance service. Wandsworth successfully reduced its spending on parks by 20%.

This budget amendment proposes to follow this model and set up a staff mutual which would be implemented in future years to bring savings year on year to the Council whilst ensuring our parks remain beautiful.

## Street Cleaning

This budget amendment ensures the frequency of street cleaning in all residential areas and on estates that have their roads and pavements blighted by rubbish is effectively managed. Any new plans to increase the frequency or change the street cleaning will be properly implemented and maintained for the longer term – not just for local elections.

Policy	£ '000	Notes
Reduce core Council Tax uplift to 0.99%	893	Current uplift is 1.94%
Remove proposed caddy liner savings proposal	50	
10% reduction in fees for Bury Market traders	260	£2.6m income budget for 22/23. £195k for 15% and £130k for 10%
Reduce Taxi Licence fees	44	
SEND Hub feasibility study	75	
Community Fund	440	Funded from the sale of the property in Lytham
<b>TOTAL</b>	<b>1762</b>	

## Making Bury more efficient

Policy	£ '000	Notes
Increase vacancy factor to 3%	-1200	
Rephase £2m vehicle fleet	-88	



capital programme		
Rephase BGI £500k 3KP/6KP	-22	
Rephase BGI £500k cyclical commercial investment	-22	
Sale of former Prezzo, Lytham	-440	In Council books at £440k with land being £96.8k
<b>TOTAL</b>	<b>-1762</b>	

### Budget reprofiling

Policy	£ '000
Muslim burial shelter	Reprofile £35,000 from parks and leisure – outdoor gyms
4 carbon benches	Reprofile £70,000 from the Climate Change Budget – Electric Car charging points
Road Safety	Reprofile Traffic Calming and Improvement budget to include Road Safety

**On being put the result of the vote was as follows:**

For the Amendment:-

**Councillors Bernstein, Brown, Caserta, Cropper, Dean, Gartside, Harris, Lancaster, Hussain, N Jones, Lewis, McBriar, Rydeheard, Vernon.**

Against the Amendment:-

**Councillors: C Boles, N Boroda, S Butler, C Cummins, U Farooq, R Gold, J Grimshaw, S Haroon, M Hayes, T Holt, K Leach, G McGill, C Morris, B Mortenson, E O'Brien, K Peel, T Pilkington, A Quinn, D Quinn, T Rafiq, A Simpson, L Smith, G Staples-Jones, T Tariq, K Thomas, S Walmsley, C Walsh and M Whitby.**

Abstaining from the Vote:-

**The Worshipful the Mayor and Councillors, M Powell, C Tegolo, S Wright, Y Wright, Birchmore, Mason and M Smith**

**The Mayor declared the amendment lost.**

**(iii) An amendment was moved by Councillor C Tegolo and seconded by Councillor M Powell that:**

The suite of budget reports submitted to the Council should be approved, with the following amendments:

<b>Proposal</b>	<b>Revenue Cost (2022-2023)</b>	<b>Revenue costs (2023-2024)</b>	<b>Revenue costs (2024-2025)</b>	<b>Capital Cost (2022-2023)</b>	<b>Capital costs (2023-2024)</b>	<b>Capital costs (2024-2025)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Additional small business support				2.000		
Road safety schemes				1.000	2.000	2.000
Tackling Air Pollution outside schools	0.700	0.700	0.700			
Cycle Parking Schemes				0.050	0.075	0.075
Energy Efficiency Advice Service	0.040	0.040	0.040			
Improving Energy Efficiency				1.000	1.000	1.000
From 2022-23/2023-24 smoothing	(0.731)	0.731				
Additional vacancy factor, management savings, less use of consultants	(0.238)	(0.540)	(0.540)			
Councillors Discretionary Grants	0.051	0.051	0.051			
Transformation Reserve		(1.117)	(0.386)			
Borrowing Costs	0.178	0.135	0.135			
<b>Gross Position</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4.050</b>	<b>3.075</b>	<b>3.075</b>

### Proposals

Additional small business support - Additional capital expenditure in 2022-23 in Prestwich Regeneration to ensure that provision is in place to maintain vibrant retail in Prestwich during the demolition of the Longfield Centre and subsequent regeneration. Assistance and support to help small businesses to keep trading and make improvements to other shopping areas in Prestwich, as part of the regeneration process

Road safety schemes - Local safety schemes, with a focus on traffic calming and/or 20mph where residents want this, £5 million over 3 years

Tackling Air Pollution outside schools –

Tackle air pollution outside of schools with an additional Enforcement Officer (Grade 12) and an Air Pollution Monitor for every school. Includes £6k sundry costs

Cycle Parking Schemes - Investment in Cycle parking schemes £200,000 over three years -

Energy Efficiency Advice Service - Improve advice to residents to deal with rising fuel costs with an Additional advice worker - energy advice grade 11

Improving Energy Efficiency - Investment to Improving energy efficiency and invest in green energy in Six Town Housing properties and public buildings

Councillors Discretionary Grants Continue scheme on an ongoing basis revenue rather than capital Transformation Reserve

### **Funding the Proposals:**

#### ***The Capital proposals will be met as follows:***

The increase in costs for the capital programme will be met from additional borrowing and this has been built into the revenue budget.

#### ***The revenue proposals would be funded as follows:***

Reduce smoothing between 22/23 and 23/24

Increase vacancy factor, management and consultancy savings

### **On being put the result of the vote was as follows:**

For the Amendment:-

**Councillors M Powell, C Tegolo and S Wright**

Against the Amendment:-

**Councillors: C Boles, N Boroda, S Butler, C Cummins, U Farooq, R Gold, J Grimshaw, S Haroon, M Hayes, T Holt, K Leach, G McGill, C Morris, B Mortenson, E O'Brien, K Peel, T Pilkington, A Quinn, D Quinn, T Rafiq, A Simpson, L Smith, G Staples-Jones, T Tariq, K Thomas, S Walmsley, C Walsh, M Whitby, Bernstein, Brown, Caserta, Cropper, Dean, Gartside, Harris, Lancaster, Hussain, N Jones, Lewis, McBriar, Rydeheard, Vernon, Y Wright.**

Abstaining from the Vote:-

**The Worshipful the Mayor and Councillors Birchmore, Mason and M Smith**

**The Mayor declared the amendment lost.**

**The substantive motion (as set out in i) was put to the vote which was as follows:-**

For the Motion:-

**Councillors: C Boles, N Boroda, S Butler, C Cummins, U Farooq, R Gold, J Grimshaw, S Haroon, M Hayes, T Holt, K Leach, G McGill, C Morris, B Mortenson, E O'Brien, K Peel, T Pilkington, A Quinn, D Quinn, T Rafiq, A Simpson, L Smith, G Staples-Jones, T Tariq, K Thomas, S Walmsley and C Walsh.**

Against the Motion:-

**Councillors: Bernstein, Brown, Caserta, Cropper, Dean, Gartside, Harris, Lancaster, Hussain, N Jones, Lewis, McBriar, Rydeheard, Vernon, M Powell, C Tegolo, S Wright and Y Wright.**

Abstaining from the Motion:-

**The Worshipful the Mayor and Councillors Birchmore, Mason and M Smith**

**The Mayor declared the substantive Motion carried.**

**a                    2022/23 BUDGET REPORTS**

**C. 6                BUDGET AMENDMENTS**

**C. 7                DELEGATED DECISIONS OF THE COUNCIL COMMITTEES**

There were no questions asked on the delegated decisions of the Cabinet, the Overview and Scrutiny Committee, Joint Consultative Committee (Corporate) and Joint Consultative Committee (Teachers).

**THE WORSHIPFUL THE MAYOR**

**(Notes:** The meeting started at 6pm and ended at 9.10pm)

### Public Questions – March Council

1. Sedgley Park is a deprived area in terms of care and investment from the Council. I prefer to be positive so I celebrate our huge pavement, Knowing how glorious it could be but alas I'm not sure you've even done work in the pavement in the past - it doesn't look it! Not only is it uneven, goes from broken concrete to slabs and back, and has that's before you navigate carefully around the rubbish, overflowing bins and cars, shop signs and other hazards lying in wait. Summer is hell. We have no parking so there's little foot flow, yes people park illegally but the traffic flows as normal it has zero impact. Parking keeps our businesses viable, we've asked before to fix the pavement so we can park properly and have bin sheds and some state took to a shabby area but it's always rejected. My question is what will it take for sedgley park to be invested into when you absolutely have the funds for us! **Martine Vaizman**

**If you can provide us with precise location(s) of concern within Sedgley Park the area Highway Inspector will be happy to meet with you on site to discuss your concerns and agree what action can be taken.**

2. The Conservative group have been clear on the big issues this year, voting against the greenbelt-destroying Places for Everyone plan, the business-destroying Clean Air Zone, the taxi-trade-destroying Common Minimum Licensing Standards and the neighbourhood-destroying Accelerated Land Disposal land sell-offs.

Meanwhile, Labour in Elton have voted through the Places for Everyone plan, the Clean Air Zone, the Common Minimum Licensing Standards and the Accelerated Land Disposal schemes and have waited for public outrage and all-out elections to do a screeching u-turn on most of these. Can the Leader of the Council please clarify why anyone should see any shred of credibility left in this Labour administration?

**Andrew Luxton**

### Places for Everyone

**There is a statutory requirement for local authorities to have an up-to-date development plan in place that identifies enough land to accommodate new homes and jobs for a growing population.**

**Places for Everyone will help to deliver some of our key priorities. We want to see better homes, better jobs, and better transport for everyone in our boroughs; we want to make the best use of brownfield land while protecting green spaces including Green Belt land from unplanned development; we want development to happen in places where we want it, supported by necessary infrastructure and not be dictated by planning appeals that will result in unplanned and unmanaged development that doesn't include the infrastructure necessary to support growth.**

**As a long-term plan for jobs, new homes, and sustainable growth it will enable us to build back from the COVID-19 pandemic and tackles the inequality experienced by so many of our communities.**

In terms of housing, the starting point for housing targets is the Government's standard methodology for calculating Local Housing Needs (LHN). This is designed to provide local authorities with a clear and consistent understanding of the number of new homes needed in an area. The methodology uses the ONS 2014-based household projections.

For Bury, it gives a LHN target of 9,456 homes over the plan period (591 homes per year). As a joint plan, the PfE process allows for a redistribution of this baseline housing target across the nine Council areas meaning that Bury has been able to significantly reduce its housing target by over 2,000 and minimise the impact on the Green Belt.

### CAZ

Like many areas across the country, there are illegal levels of air pollution on local roads across all ten local authority areas in Greater Manchester. Air pollution is a public health crisis that is linked to a range of very serious health conditions and contributes towards 1,200 deaths a year in Greater Manchester.

The original Greater Manchester Clean Air Plan was designed to comply with a legal direction from government issued before the coronavirus pandemic. Since then, there have been significant changes in the market for vehicles compliant with Clean Air Zone standards, particularly vans, and the cost of living has increased.

We're now working with government to deliver a new Clean Air Plan for Greater Manchester by July 2022.

### Minimum Licencing Standards

Taxis and private hire services are a crucial part of our transport network. They provide an important service, particularly for those without access to a car and people who don't live or work near other parts of the public transport network.

Greater Manchester's taxi and private hire Minimum Licensing Standards are designed to make services safer and more customer-focused, with high environmental and accessibility standards. They are intended to give peace of mind to every customer that the vehicle, driver and operator have been checked to a high standard.

### Accelerated Land Disposal

The Accelerated Land Disposal programme has been necessary 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.

In some cases, the disposals will also support community groups to take on the management of property assets via community asset transfers. 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.**

**3.** The plans for Radcliffe Regeneration have now been made public. These have again raised many concerned residents as once again we have not been told the whole truth. We were 'led to believe' that the library space in the hub would be bigger, that is untrue. Current tenants of shops were told that they would be rehoused, they are now being told this is not going to happen. Does the council leader think it's acceptable to continue telling lies to residents in order to gain support for a badly thought out plan and an abuse of public money. **Judith Sheppard**

**The proposed new library is significantly larger than the existing space which houses library services. Plans are on display in the Regeneration office in Radcliffe and via the Council website for anyone who wishes to view the design information. Room sizes are included on these plans. We encourage anyone with concerns regarding the proposed designs to contact the Regeneration Project Team, who will be able to address any confusion or mis-information.**

**Where appropriate, current tenants of the South Block on Dale Street are being supported by Council officers to relocate into alternative premises. This has proved challenging in Radcliffe, as most of the vacant retail space in the town centre is in private ownership, and some landlords have not been responsive when approached by the Council. This work is ongoing, as is our commitment to supporting these businesses. The updated construction programme has evidenced the need to create some temporary decant space, and again, Council officers are working with the effected businesses to ensure they are in agreement with the proposed plans and financially compensated.**

**The information we have shared is factually accurate. Our proposed construction programme is being guided by the results of thorough site investigations and surveys, logistics planning and co-ordination of wider construction works in the town. Moreover, planning our project work must be guided by what is demonstrably practical and safe. Expenditure of the project's capital budget is subject to rigorous monitoring and evaluation, and must continually demonstrate that robust due process has been followed in terms of compliant public sector procurement that offers value for money. Assessment of the cost plan and budget management is being undertaken internally, via the capital monitoring group and programme board, and externally by the DHLUC Levelling Up Fund Team**

**Supplementary question** There is strong public feeling about the plans for the library building. I do not accept that the opinion to move the library facilities is supported by the majority of residents. Despite numerous objections why have residents once again been ignored? Another example are the proposals to use the basement of the market hall to host community events, civic and private functions. This is another badly thought-out plan, not what residents had in mind and is certainly not good use of public money. Does the councillor leader honestly

believe that the residents of Radcliffe should celebrate in a damp, cold, unlit, unsuitable and unsafe dungeon?

The Project Team are working hard to ensure that residents have the opportunity to review the proposals for the town centre and express their views. The Regeneration Office, located in the town center and open every Tuesday and Thursday, operates with an open door policy, whereby residents have free access to design information and members of the project team. The response thus far from the majority of visitors to the Regeneration office, and community groups engaged as part of the design development, has been positive. Comments and concerns relating to the existing library building are being considered as part of the feasibility work for the new enterprise centre. Every resident who has contacted the Regeneration Team has been offered a 1:1 meeting to discuss their specific concerns.

Proposals for the Market Basement have met the BCR threshold in representing value for money. The refurbishment work and planned backlog maintenance remediation, will ensure the space is structurally sound, wind and water tight; fully accessible and designed to meet all required building standards. An programme of cultural and community events is being developed and will be shared at the earliest opportunity. Whilst the current appearance and condition of the Market Basement can render it difficult to envisage how the refurbishment work will transform this space, we encourage residents to reserve judgement on the appearance of the basement, until developed designs are presented at the end of RIBA Stage Three in the coming months.

4. Could the council please do something about the crossings on bury new Road in Prestwich there are too many crossings can I ask that crossing outside the white horse pub be moved to the cross roads near Fairfax Road this would be safer crossing on Bury New Road ? **Andy Hay**

Pedestrian crossings are provided to assist vulnerable road users cross the road safely. They are provided where there is a desire line for pedestrians and where, without them they would struggle to cross the road due to the volume of traffic. Bury New Road is an A road which carries considerable traffic. But it also goes through Prestwich Town centre where there is considerable pedestrian traffic. In order for the pedestrians to move round the town centre in safety crossings are provided at locations where there is demand for pedestrians to cross the road. It is therefore not appropriate to remove pedestrian crossings from Prestwich as this would increase the danger for pedestrians.

The junction of Bury New Road and Fairfax Street had pedestrian crossing facilities across all arms of the junction so pedestrians have safe places to cross at this location also.



5. I have been approached by Ainsworth residents regarding the state of the unadopted road on Well Street. This road has a high volume of traffic on a daily basis due to school drop off. Residents are frustrated as the council promised to resurface the road as the state of the road has got understandably worse. When will the council honour their promise to the residents of Ainsworth. **Carol Bernstein**

**I am not aware of any agreement that Bury Council has made to resurface Well Street, Ainsworth.**

**Well Street is not recorded as a highway maintainable at public expense, therefore we cannot commit any public expenditure to carrying out maintenance on it.**

**Highways such as this are generally the responsibility of a designated Street Manager, landowner or frontagers, which is a private matter for those interested to ascertain.**

Submitted after the deadline:

The council announced in its recent budget £500,000 for new road safety initiatives. I know that Cllrs Charlotte Morris and Martin Hayes have been campaigning for a new road crossing on Tottington road in response to concerns raised by residents. Can the council confirm the projects that this money will fund and whether or not Tottington road will be included? Kyle Finnegan

**Answer – A programme of road safety interventions is currently being drafted following confirmation of the funding allocation. Several locations across the borough are being considered for the introduction of pedestrian crossing facilities. These facilities may take the form of pedestrian refuge islands, zebra crossings or puffin crossings. The type of facility depends on the road environment, vehicle flows and pedestrian demand and whether there has been any recorded injury collisions. Tottington Road is being considered as part of this preliminary investigation work. As with all traffic management schemes consultation will need to take place with any properties that are affected by the proposals.**

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

<b>Meeting:</b>	Council
<b>Meeting date:</b>	<b>16<sup>th</sup> March 2022</b>
<b>Title of report:</b>	<b>TIMETABLE OF MEETINGS 2022/23</b>
<b>Report by:</b>	<b>Leader of Council</b>
<b>Decision Type:</b>	<b>COUNCIL</b>
<b>Ward(s) to which report relates</b>	<b>ALL</b>

### **Executive Summary:**

To consider the meeting arrangements and agree the Timetable of Meetings for the 2022/23 Municipal Year as set out in Appendix A, in accordance with the Council Constitution.

### **Recommendation(s)**

#### **That:**

1. That the timetable of meetings for the 2022/23 Municipal Year, as set out, be approved.

(Recommended Option)

2. To consider alternative meeting arrangements.

## **Key considerations**

### **1.0 BACKGROUND**

- 1.1 An extensive review of meeting arrangements was undertaken as part of the constitutional review.

### **2.0 ISSUES**

- 2.1 Consultations on the operation of the current year's meeting arrangements have identified general satisfaction with no adverse comments received.

- 2.2 Specific regard in the 2022/23 Timetable has been taken of: -

- Principal religious holy days in the Christian, Jewish and Muslim Calendars
- Political Party Conferences
- School holidays
- A summer Recess during August
- Elected Member Training

### **3.0 CONCLUSION**

- 3.1 The Council is asked to approve the attached Timetable.

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## **Community impact/links with Community Strategy**

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### **Equality Impact and considerations:**

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

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

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

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

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**Consultation:**

Group Leaders – Democratic Arrangements Forum 5.1.2022

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**Legal Implications:**

The proposed meetings timetable comply with the Council Constitution.

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**Financial Implications:**

There are no additional costs inherent in these proposals. The costs of meetings will be met from within existing resources.

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**Report Author and Contact Details:**

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**BURY COUNCIL**  
**TIMETABLE OF MEETINGS 2022 - 2023**

**CYCLE 1 – MAY/JUNE 2022**

Month	Day	Date	Meeting 1	Time	Meeting 2	Time	Comment
<b>May</b>	Mon	2	Bank Holiday				Eid: 2 -3 May
	Tues	3					
	Wed	4					
	Thurs	5	<b>Local Elections</b>				
	Mon	9	Labour Group				
	Tues	10	Labour Group				
	Wed	11					
	Thurs	12	<b>Member Induction</b>				
	Mon	16					
	Tues	17					
	Wed	18					
	Thurs	19					
	Mon	23					
	Tues	24					
	Wed	25	<b>Annual Council</b>	<b>2:00pm</b>	<b>Mayor Making</b>	<b>4:00pm</b>	
	Thurs	26					
	Mon	30	Labour Group	7.00pm			Schools' Half Term Break
	Tues	31	Planning Control Cttee	7:00pm			
June	Wed	1	<b>Cabinet</b>	6:00pm			
	Thurs	2	Bank Holiday				
<b>June</b>	Mon	6	SCB / Locality Board	4:30pm	Labour Group	7.00pm	
	Tues	7	Corporate Parenting Board	5.00pm			
	Wed	8	Corporate JCC	5:00pm	H&S JCC	6:00pm	
	Thurs	9	Licensing & Safety Committee	7:00pm			
	Mon	13	Labour Group	7.00pm			
	Tues	14	Employment Panel	7:00pm			
	Wed	15	Overview & Scrutiny Cttee	7.00pm			
	Thurs	16	Youth Cabinet	5.00pm	<i>ELR Trust Board @ Rochdale</i>	<i>6.00pm</i>	
	Mon	20	Labour Group	7.00pm			
	Tues	21	Member Development	6:00pm	Mock Council	5pm	
	Wed	22	Health Scrutiny	7:00pm			
	Thurs	23	Teachers JCC	6:00pm			
	Mon	27	Labour Group	7.00pm			
	Tues	28	Planning Control Cttee	7:00pm	(Performance & Finance Sub-Group)	5:30pm	
	Wed	29	Radcliffe CC	6:00pm			
	Thurs	30	Children and Young People Scrutiny	7.00pm			

**TIMETABLE OF MEETINGS 2022 - 2023****CYCLE 2 – JULY – SEPTEMBER**

Month	Day	Date	Meeting 1	Time	Meeting 2	Time	Comments
<b>July</b>	Mon	4	SCB / Locality Board	4:30pm			
	Tues	5					
	Wed	6					
	Thurs	7	HWBB	6.00pm			
	Mon	11	Labour Group	7.00pm			
	Tues	12	Corporate Parenting Board	5.00pm			
	Wed	13	Cabinet	6:00pm			
	Thurs	14	Licensing & Safety Committee	7:00pm			
	Mon	18	Labour Group	7.00pm			
	Tues	19	Overview & Scrutiny Cttee	7.00pm			
	Wed	20	<b>COUNCIL</b>	7:00pm			
	Thurs	21	Health Scrutiny	7:00pm			
	Mon	25	Audit Committee	7:00pm			Schools' Summer Holidays Start
	Tues	26	Planning Control Cttee	7:00pm			
	Wed	27	Employment Panel	7:00pm			
	Thurs	28					
<b>Aug</b>	Mon	1	SCB / Locality Board	4:30pm			<b>Council Recess – No Meetings to be held</b>
	Tues	2					
	Wed	3					
	Thurs	4					
	Mon	8					
	Tues	9					
	Wed	10					
	Thurs	11					
	Mon	15					
	Tues	16					
	Wed	17					
	Thurs	18					
	Mon	22					
	Tues	23					
	Wed	24					
	Thurs	25					
	Mon	29	Bank Holiday				
	Tues	30	Planning Control Cttee	7:00pm			
	Wed	31					
Sept	Thurs	1	Licensing & Safety Committee	7:00pm			



## CYCLE 3 – SEPTEMBER/OCTOBER

Month	Day	Date	Meeting 1	Time	Meeting 2	Time	Comments
Sept	Mon	5	SCB / Locality Board	4:30pm	Labour Group	7.00pm	
	Tues	6	Overview & Scrutiny Cttee	6.30pm			
	Wed	7	Cabinet	6:00pm			
	Thurs	8	Youth Cabinet	5.00pm			
	Mon	12	Labour Group	7.00pm			
	Tues	13	Corporate Parenting Board	5.00pm			
	Wed	14	Standards Cmt	6:00pm			
	Thurs	15	Teachers JCC	6:00pm			
	Mon	19	Labour Group	7.00pm			Lib Dem Party Conf 17 - 20
	Tues	20	Health Scrutiny	7:00pm			
	Wed	21	<b>COUNCIL</b>	<b>7:00pm</b>			
	Thurs	22	Children and Young People Scrutiny	6.30pm			
	Mon	26					Rosh Hashanah (26-27) Lab Party Conf 25-28
	Tues	27	(Performance & Finance Sub-Group)	5:30pm			
	Wed	28					
	Thurs	29					
Oct	Mon	3	SCB / Locality Board	4:30pm	Labour Group	7.00pm	Cons Party Conf 2 – 5 Yom Kippur (4-5)
	Tues	4	Planning Control Cttee	7:00pm			
	Wed	5	Radcliffe CC	6:00pm			
	Thurs	6	Member Development	6:00pm			
	Mon	10	Labour Group	7.00pm			
	Tues	11					
	Wed	12	Corporate JCC	5:00pm	H&S JCC	6:00pm	
	Thurs	13	Licensing & Safety Committee	1:00pm	ELR Trust Board @ Rossendale	6.00pm	
	Mon	17	Labour Group	7.00pm			
	Tues	18	Audit Committee	7:00pm			
	Wed	19	Cabinet	6:00pm			
	Thurs	20	HWBB	6.00pm			
	Mon	24	Labour Group	7.00pm			Schools' Winter Half Term Break
	Tues	25					
	Wed	26					
	Thurs	27					

## CYCLE 4 – NOVEMBER/DECEMBER

Month	Day	Date	Meeting 1	Time	Meeting 2	Time	Comments
	Mon	31	Labour Group	7.00pm			
<b>Nov</b>	Tues	1	Overview & Scrutiny Cttee	6.30pm			
	Wed	2	Employment Panel	7:00pm			
	Thurs	3	Youth Cabinet	5.00pm			
	Mon	7	SCB / Locality Board	4:30pm	Labour Group	7.00pm	
	Tues	8	Planning Control Cttee	7:00pm			
	Wed	9	Health Scrutiny	7:00pm			
	Thurs	10	Radcliffe CC	6:00pm			
Nov	Mon	14	Labour Group	7.00pm			
	Tues	15	Standards Cmt	6:00pm			
	Wed	16	Cabinet	6:00pm			
	Thurs	17	Licensing & Safety Committee	7:00pm			
	Mon	21	Labour Group	7.00pm			
	Tues	22	Corporate Parenting Board	5.00pm			
	Wed	23	<b>COUNCIL</b>	7:00pm			
	Thurs	24	Children and Young People Scrutiny	6.30pm			
	Mon	28	Labour Group	7.00pm			
	Tues	29	Teachers JCC	6:00pm			
	Wed	30					
Dec	Thurs	1	Audit Committee	7:00pm			
<b>Dec</b>	Mon	5	SCB / Locality Board	4:30pm	Labour Group	7.00pm	
	Tues	6	Youth Cabinet	5.00pm			
	Wed	7	Corporate JCC	5:00pm	H&S JCC	6:00pm	
	Thurs	8	HWBB	6.00pm			
	Mon	12	Labour Group	7.00pm			
	Tues	13	Planning Control Cttee	7:00pm			
	Wed	14	Cabinet	6:00pm			
	Thurs	15	Licensing & Safety Committee	7:00pm	(Performance & Finance Sub-Group)	5:30pm	
	Mon	19	Labour Group	7.00pm			Schools Holidays – Winter Break
	Tues	20					
	Wed	21					
	Thurs	22					
	Mon	26	Bank Holiday				
	Tues	27	Bank Holiday				
	Wed	28					
	Thurs	29					

## CYCLE 5 – JANUARY/FEBRUARY

Month	Day	Date	Meeting 1	Time	Meeting 2	Time	Comments
Jan	Mon	2	Bank Holiday				
	Tues	3	Floating day				
	Wed	4					
	Thurs	5					
	Mon	9	SCB / Locality Board	4:30pm	Labour Group	7.00pm	
	Tues	10					
	Wed	11	Cabinet	6:00pm			
	Thurs	12	Overview & Scrutiny Cttee	6.30pm			
	Mon	16	Labour Group	7.00pm			
	Tues	17	Member Development	6:00pm			
	Wed	18	<b>COUNCIL</b>	7:00pm			
	Thurs	19	Licensing & Safety Committee	7:00pm			
	Mon	23	Labour Group	7.00pm			
	Tues	24	Employment Panel	7:00pm	Planning Control Cttee	7:00pm	
	Wed	25	Health Scrutiny	7:00pm			
	Thurs	26	HWBB	6.00pm			
	Mon	30	Labour Group	7.00pm			
	Tues	31	Corporate Parenting Board	5.00pm	Standards Cmt	6:00pm	
Feb	Wed	1	Radcliffe CC	6:00pm			
	Thurs	2	Children and Young People Scrutiny	7.00pm			
Feb	Mon	6	SCB / Locality Board	4:30pm	Labour Group	7.00pm	
	Tues	7					
	Wed	8	Corporate JCC (Budget)	4:00pm	Teachers JCC (Budget)	6:00pm	
	Thurs	9	<b>OVERVIEW &amp; SCRUTINY (BUDGET)</b>	7.00pm			
	Mon	13	Labour Group	7.00pm			
	Tues	14	Youth Cabinet	5.00pm			
	Wed	15	<b>CABINET (BUDGET)</b>	6:00pm			
	Thurs	16	Licensing & Safety Committee	7:00pm			
	Mon	20	Labour Group	7.00pm			Schools' Half Term Break
	Tues	21	Planning Control Cttee	7:00pm			
	Wed	22	<b>COUNCIL (BUDGET)</b>	6:00pm			
	Thurs	23					
	Mon	27	Labour Group	7.00pm			
	Tues	28	(Performance & Finance Sub-Group)	5:30pm			
Mar	Wed	1	Employment Panel	7:00pm			
	Thurs	2	Radcliffe CC	6:00pm	ELR Trust Board @ Bury	6.00pm	
Mar	Mon	6	SCB / Locality Board	4:30pm	Labour Group	7.00pm	
	Tues	7	Children and Young People Scrutiny	7.00pm			
	Wed	8	Corporate Parenting Board	5.00pm			
	Thurs	9	Member Development	6:00pm			
	Mon	13	Labour Group	7.00pm			

Tues	14	Standards Cmt	6:00pm			
Weds	15	Cabinet	6:00pm			
Thurs	16	Licensing & Safety Committee	1:00pm	Health Scrutiny	7:00pm	

## CYCLE 6 – MARCH – MAY

Month	Day	Date	Meeting 1	Time	Meeting 2	Time	Comments
<b>March</b>	Mon	20	Labour Group	7.00pm			
	Tues	21	Planning Control Cttee	7:00pm			
	Wed	22	<b>COUNCIL</b>	7:00pm			Ramadan begins 22/03/23 Purdah starts 24/03/23
	Thurs	23	Overview & Scrutiny Cttee	6.30pm			
	Mon	27	Labour Group	7.00pm			
	Tues	28	HWBB	6.00pm			
	Wed	29	Teachers JCC	6:00pm			
	Thurs	30	Audit Committee	7:00pm			
<b>April</b>	Mon	3	SCB / Locality Board	4:30pm	Labour Group	7.00pm	Schools' Spring Break
	Tues	4					
	Wed	5					
	Thurs	6					
	Mon	10	Bank Holiday				
	Tues	11					
	Wed	12					
	Thurs	13					
	Mon	17					Ramadan ends 20/04/23
	Tues	18	Corporate JCC	5:00pm	H&S JCC	6:00pm	
	Wed	19	Cabinet	6:00pm			
	Thurs	20	Licensing & Safety Committee	7:00pm			
	Mon	24					
	Tues	25	Planning Control Cttee	7:00pm			
	Wed	26	Youth Cabinet	5.00pm			
	Thurs	27					
<b>May</b>	Mon	1	Bank Holiday				
	Tues	2					
	Wed	3					
	Thurs	4	Local Elections				
	Mon	8					
	Tues	9					
	Wed	10					
	Thurs	11					
	Mon	15					
	Tues	16					
	Wed	17					
	Thurs	18					
	Mon	22					
	Tues	23					
	Wed	24	<b>Annual Council</b>	<b>2:00pm</b>	<b>Mayor Making</b>	<b>4:00pm</b>	
	Thurs	25					
	Mon	29	Bank Holiday				Schools' Half Term Break
	Tues	30					
	Wed	31					
Jun	Thurs	1					

**Note: Mayor Making/Annual Council – 24 May 2023**



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<b>Classification:</b> Open	<b>Decision Type:</b> Non-Key
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<b>Report to:</b>	Cabinet Council	<b>Date:</b> 16 February 2022
<b>Subject:</b>	Bury Council and CCG Corporate Plan 2022/23	
<b>Report of</b>	Cabinet Member for Corporate Affairs and HR	

### Summary

1. The 2022/23 Corporate Plan is the second joint plan to be agreed by the Council and CCG to describe our commitment to the delivery of the Let's Do It! Strategy for Bury. This document summaries the progress made in 2021/22 and includes new priorities that have been agreed with Cabinet Members based on consultation with ward members, residents and other stakeholders.

### Recommendation(s)

2. That Cabinet approves the Corporate Plan so that it can be presented to Full Council alongside the budget options for 2022/23 and the longer-term Medium Term Financial Strategy.

### Reasons for recommendation(s)

3. This continues our commitment to "strengthening the basics" by embedding the corporate business planning process across all the work of the Council and CCG. This will allow for more effective performance management at organisation, departmental and officer level.

### Alternative options considered and rejected

4. No alternative option considered.

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### Report Author and Contact Details:

Lynne Ridsdale  
Deputy Chief Executive (Corporate Core)  
Department of Corporate Core Services  
l.ridsdale@bury.gov.uk

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### Background

5. In 2020 Bury Council and CCG led the development of the Let's Do It! Strategy for the Borough of Bury, which sets out the vision for the next ten years. In 2021 a corporate strategic planning process was established, which provided an

annual, integrated strategic plan for the Council and CCG partnership to guide the partnership's delivery against the Let's Do It! vision. This is the second plan within this structure.

6. The Plan for 2022/23 has been designed following feedback from elected members, staff and external organisations such as the Local Government Association. In comparison with the plan for 2021/22 this Plan has been sharpened to have a greater focus on actions to be delivered, by quarter, and also the link to key performance indicators. In addition, the Plan includes more detail on the enablers of Internal Transformation, Organisational Design, Delivering Inclusion and Financial Management.

7. As well as setting out the priorities for the year ahead the Plan summaries the progress that has been made in 2021/22 in terms of delivery against the priorities with the 3R's Programme (Response, Recovery, Renewal) and other achievements that have been delivered in addition to the top 15 list agreed with Cabinet last summer.

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**Links with the Corporate Priorities:**

*Please summarise how this links to the Let's Do It Strategy.*

8. This Plan references the contribution that the Council and CCG will make to the delivery of the Let's Do It! Strategy by the end of 2022/23.

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**Equality Impact and Considerations:**

*Please provide an explanation of the outcome(s) of an initial or full EIA.*

9. Detailed EIAs for the individual projects included in the Plan will be developed and presented as appropriate.

10. The Plan reaffirmed the commitment from the Council and CCG to address inequalities within our workforce and throughout the wider population of the borough.

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**Environmental Impact and Considerations:**

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

11. This Plan includes details of our delivery commitment to addressing the climate change challenge within Bury.

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**Assessment and Mitigation of Risk:**



Risk / opportunity	Mitigation

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### Legal Implications:

There are no legal implications arising from the report however the updating report to Members and the Corporate plan form a fundamental part of our governance assurance to Members.

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### 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.

### Background papers:

*Please list any background documents to this report and include a hyperlink where possible.*

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

Term	Meaning



# CORPORATE PLAN 2022-23

Bury Council and NHS Bury CCG

## 1 Introduction

The Bury Council and Bury CCG Corporate Plan 2022-23 sets out delivery priorities and performance measures that will guide the work over the next 12 months. This plan describes how the Council and CCG will deliver its contribution to the Let's Do It! Strategy to support the Borough of Bury as it recovers from the local impact of the COVID-19 pandemic.

In 2020 Bury Council and CCG led the development of the *Let's do it!* Strategy for the Borough of Bury, which sets out the vision for the next ten years. In 2021 a corporate strategic planning process was established, which provided an annual, integrated strategic plan for the Council and CCG partnership to guide the partnership's delivery against the *Let's do it!* vision. This is the second plan within this structure. It aims to:

- Set out the **context** for 2022 strategic delivery, including progress made over the last 12 months and the corporate challenges in the year ahead;
- Proposes strategic **priorities** for the year ahead within the “**Response; Recover; Renewal**” Framework and departmental delivery plans against this;
- Provides an overview of the approach to delivery, with a focus this year on strengthening the “**basics**” through the agreed transformation strategy; strategic finance; organisation development and driving inclusion; and
- Introduces the partnership including the operational “**business as usual**” and key performance indicators.

The priorities in this plan have been developed through:

- Feedback from residents through Community Hubs and our Elected Members;
- The *Let's do it!* Action plan, which is being updated in parallel by “Team Bury” partners for the year ahead;
- Feedback from external reviews into our services including OFSTED and the Corporate and Children's LGA Peer reviews; and
- Insight from wider governance including performance data, the Medium-Term Financial Strategy and corporate risk registers.

Delivery of this plan will be achieved through the work of our staff and leadership of Elected Members and the NHS partners:

- Every member of **staff** will have an annual performance and development plan to support these corporate priorities as well as their operational role.
- **Council Cabinet Members** have complementary work plans which reflect the milestones in this plan for their portfolio.

Performance will be tracked through:

- Monthly **highlight reports** of delivery against the plans, for discussion at the Executive Team and Cabinet Member portfolio meetings.
- **Quarterly performance reports** which are formally presented to the Council's Cabinet and CCG Governing body.

## 2 Organising our Delivery

The Council and the CCG in this locality is organised as six departments:

<b>Business Growth and Infrastructure</b>	<ul style="list-style-type: none"> <li>Provides building control and planning functions and leads on Town Centre masterplans and regeneration programmes</li> </ul>
<b>Children and Young People</b>	<ul style="list-style-type: none"> <li>Provides universal and targeted help and support for the borough's children, including support to schools and children with additional needs</li> </ul>
<b>Corporate Core Services</b>	<ul style="list-style-type: none"> <li>Provides HR, communications, performance, ICT legal and business support services. Provides a number of direct services to the borough's residents</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Leads on the medium-term financial strategy and planning, including delivery of revenue and benefits services to residents, businesses and stewardship of Council and locality NHS financial activities</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>Responsible for environmental services including waste management, street cleansing, management of all highways and street lighting and operation of the Council's leisure, civic and regulatory services</li> </ul>
<b>One Commissioning Organisation (Health and Adult Care)</b>	<ul style="list-style-type: none"> <li>Brings together all the health and adult social care commissioning functions of the CCG and Council into one structure. This includes public health functions and a single strategy for health and care commissioning, and reflects a 'place-based leadership' role for the operation of the whole health and care system</li> </ul>

Together we provide a diverse range of services. For example, in 2021 we:



Operated some of the highest standard public realms including a Purple Flag Town Centre and 14 Green Flag Parks



Provided over 145,000 first doses of the Covid-19 vaccination, over 134,000 second doses and 99,000 booster doses



Recycled over 40,000 tonnes of household waste last year



Registered 1,852 births last year, as well as 2,252 deaths and 378 marriages



Were parents to 359 Looked After Children



Employed 2385 staff across all our services (excluding schools)



Received 18,500 contacts each year in relation to Adult Social Care, leading to 5,000 assessments; providing support to around 2,500 adult social care users at any one time



Managed 660km of carriageway, 300km of footpaths, 19,000 street lighting columns, 36,500 street gullies and 600ha of green space



Provided leadership to 82 schools and education to over 29,200 children



Received over 240,000 contacts to our services in a year



Planned healthcare services for 2021/22 with a registered population of 208,284, with 89,239 A&E attendances planned, 26,000 elective admissions and over 263,000 outpatient appointments



Aligned our budget for health and care to the value of £339m

### 3 Context for the Corporate Plan 2022/23

Over the last 12 months, the Council and CCG has worked tirelessly to protect residents from the impacts of **COVID-19**. As a category one emergency responder, our work has fulfilled the national requirements, supported the Greater Manchester Emergency Response programme and also continued to deliver other priorities within *Let's Do It!*

Last year, to deliver the emergency response, the Council and CCG developed a planning approach called the '**3Rs**' (figure 1). This set out 15 priorities across three strategic themes: response, recovery and renewal.

#### 3.1 Response – fulfilling the Council's role as a category one emergency responder and the CCG's leadership in the role in the health system:

- The Local Outbreak Plan was maintained which included delivery of public health advice, humanitarian aid, mass testing centres and rolled out mass vaccination.
- The impacts of COVID-19 on children and young people were mitigated by continued support and leadership for children in need of help and protection. This saw an increase in the percentage of 2-year-olds accessing funded childcare (86%) to help narrow the gap in educational attainment.
- The 'For Each Other' campaign was delivered, including the £250,000 community recovery 'Pitch' participatory budget scheme.
- The health and care system worked together to maintain the availability of health and care services during the pandemic, both in terms of demand and staff availability.
- Support was provided to our businesses and £7,060,817 has been allocated through additional restriction grants (ARG) since December 2020.

#### 3.2 Recovery – leading the civil contingencies recovery phase to restore the social, health and economic impacts of COVID-19:

- A total of £1,500,000 in additional financial support was provided, through distribution of national grants and maintenance of free school meals, to prevent and mitigate the hardship impacts of COVID-19.
- Over £700,000 funding for community recovery and health improvement was administered through a community-led, participatory model in every neighbourhood.
- Bury Council was accredited as a Real Living Wage employer and became a Member of the Greater Manchester Good Employment Standard network, which has improved the pay and conditions of over 4,000 local people.
- The Project Safety Valve programme for children with additional needs is now in delivery phase, endorsed by the Department for Education.
- Operational Services introduced a new waste round, invested in fly tipping and procured a second taxi MOT centre.
- Health and care transformation activity to address increased demand for health and care services, such as elective care waiting lists and demand for mental health provision.
- Town centre delivery boards were established for each town centre.

#### 3.3 Renewal – visionary changes to “build back better” in the borough:

- Town of Culture celebrations included the Head for the Hills and Burrs Festival events, as well as the Victoria Wood Foundation Happy Festival.
- Strategic development plans in place for Radcliffe, Bury Town Centre, Prestwich

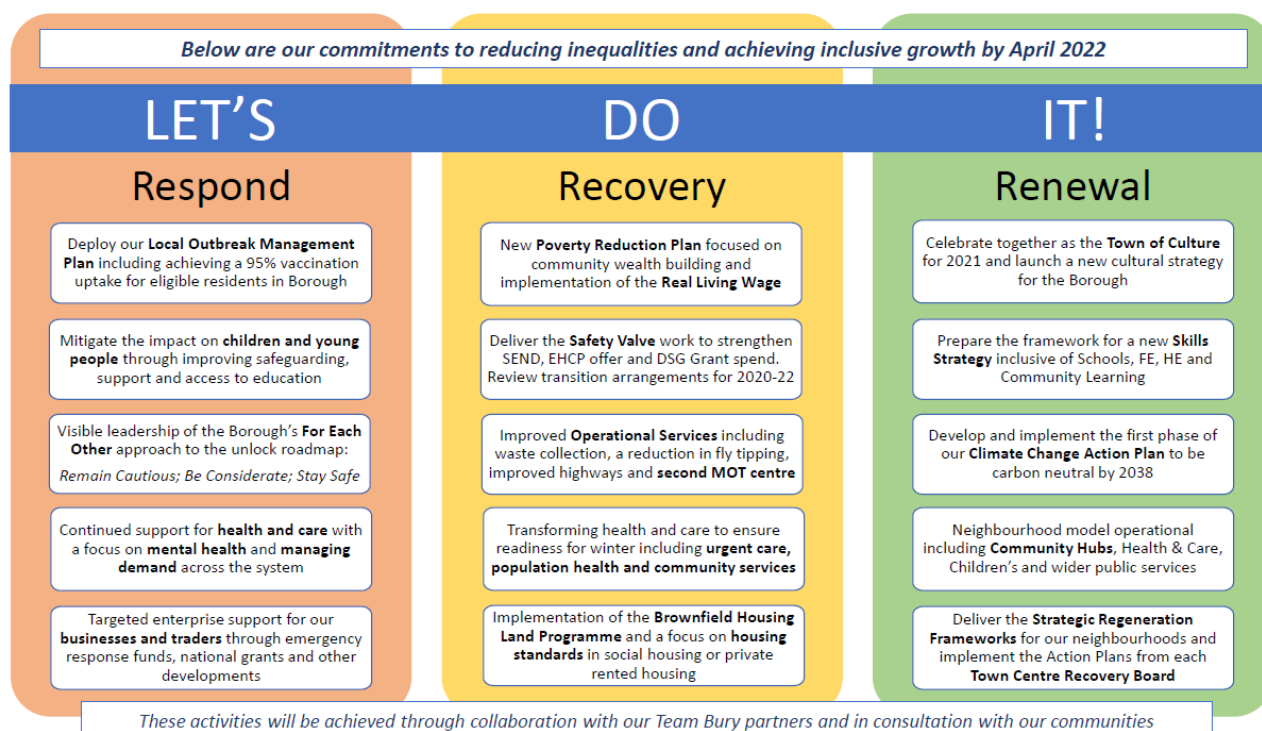
and Ramsbottom as well as ongoing delivery of the Northern Gateway vision.

- Strategic Regeneration Framework for Radcliffe agreed, including confirmed plans for a new high school. This also sets out a People Plan to engage local communities in the regeneration vision.
- Strategy for carbon neutrality by 2038 published to achieve the target of carbon neutral by 2026.
- Triage model developed for medium risk domestic abuse cases. 25 units of specialist housing have been commissioned and improvement plan delivered for management of high-risk cases.

### 3.4 Additional activity outside of the planned framework was also delivered last year, including:

- Securing two national Levelling Up bids, with a combined value of £40m, for Radcliffe regeneration and the development of a flexi hall at Bury Market. In addition to this, the Bury Interchange development forms part of the £1.07 billion award of monies through the City Region Sustainable Transport Settlement (CRSTS).
- Implementation of an Agile Workforce Strategy which has provided a platform for more efficient ways of working. This positions the Council effectively in a challenging recruitment market and makes significant savings from disposal of office estate.
- Launching delivery of the multi-year internal transformation programme, including agreement of a Digital First Strategy and design of a corporate business support service.
- Agreement of a Community Safety Plan for 2022-25. With the following priorities for the next three years: reducing offending and drug-related offending, supporting victims and tackling the causes of domestic abuse, strengthening community cohesion, creating and maintaining safe spaces and tackling crime and anti-social behaviour.
- A refresh of the partnership-wide Health and Social Care Locality Plan. and the development of whole new set of partnership arrangements in the light of the transition to a GM Integrated Care System model and the replacement of Bury CCG by a GM Integrated Care Board.

Figure 1: The 3R's





## 4 The Challenges and Opportunities for 2022

At the beginning of 2022, the longer-term health and economic impacts of the pandemic are emerging. The 2022 Corporate Plan will therefore continue delivery of the '3R' priorities. There are, however, some significant challenges which frame this delivery, including:

- The **challenge of improving outcomes** in the post-COVID-19 context. In the 2021 Corporate Plan, it was reported that the gap in healthy life expectancy between those who live in the most and least affluent parts of our borough is, after decades of improvement, starting to widen, the measure of deprivation in our towns is stagnating and our educational attainment is not as good as it was. The post-emergency health and economic challenges, including the increase in cost of living, growing mental health demands and evidenced inequity in outcomes across protected groups are anticipated to make it even harder to reverse this decline.
- The **Council's fragile financial position**. The Medium-Term Financial Strategy requires delivery of budget savings and efficiencies of £16.5m in 2022/23 (£10.9m of these were agreed in prior years). This year, the Council must also plan how to respond to the more fundamental reductions of c£9m in 2023/24 at the same time as managing significant increases in demand for some services, particularly health and care.

In parallel, work is required to develop a strategy for the Housing Revenue Account, develop governance for the Capital programme and deliver a reduction in the Dedicated Schools Grant (DSG) deficit.

- The national **transformation of health system commissioning** will be implemented in 2022, with the establishment of an Integrated Commissioning Board (ICB) replacing Bury CCG and the other 9 CCGs in Greater Manchester as part of a transition to a GM Integrated Care System (ICS). The vision for Bury is that the new delivery structure and partnership arrangements will help to drive the delivery of the local Bury objectives of the refreshed Bury Locality Plan for Health and Care
- **Children's Services** in the council has been assessed as inadequate and an Improvement Notice has been issued by the Department of Education. The Council is developing an improvement plan across the following three themes: workforce, leadership and practice improvement. Delivery will be overseen by a whole-system Improvement Board.
- Children's Services are also leading the Department for Education Project Safety Valve initiative to reduce the size of the **Dedicated Schools Grant deficit**. The value of the Bury deficit is currently one of the largest in the country.
- Delivery of large-scale **regeneration projects** will provide many challenges including:
  - Pressures on securing clean title, materials and labour.
  - Availability of commercial skills for major construction contracts.
  - Stakeholder management throughout the lifecycle of the programme.
- Driving **Organisational Improvement** and getting 'the basics' right.



## 5 Priorities for 2022

The 2022 plan will continue to be structured against the “3Rs” with a focus on **delivery** to support our commitments to response, recovery and renewal. These are described in the table below and will be revisited on a quarterly basis through the Performance Management Framework. In addition to the long-term work carried forward from 2021, priorities for 2022 will also reflect:

- New activity agreed as part of the children’s improvement plan;
- Action plans to support the delivery of our Levelling Up and other regeneration schemes;
- Support to understand the implications of the adult social care reform white paper; and
- Operational support for businesses and residents due to the implementation of the clean air policy and associated regulatory changes.

To address issues raised through our external peer reviews, a cross-cutting commitment has been made to strengthen ‘**the basics**’ of how we operate, to maximise available resources and improve effectiveness. The majority of this will be delivered through the internal transformation programme including:

- A staff behaviour framework which defines a consistent, high performing way of working against the LETS principles
- A re-launch of the Council Customer care standards
- A refreshed system for managing Members’ casework
- The Council website update and channel shift priorities
- Improvements in internal HR and finance processes
- Investment in the skills and systems of management
- A framework for identifying and developing strengths in delivering the basics

The “Basics” work will also see the development of:

- A corporate problem-solving methodology.
- An improvement plan for Operational Services including a transformation of leisure services and highway improvement programme
- Preparation and delivery of the 2022 Local Election.

Progression of these priorities will ensure delivery is right first time, that service user satisfaction is improved and there is an agreed approach to addressing problems when they arise.

Alongside the delivery of the key priorities, we will support **enabling activity** including:

### 5.1 Internal Transformation, including digital

In July 2021, Cabinet agreed a multi-year internal transformation programme with the objectives of both improving service quality and reducing costs. The programme is comprised of three workstreams: **Let’s do it....**

- Once – an integrated customer contact strategy.
- Flexibly – estates rationalisation and agile working.
- Well – internal improvement and efficiencies.

Underpinning much of this work is the Council's **digital programme**, which seeks to promote digital-first user engagement, a digital workplace and improved business intelligence.

### 5.2 Driving Inclusion

Significant progress was made during 2021, including establishing a staff-led Inclusion Working Group across CCG and Council and strengthening the underpinning staff networks, community demographic research and delivery of 'peer-led' internal training. The Inclusion Strategy focussed characteristic in 2021 was race. This saw us deliver a series of race 'listening events' to inform how we better understand and engage with communities with a commitment to clear actions to deliver.

The partnership also recognises military veterans, personnel and reservists within its Inclusion Strategy and gives equal focus to this group as to other protected characteristics. A refreshed Military Covenant on behalf of CCG and Council was also agreed this year. Delivery of the inclusion strategy work plan will continue into 2022.

### 5.3 Organisation Development

The partnerships mission is to provide direct and robust leadership of the **Let's Do It!** vision through the mindset of staff and impact on their approach to delivery services. In 2022, a People Strategy will be created, setting out the organisations framework for developing skills, structures and culture needed to drive delivery of the vision. Work here will include:

- Co-creation of a set of **values** which support our diverse workforce to demonstrate the 'LETS' principles, underpinned by practical behaviours which drive a change in culture.
- **Development of leaders and managers** to equip them with the skills and confidence to deliver on the partnerships ambition.
- Strengthening approaches to **talent identification and development**, including work with apprenticeships to focus on creating opportunities for Bury residents.
- Focus on **wellbeing and engagement**, emphasising the role of managers, informed by best practice and internal evidence.
- Improvement in the **systems and processes** that support quality management.

### 5.4 Financial Management

2022/23 will see the long-awaited finance department restructure. A fundamental objective of this restructure will be to create and develop a high performing team who support all budget holders and activities within Bury to ensure financial discipline, grip and control is achieved. It is key that finance is seen as an enabler to all departments to achieve the objectives and priorities of the Council, whilst ensuring financial sustainability and resilience.

## 6 The '3R Priorities for 2022' – Overview of Priorities

A summary of the delivery programme for 2022 is illustrated below. Delivery plans, developed by all departments, are outlined below.

Response	Recovery	Renewal and Regeneration
<ul style="list-style-type: none"> <li>- Delivery of the COVID-19 Outbreak Management Plan including testing, vaccination and Public Health support.</li> <li>- Support to Bury businesses, including administration of national grants.</li> <li>- Supporting the Health and Care system to cope with COVID-19 and the backlog of demand, including Mental Health.</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of Project Safety Valve to reduce the Dedicated Schools Grant deficit.</li> <li>- Programme of improvements in operational services.</li> <li>- Support to health and care transformation, including establishment of the Integrated Commissioning Board.</li> <li>- Developing the neighbourhood model, using a multi-agency approach, including the pilot of a Family Hub.</li> <li>- Update the poverty reduction strategy.</li> <li>- Delivery of the all-age borough skills strategy as part of the Economic Development Strategy.</li> <li>- Delivery of the children's OFSTED improvement plan.</li> <li>- HRA strategy.</li> <li>- Developing a Corporate Landlord function to effectively manage our estate.</li> <li>- Clean Air and Minimum Licensing Standards.</li> <li>- Decarbonising the Public Estate.</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of the regeneration strategies in Radcliffe, Ramsbottom, Prestwich and Bury East.</li> <li>- Delivery of the Levelling Up Schemes for the market flexi hall and Radcliffe Hub.</li> <li>- Delivery of the brownfield housing programme.</li> <li>- Support to the establishment of new secondary schools in Radcliffe and Unsworth.</li> <li>- Implementation of the Climate Change programme.</li> <li>- Delivery of the accelerated Land Disposal.</li> <li>- Submission of the Places for Everyone (GMSF/Plan of 9) and subsequent engagement with residents.</li> </ul>
<b>Strengthening the Basics</b>		
<b>Enablers</b> Organisation Development; Internal Transformation; Financial Management; Driving Inclusion		

Figure 2: 2022 priorities aligned to the 3R's

## 7 Outline Delivery Plans for key priorities by Department

### 7.1 Business, Growth and Infrastructure

Priority	Key Deliverables			
	Q1 22/23	Q2	Q3	Q4
Developing Bury Market & Flexi Hall	- RIBA Stage 3 - site investigations and surveys, detailed design, planning application submission, completion of acquisition programme by June 2022	- RIBA Stage 4 - technical design, planning consent approval, market testing, obtain approval to proceed by September 2022	- RIBA Stage 5 – Enter into main contract, Site mobilisation, demolition, start on site Flexi Hall by December 2022	- RIBA Stage 5 - Start on site market canopy and kiosks by March 2023
Radcliffe Hub Levelling Up programme	- RIBA Stage 3 – completion of site investigations and surveys, detailed design, planning application submission, issue notice to commercial tenants where applicable by June 2022	- RIBA Stage 4 – technical design, planning consent approval, market testing, obtain approval to proceed by September 2022	- RIBA Stage 5 – Enter into main contract, vacant possession of South Block, Market Basement and Market Chambers, mobilisation and site set up by December 2022	- RIBA Stage 5 - Demolition and soft strip, backlog maintenance works by March 2023
Radcliffe SRF including: - Housing - North Block - Transport	- Housing: Green Street comes forward for planning approval - North Block: Further exploration of opportunity with shortlisted partners	- Housing: Planning approval confirmed for School Street - North Block: Early concept drawings and plans outlined. - Transport: Detailed review of proposed transport improvement schemes.	- Housing: Start on site for School Street - North Block: Cabinet paper for approval of development approach - Transport: Detailed schemes worked up for submission to TFGM and other funders on the basis of available funding	- Housing: Start on site at Green Street. - Procurement of partner/s to deliver North Block regeneration.
Delivering the Prestwich Plan	- RIBA Stage 0/1 – prepare client requirements, preparation of project brief, including project outcomes, sustainability outcomes, Quality aspirations and spatial requirements. Feasibility studies, funding options to agree project budget, Site info/surveys, project programme by June 2022	- RIBA Stage 2 – concept design. Architectural concept. Cabinet approval by September 2022	RIBA stage 3 – spatial coordination. Undertake design studies, engineering analysis, costs exercises, update cost plan, project strategies and outline specification	RIBA stage 3/4 – technical design, planning consent approval, market testing, submission to Cabinet for scheme sign off and approval to proceed
Delivering the Ramsbottom Plan	- Consultation complete and approval of Plan at Cabinet in March 2022	- Development of project plans/programmes for the delivery of detailed plans for developments, to continue into Q4		
Delivering the Bury Town Centre Plan	- Consultation complete and approval of Plan at Cabinet in March 2022	- Development of project plans/programmes for the delivery of detailed plans for developments, to continue into Q4		

Circa . £5m of assets disposed of (subject to planning permission and public consultation, where required) in line with the Land Disposal Programme	<ul style="list-style-type: none"> <li>- Review and reprofile the delivery of the programme to determine a more accurate timescale for the disposal of each asset.</li> <li>- Phase 4 Programme launched</li> </ul>	- 5 assets successfully sold (subject to contract)	- 10 assets successfully sold (subject to contract)	- 10 assets successfully sold (subject to contract)
Delivery of Borough Wide Transport Plan	- Development of Draft Transport Plan by June 2022	- Consultation complete and approval of Transport Plan at Cabinet by September 2022.	- Development of key programmes following approval to continue into Q4	
Delivery of a activity associated with the Places for Everyone Joint Plan, including: Northern Gateway; Elton Reservoir	- Submission of PfE to Government for examination	- Outcome of examination		- Approval and implementation of Plan
Delivery of the Economic Development Strategy including embedded all age skills strategy	<ul style="list-style-type: none"> <li>- Baseline information gathered, and stakeholder events undertaken</li> <li>- Deep dive into local skills gaps to future proof for inward investment on the Northern Gateway</li> </ul>	<ul style="list-style-type: none"> <li>- Consultation on Draft Economic Development Strategy</li> <li>- In-depth skills analysis bespoke to Bury</li> </ul>	<ul style="list-style-type: none"> <li>- Approval and publish of Economic Development Strategy including focus on: <ul style="list-style-type: none"> <li>o Reducing unemployment/under employment</li> <li>o Raising the skills aspirations – all ages</li> <li>o Closing the skills gaps in identified hot spots</li> <li>o Influencing and supporting skills provision that employers need</li> <li>o A skilled workforce that is attractive to inward investors</li> </ul> </li> </ul>	- Ongoing Implementation of Economic Development Strategy Action Plan
Delivery of a activity associated with the progression of the Bury Local Plan		- Development of the Local Plan complete	- Consultation on draft Local Plan	- Analysis of consultation undertaken and plan issued
Delivery of Brownfield Housing Site Sales Programme	<ul style="list-style-type: none"> <li>- Sale of School Street (subject to planning permission) generating £1.6m (+13 properties to the value of £2.5m)</li> <li>- Sale of Green Street generating £1.45m</li> </ul>	- Sale of Seedfield generating £1m	<ul style="list-style-type: none"> <li>- Sale of Fletcher Fold</li> <li>- Sale of Wheatfields generating £300k</li> <li>- Sale of William Kemp Heaton (TBC)</li> </ul>	
Delivery of HRA Strategy	<ul style="list-style-type: none"> <li>- Sheltered Housing review complete</li> <li>- Approval of redevelopment programme for four sheltered housing developments</li> </ul>	- Planning and funding approval at Cabinet for Fletcher Fold social housing and shared ownership	- Six Town Housing savings proposals agreed by 31/12/22	- HRA budget 2023/24 approved at Cabinet

## 7.2 Children and Young People Department

Priority	Key Deliverables			
	Q1 22/23	Q2	Q3	Q4
Delivery of a activity within the OFSTED Improvement Plan	<ul style="list-style-type: none"> <li>- Improvement Plan agreed by Ofsted and the Improvement Board and programme established</li> <li>- New Senior Leaderships structure established</li> <li>- Refresh and review of the MASH.</li> <li>- Review of short breaks and personal budgets</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of PLO Pre Proceedings work to track and monitor progress</li> <li>- Practice Learning Plan established</li> <li>- Ofsted monitoring visit complete</li> </ul>	<ul style="list-style-type: none"> <li>- Launch of the Social Work Academy</li> <li>- 1st formal review from the DfE appointed commissioner</li> </ul>	<ul style="list-style-type: none"> <li>- Ofsted monitoring visit complete</li> <li>- Establishment of an adolescent service</li> <li>- Re-launch of the IRO service</li> </ul>
Support to deliver the Schools Capital Programme, including: <ul style="list-style-type: none"> <li>▪ Star Academy Trust in Radcliffe</li> <li>▪ Special free school in Unsworth (in partnership with Shaw Education Trust)</li> <li>▪ DfE approved SEMH Special Free school</li> <li>▪ Relocate Secondary PRU</li> </ul>	<ul style="list-style-type: none"> <li>- Establish Programme Infrastructure including a Schools Capital Board and associated action/ delivery Plan</li> <li>- Identify site and agree required specification for SEMH Free School. Begin tender process</li> <li>- Finalise resource provision (RP) SLA with primary/ secondary schools</li> <li>- Relocation of Secondary PRU - Commission Project Management/QS Services</li> <li>- Develop scheme, surveys &amp; investigations, stage 2 design</li> </ul>	<ul style="list-style-type: none"> <li>- Conclude SEMH Free school presumption tender process. Final decision by RSC.</li> <li>- Develop scheme, undertake surveys &amp; investigations, stage 2 design. Planning Application submitted.</li> </ul>	<ul style="list-style-type: none"> <li>- Engage with successful Trust &amp; DfE in developing capital project for SEMH Free School</li> <li>- Tender process completed and Contractor appointed</li> </ul>	<ul style="list-style-type: none"> <li>- Construction at new premises commenced</li> </ul>
Delivery a activity within the Safety Valve programme to reduce the Dedicated Schools Grant deficit and strengthen SEND, EHCP offer and DSG grant spend	<ul style="list-style-type: none"> <li>- EHCP Process: Co-produced process map and new EHCP proforma in place</li> <li>- Revised QA framework developed</li> <li>- Design EP Academy Process</li> <li>- Create roadmap of planned changes to LiquidLogic</li> <li>- Implement agreed funding changes in regard to Special School Top ups and EHCP bandings</li> <li>- DfE submission complete</li> </ul>	<ul style="list-style-type: none"> <li>- EHCP Process: Training pathway launched</li> <li>- Launch live changes in first phase of Liquid Logic upgrade</li> <li>- Implementation following consultation of non-statutory services against the high Needs Block</li> <li>- Parent/ Carer network established</li> <li>- DfE submission complete</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake procurement exercise and award preferred supplier to develop integrated finance reporting system</li> <li>- Process in place for Resource Provision places and establish an outreach/in reach offer</li> </ul>	
Improve education outcomes at all Key Stages, particularly Key Stage 4	<ul style="list-style-type: none"> <li>- Deliver Recovery of Learning Plan</li> <li>- Evaluate &amp; re-broker support plans for schools judged less than good</li> <li>- Deliver statutory moderation in primary schools to assure and share effective practice</li> </ul>	<ul style="list-style-type: none"> <li>- Bury Ready Together (PVI/schools) share practice on the new EYFS framework</li> <li>- Evaluate the effectiveness of the self-improving school led system</li> </ul>	<ul style="list-style-type: none"> <li>- Review and refresh the recovery of learning plan based on summer outcomes/ intelligence</li> <li>- Quality assurance of school performance through a analysis of outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver targeted support and intervention in line with information from quality assurance &amp; cross-service intelligence.</li> </ul>

	- Sharing of learning event from NW1 Maths Hub Y5 – Y8 continuity project	leading to refreshed co-produced Bury Toolkit	- Support plans developed for Category 3 & 4 schools.	
Response to Government White Paper (expected March 22)	- CYP restructure in line with revised LA role and duties - Establish principles for MAT growth & their wider contribution to the system - Plan to deliver expectation as an Education Investment Area (EIA)	- Develop attendance strategy - Revise Bury Toolkit	- Consult schools in relation to full removal of the School Improvement and Brokerage Grant	- Develop report on progress against EIA plan
Review of Early Years Services against the 1001 days pathway and GMCA 8 stage delivery model	- Review service provision and map current offer through the Bury East Pilot steering group	- Develop integrated approach to family support	- Evaluate pilot	- Roll out offer across Bury
Develop locality teams to a Family Hub model through Bury East pilot	- Develop a Bury East steering group to develop the service offer aligned to the Redvales Centre	- Repurpose the centre to allow for colocation of integrated services	- Launch pilot and test proof of concept	- Review pilot and develop plan to rolling out across Bury
Develop a specific service for adolescents to support young people to more successful transition to adulthood	- Develop service specification	- Agree funding and approach and identify appropriate resource to deliver	- Launch new service	- Review impact/outcome of new service
Increasing attendance levels through a strengthened strategic approach to attendance and by the expansion of the role of the Virtual school	- Develop Revised approach to statutory action in relation to attendance - Finalise accountability pathways for children and young people not in full time education - Implement Anxiety Based School Avoidance Pathway	- Develop with schools an Attendance Strategy Policy for implementation by Sept 2022 - Virtual school to implement expanded duty to all children known to Social Care		
Develop SEND integrated transparent pathways through the revised Graduated Approach		- Develop revision of the Bury “thresholds” document to become the Bury new “Graduated Approach” - Introduction of the Early Years Ordinarily Available Provision toolkit to support the graduated response	- Implement Graduated Approach guidance - Undertake inclusion health checks to support schools with self-evaluation of inclusive practice build a network within the school self-improvement system - Develop Ordinarily Available Provision to diminish the difference between Children with SEN and those without, in EYFS.	
Increase the proportion of 16–25-year-olds with SEND in employment	- Maximise opportunities within the ESF project to engage SEND young people and support positive transition	- Develop process with Bury College and other FE colleges to place high needs students from SI	- Expand Bury’s supported Internship programme - Develop SEND Ambassador approach	

		-Source employment opportunities by contacting local employers and promoting a SEND workforce		
Improve the outcomes of SEND children and young people so they attain educationally to the best of their ability and potential		-Support school improvement plans, particularly highlighting SEN K and SEN with an EHCP performance	- Use SEND data to broker schools to school support and sharing of good practice within Inclusion across the schools system.	



## 7.3 Corporate Core Services

Priority	Key Deliverables			
	Q1 22/23	Q2	Q3	Q4
Embedding the Neighbourhood Model	<ul style="list-style-type: none"> <li>- Pitch funds fully allocated</li> <li>- Community Safety Plan Delivery Milestones agreed</li> <li>- Culture Strategy and annual programme of events agreed in Jubilee celebrations</li> <li>- Anti-poverty action plan implemented</li> <li>- Partnership risk stratification model agreed</li> </ul>	<ul style="list-style-type: none"> <li>- Formative evaluation of Pitch funding (Process and Early Impact)</li> <li>- Bi-annual Community Safety Report to Scrutiny</li> <li>- Summer arts and culture events programme, inc. HAPPY</li> </ul>	<ul style="list-style-type: none"> <li>- Summative evaluation of Pitch funding (Impact and ROI)</li> <li>- Interim evaluation of Domestic Abuse and Safe Accommodation Strategy</li> <li>- Autumn / Winter arts and culture events programme inc. Head to the Hills, Remembrance and Christmas</li> <li>- Interim evaluation of anti-poverty action plan</li> </ul>	<ul style="list-style-type: none"> <li>- Interim evaluation of Community Hubs to inform Year Two planning</li> <li>- Bi-annual Community Safety Report to Scrutiny</li> <li>- Evaluation of Year One of the Culture Strategy</li> <li>- Demand management savings delivered</li> </ul>
Getting the Basics right	<ul style="list-style-type: none"> <li>- LETS Values &amp; behaviours framework designed</li> <li>- Election Preparation and delivery</li> <li>- Customer care standards relaunched</li> <li>- Communications &amp; engagement strategy finalised and implemented</li> <li>- Elected Members casework system launched</li> <li>- Switch on iTrent self-service function (absence management and pay) and Multi-Factor Authentication</li> <li>- Core management development programme designed</li> <li>- Constitutional revisions to May Council</li> <li>- Revised Member induction implemented</li> <li>- Initial targeted action plans for absence, agency and honoraria reductions in place</li> <li>- Media and social media policy revised and agreed</li> </ul>	<ul style="list-style-type: none"> <li>- Mod.gov implemented</li> <li>- I-Trent Phase 2 agreed</li> <li>- Core Management development programme delivery begins</li> <li>- Internal mystery shopping for public facing services</li> <li>- Establish customer services working group</li> </ul>		
Delivery of the Internal Transformation Strategy	<ul style="list-style-type: none"> <li>- Customer Engagement Strategy developed, starting with digital offer</li> </ul>	<ul style="list-style-type: none"> <li>- Current website re-launched with additional functionality</li> <li>- Channel shift - Staff structures consultation</li> </ul>	<ul style="list-style-type: none"> <li>- Channel shift - Consultation on new staffing structures</li> <li>- Channel shift - new staffing structures implemented</li> </ul>	<ul style="list-style-type: none"> <li>- New contact strategy in place with new technology and digital first approach</li> </ul>

	<ul style="list-style-type: none"> <li>- Channel shift - Staff structures designed</li> <li>- Internal digital self-improvement plan developed</li> <li>- Phase 1 of Cloud Migration Completed</li> <li>- Corporate business support service established</li> <li>- Community Safety re-structure: Consultation</li> <li>- New health &amp; safety structure implemented</li> <li>- Adult Education Options Appraisal: consultation</li> <li>- Review of housing allocation policy complete</li> <li>- Review of strategic tenancy policy complete</li> <li>- Legal Services restructure</li> </ul>	<ul style="list-style-type: none"> <li>- Digital Team – consultation on new staffing structures</li> <li>- Phase 2 of Cloud Migration Completed</li> <li>- GM One implementation inc. CCTV upgrades</li> <li>- Community Safety re-structure: implementation</li> <li>- Adult Education Improvement Plan - implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Digital Team – implementation of new staffing structures</li> <li>- Data Platform launched</li> </ul>	<ul style="list-style-type: none"> <li>- Channel shift – Year One evaluation</li> </ul>
People	<ul style="list-style-type: none"> <li>- Organisation redesign – senior management</li> <li>- Inclusion strategy – reciprocal mentoring scheme &amp; employer value proposition begin staff survey</li> <li>- Staff handbook launched</li> <li>- Inclusion strategy – reciprocal mentoring scheme &amp; employer value proposition joint project with Rochdale begins</li> <li>- Employee Pulse Survey approach live</li> <li>- Workforce Inclusion Training approach agreed</li> <li>- Armed Forces Covenant – Silver Award</li> <li>- Wellbeing strategy re-launch</li> </ul>		<ul style="list-style-type: none"> <li>- Review reward approach</li> <li>- People strategy agreed</li> <li>- Inclusion data re-published</li> <li>- Corporate leadership approach defined</li> </ul>	<ul style="list-style-type: none"> <li>- Inclusion Strategy Year 2 review, plan for Year 3 agreed</li> <li>- Talent strategy including new approach to attraction</li> </ul>

## 7.4 Finance

Priority	Key Deliverables			
	Q1 22/23	Q2	Q3	Q4
Finance restructure and implementation	<ul style="list-style-type: none"> <li>- Staff consultation complete</li> <li>- Final staffings structure agreed</li> </ul>	<ul style="list-style-type: none"> <li>- Restructure complete</li> <li>- Recruitment process complete</li> </ul>	<ul style="list-style-type: none"> <li>- Final review</li> </ul>	
Education and training programme on finance	<ul style="list-style-type: none"> <li>- The development of directorate training plan</li> <li>- Council wide training plan in place</li> <li>- Plan for the delivery of continued member finance training in place</li> </ul>	<ul style="list-style-type: none"> <li>- Development and delivery of relevant finance training to budget holders</li> <li>- Apprentices appointed</li> </ul>	<ul style="list-style-type: none"> <li>- Review and update to the budget holder training linked to self service</li> </ul>	<ul style="list-style-type: none"> <li>- Review of training provided and assessment.</li> </ul>
Support the transition of locality to new health and care infrastructure	<ul style="list-style-type: none"> <li>- Engagement with ICS &amp; ICB workstreams to ensure the Bury voice is heard in decision making</li> <li>- Work with System Finance Group to ensure finance locality &amp; activity reporting continues at a local level</li> </ul>	<ul style="list-style-type: none"> <li>- Complete Q1 set of CCG accounts and all other finance and contracting related closedown activities</li> <li>- Deliver, and support delivery where appropriate, locality financial reporting.</li> </ul>	<ul style="list-style-type: none"> <li>- Continues to support staff where appropriate</li> <li>- Resolve any initial issues with locality reporting from both partners and the ICB</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of locality-based budget setting under the ICS from a health point of view</li> </ul>
Review of processes, controls and systems to transform finance delivery within the locality	<ul style="list-style-type: none"> <li>- Review of outstanding internal and external audit actions.</li> <li>- Complete review of payments process.</li> </ul>	<ul style="list-style-type: none"> <li>- Restructure complete.</li> <li>- Plan in place to transform finance delivery within the locality.</li> </ul>	<ul style="list-style-type: none"> <li>- Models of working (behaviours) implemented.</li> <li>- Complete a review of policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Conclusion of review of internal charges.</li> </ul>

## 7.5 One Commissioning Organisation – Health and Adult Care

Priority	Key Deliverables			
	Q1 22/23	Q2	Q3	Q4
Maintaining and ongoing delivery of the COVID-19 Outbreak Management Plan including testing, vaccination and Public Health support	<ul style="list-style-type: none"> <li>- Delivery of Vaccination programme in accordance with JCVI guidance</li> <li>- Review of Epidemiology through Health Protection Board</li> <li>- Maintain testing arrangements</li> <li>- On-going infection control support to community stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Complete review of sustainability of vaccination, and develop proposition for future delivery</li> <li>- Understand the trajectory of 'living with covid'</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise public health winter planning arrangements (including flu vaccination) and reflect and amend in light of Covid epidemiology</li> </ul>	<ul style="list-style-type: none"> <li>- Complete review of effectiveness of covid outbreak management plan delivery to inform future planning arrangements</li> </ul>
Managing and overseeing transition to ICS	<ul style="list-style-type: none"> <li>- Structured staff engagement commencing the 14 February 2022 moving into formal TUPE consultation on 4 April 2022</li> <li>- Receive and reflect GMICS operating model in local governance arrangements</li> <li>- Bury System to confirm Place Based Lead</li> <li>- Bury System to finalise the governance of the Locality Board</li> </ul>	<ul style="list-style-type: none"> <li>- All CCG staff (in scope of employment promise) safely transferred to GM ICB under TUP</li> <li>- Review of the 1<sup>st</sup> 3 months of the new arrangements started on 1/7/22, to be complete by 30/9/22</li> <li>- Full participation in development of ICB staff transition arrangements to ensure sufficient capacity and support for locality ambition</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate evidence of the effective operation of all elements of the local partnership arrangements, including: <ul style="list-style-type: none"> <li>- Locality board</li> <li>- Integrated Delivery Board</li> <li>- Clinical and Professional Senate</li> <li>- GP Collaborative</li> <li>- Strategic Finance Group</li> <li>- Population Health Group</li> <li>- System Assurance Group</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Review of first year of operation of new arrangements.</li> </ul>
Health and Care System Transformation including Urgent and Elective Care and Mental Health, Frailty, Adult Social Care Transformation, population health, learning disabilities, primary care, community services	<ul style="list-style-type: none"> <li>- Finalise the leadership arrangements for all health and care system priorities as defined by the work of the Integrated Delivery Collaborative (14 programmes)</li> <li>- Establish the leadership role of CSPB for children's health and care transformation</li> <li>- Confirm outcomes and financial ambition for all programmes</li> </ul>	<ul style="list-style-type: none"> <li>- Reporting on deliverables across all programmes through to IDCB board and on a rotating basis to Locality Board</li> <li>- Review capacity and capability of all programmes.</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate reported outcomes and mitigated action where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Review of all programmes</li> </ul>
Supporting the H and C system to cope with COVID-19 and the backlog of demand	<ul style="list-style-type: none"> <li>- Finalise the scale of backlog of demand across a range of programmes including: <ul style="list-style-type: none"> <li>o Elective care</li> <li>o Mental Health (Adults and Children)</li> <li>o Adult Social Care</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Review progress against planned trajectory for the programmes identified and report to Locality board and IDCB</li> <li>- Reassess demand trajectory to reflect significant economic</li> </ul>	<ul style="list-style-type: none"> <li>- Report progress on locality board and IDCB</li> </ul>	<ul style="list-style-type: none"> <li>- Review and assess future year planning priorities with partners</li> </ul>

	<ul style="list-style-type: none"> <li>○ Long Covid</li> <li>- Participate in system wide planning (NHS) commitments for ICS</li> </ul>	challenges to household income in addition to pent up demand from covid		
Deliver the government's adult social care reforms <ul style="list-style-type: none"> <li>- Fair Cost of Care</li> <li>- Charging Reform</li> <li>- Assurance by the Care Quality Commission</li> </ul>	<ul style="list-style-type: none"> <li>- Carry out a fair cost of care exercise</li> <li>- Engage in trailblazer opportunity for early charging reform implementation</li> <li>- Review published assurance framework</li> </ul>	<ul style="list-style-type: none"> <li>- Carry out new assessments for charging reform</li> <li>- Implement required assurance systems</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver fair cost of care plan</li> <li>- Implement charging reform</li> <li>- Monitor assurance and performance</li> </ul>	<ul style="list-style-type: none"> <li>- Implement fair cost of care reforms</li> <li>- Deliver improvement plan and ensure inspection readiness</li> </ul>

## 7.6 Operations

Priority	Key Deliverables			
	Q1 22/23	Q2	Q3	Q4
Develop the Wellness model and prepare to move existing provision to the new Radcliffe Hub (Ops improvement plan)	<ul style="list-style-type: none"> <li>- Launch the bike hub at Radcliffe Library to support wider Active Travel Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Work alongside Public Health and embed Live Well Deliverables into the Health Improvement Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Embed the Live Well Service into the Neighbourhood Model to increase referrals from Radcliffe</li> </ul>	<ul style="list-style-type: none"> <li>- Review</li> </ul>
Achieve carbon neutrality by 2038	<ul style="list-style-type: none"> <li>- Distribute all Community Climate Action Funding (CCAF)</li> <li>- Complete PSDS1 projects</li> <li>- Develop business case for Go Neutral</li> <li>- Carbon Literacy – E-Learning rolled out</li> <li>- School Climate Conference delivered</li> <li>- Climate Action Board established</li> <li>- Commence Social Housing Decarbonisation Fund project if bid successful</li> <li>- E car club pilot commenced</li> </ul>	<ul style="list-style-type: none"> <li>- Fleet EVCI installed at Bradley Fold and Bury Cemetery</li> <li>- Bury Means Green Business Breakfast Event</li> <li>- Community Environmental Forums established in each Neighbourhood</li> <li>- Carbon Literacy Training – rolled out for decision makers</li> <li>- Publish Greenhouse Gas report for 21/22</li> </ul>	<ul style="list-style-type: none"> <li>- 10 public Electric Vehicle Charging Infrastructure installed</li> <li>- Completion of E-hub trial</li> <li>- Developing case studies from the (CCAF)</li> </ul>	<ul style="list-style-type: none"> <li>- Community Energy Company Set up.</li> </ul>
Highway resurfacing (delivery of Highway Investment Strategy (HIS) - Tranche 2) and Improvement programme	<ul style="list-style-type: none"> <li>- Develop plan with framework contractors to deliver £4million of resurfacing works in 2022-2023</li> <li>- Decision made on HIS3 strategy (3-year highway programme)</li> </ul>	<ul style="list-style-type: none"> <li>- If agreed, plan HIS3</li> </ul>	<ul style="list-style-type: none"> <li>- Submit Cabinet report on HIS3</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of highway resurfacing as outlined in HIS2</li> </ul>
Ops Improvement Plan - Corporate landlord implementation	<ul style="list-style-type: none"> <li>- Scoping and development including resource requirements</li> <li>- Building conditions surveys completed, including health and safety</li> </ul>	<ul style="list-style-type: none"> <li>- Development of an Implementation plan</li> </ul>		
Ops improvement Plan - Create a Youth Zone facility (subject to site identification and mutual approval)	<ul style="list-style-type: none"> <li>- Decision on facility</li> <li>- If yes, consideration of a bid to government Youth Investment Fund for £8.2m capital</li> </ul>			
Ops Improvement Plan – Transformation of Leisure services	<ul style="list-style-type: none"> <li>- Development and agreement of programme plan and governance</li> </ul>			

## 8 Operational Key Performance Indicators (KPIs)

In support of strategic delivery, the operational KPIs against which departmental delivery will be reported and resources managed are outlined below. These will be aligned to delivery priorities for reporting.

### Business Growth and Infrastructure

- Number of entries on housing waiting list
- Total planning applications received
- Percentage of planning decisions granted
- Annual housing completions
- Number of housing units completed in the borough which are affordable
- Percentage of housing completions on brownfield land
- Number of Job Seekers Allowance (JSA) and Universal Credit (UC) Claimants
- Net business growth rate

### Children and Young People

- Percentage of children accessing 2-year take up of free childcare
- Number of Early Help Assessments by partners
- Number of Early Help Assessments by Bury Locality Team
- Percentage of Early Help assessments by Partners
- Percentage of Early Help assessments by Bury Locality Team
- Percentage of EHM Contacts with an outcome of 'start a MASH referral to Early Help Episode'
- Expenditure of Disability Schools Grant (DSG)
- Percentage of pupils with an EHCP
- Number of children with an EHCP
- Percentage of EHCP plans issued on time, compliance at 20 weeks
- Rate of Permanent School Exclusions
- Rate of Fixed Term School Exclusions
- % of children defined as ready for school
- Percentage of children achieving a good level of development – pupils with Special Educational Needs (SEN)
- Average attainment 8 score – pupils with SEN
- Percentage of 16-17 years in education, employment or training (EET)
- Rate of hospital admissions caused by deliberate or unintentional injuries in children
- Percentage of children achieving the expected level in personal-social skills at 2-2.5 years
- Percentage of pupils in Good or Better Schools (All Schools)
- Percentage of Childminders rated good or outstanding by OFSTED
- Percentage of childcare on non-domestic premises rated good or outstanding by

### Corporate Core

- Number of births registered
- Number of deaths registered
- Number of rough sleepers in Bury
- Number of rough sleepers currently being supported
- Number of statutory homeless cases open on the last day of the month
- Number of households in temporary accommodation on last day of the month
- Total number of VCFA volunteers (cumulative)
- Number of rough sleepers in Bury
- Number of rough sleepers currently being supported

- Number of statutory homeless cases open on the last day of the month
- Number of households in temporary accommodation on last day of the month
- Percentage of residents who feel safe
- Rate of all crimes (per 1,000 population)
- Staff turnover
- Percentage of Freedom of Information Requests (FOIs) completed on time
- Percentage Performance and Development Reviews (PDRs) completed
- Percentage of Subject Access Requests (SARS) completed on time
- Percentage of complaints responded to on time
- Contact centre – number of contacts
- Web Forms - number of contacts (Firmstep platform only)
- Contact Centre - Percentage of forms completed on the web
- Agency spend
- Sickness absence: average number of days lost per Full Time Equivalent (FTE)

### **Finance**

- Numbers of benefits claimants
- Numbers of council tax support
- Number of new roles appointed to following restructure.
- Number of new roles appointed to internal recruitment.
- Number of new roles appointed to following external.
- Occupancy rate within the service (permanent or fixed term contract).
- Percentage of invoices paid within 10 and 30 days
- Percentage Council Tax collected
- Percentage Business rates collected
- Debtor days above 30 days
- Capital slippage
- Departmental savings achieved

### **One Commissioning Organisation**

- 7-day average COVID-19 infection rates per 100,000
- Number of Bury GP registered people to have received first dose of COVID-19 vaccine (snapshot)
- Number of Bury GP registered people to have received second dose of COVID-19 vaccine (snapshot)
- Referral to treatment total waiting list entries
- Referral to treatment total number waiting in excess of 52 weeks
- IAPT waiting times Percentage 6 weeks or less from referral
- Patients in Fairfield General Hospital with No Right to Reside on the last day of the month
- Number of referrals to Adult Social Care (ASC)
- Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12-month period
- IMC (Killelea) Bed Occupancy (Percentage)
- Residential and Nursing Care Bed Occupancy (Percentage)
- Percentage of 10/11-year olds who are a healthy weight
- Under 75 mortality rate from cardiovascular diseases considered preventable
- Percentage of physically active adults
- Percentage of physically active children and young people

### **Operations**

- Waste collection (tonnes)
- Waste collection: grey bins (tonnes)



- Waste collection: blue bins (tonnes)
- Waste collection: green bins (tonnes)
- Number of missed bin collections per 100,000
- Proportion of household waste recycled
- Waste collection (tonnes) from street cleaning
- Number of potholes reported
- Number of potholes repaired
- Highway repairs completed on time (Percentage)
- Average time taken to repair street lighting
- Number of high and medium food standards inspections completed
- Capital projects completed
- Licence applications completed within timescales
- Percentage of council vehicles changed to lower emission versions
- Number of air quality monitoring stations breaching nitrogen dioxide targets
- Total CO2 emissions produced within our borough
- Total CO2 emissions resulting from council operations

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

<b>Meeting:</b>	Standards Committee Council
<b>Meeting date:</b>	1 <sup>st</sup> March 2022  16 <sup>th</sup> March 2022
<b>Title of report:</b>	Member Safety and Social Media Policies.
<b>Report by:</b>	Council Monitoring Officer – Jacqui Dennis
<b>Decision Type:</b>	<b>Council</b>
<b>Ward(s) to which report relates</b>	<b>All</b>

### **Executive Summary:**

Following the death of the Member of Parliament David Amess, the Chief Executive requested a Member Safety group be established; the membership included – the Labour whip, Conservative whip, Mayor and Councillor Mason. The primary function of the Group was to review current safety guidance supported by the Monitoring Officer and Democratic Services; the group met on the 9<sup>th</sup> December 2021.

The purpose of the first meeting was to take soundings from Elected Members as to the nature and extent of their safety concerns. Following the first meeting Members fed back to their respective groups. On speaking to Officers and taking soundings from Elected Members, Members did not express any overt safety concerns but agreed revised safety guidance would be welcomed.

Members agreed that a draft member safety guidance could not be considered without a review of the Members Social Media policy. Updated of both policies are attached for Elected Members consideration.

Members agreed that revised Member Safety Guidance would be presented to the March meeting of Full Council.

## Recommendation(s)

**That:** the Committee note the Member safety guidance and social media policy and provide feedback prior to consideration at Full Council on 16<sup>th</sup> March 2022.

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## Community impact/links with Community Strategy

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### Equality Impact and considerations:

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

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

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

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

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

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

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### Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
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**Consultation:**

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**Legal Implications:**

**There are no Legal implications arising from this report.**

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**Financial Implications:**

**There are no Financial implications arising from this report.**

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**Report Author and Contact Details:**

Julie Gallagher Head of Democratic Services.

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## Member Development – Bury Council

# Personal safety guidance for Elected Members

# Revised Member Safety Guidance

## March 2022

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### • Background

Following the death of the Member of Parliament David Amess, the Chief Executive requested a Member Safety group be established; the membership included – the Labour whip, Conservative whip, Mayor and Councillor Mason. The primary function of the Group would be to review current safety guidance supported by the Monitoring Officer and Democratic Services; the group met on the 9<sup>th</sup> December 2021.

The purpose of the first meeting was to take soundings from Elected Members as to the nature and extent of their safety concerns. Following the first meeting Members feedback to their respective groups. On speaking to Officers and taking soundings from Elected Members, Members did not express any overt safety concerns but agreed revised safety guidance would be welcomed.

Below are details of recommended actions to assist Elected Members, further information and support can be provided by Democratic Services, the Monitoring Officer and the Community Safety Partnership.

Managers from the Community Hubs (Details at the end of the document) are additional resource and can provide advice in respect of appropriate venues as well as soft intelligence to assist Elected Members.

Members agreed that revised Member Safety Guidance would be presented to the March meeting of Full Council.





# 1. Introduction

All Elected Members deal with residents' concerns sometimes by phone or email and sometimes face to face. Those individuals can feel upset and angry and in extreme circumstances may lead to Members feeling concerned about their safety.

Detailed below are some suggested actions that Members may wish to consider to mitigate and alleviate some of their safety concerns. Most of suggestions are common sense but if Members remain concerned, please do not hesitate to contact Democratic Services and/or the Council's Monitoring Officer.

## • Ward Surgeries

- Choose your venue carefully (A busy community centre, library or where there will be other people using the building at the same time). Avoid holding your ward surgery in an empty venue or in a room where you could be locked in.
- Plan and schedule all your meetings and notify democratic services, they can put surgery details on your Councillor pages on the Council website.
- Advertise your ward surgeries and stick to it, that way your constituents will always know where you will be during this time. Inform a family member or someone from your Political Group that is where you will be.
- Consider room layout, keeping entrance and exits clear at all times. The layout of the room needs to suit you – constituents should be seated across a table from you with you sitting nearest to the door.
- Have your mobile (fully charged) with you at all times.
- Do not hold ward surgeries on your own, where possible hold them with other ward Members, or others eg GMP or community Groups

## • Making Home Visits

- Councillors do not have to undertake home visits and must avoid home visits if you have concerns about your safety. Use alternatives – try to encourage constituents to meet you in a public place or take a colleague. You can also book a room in advance in the Town Hall to meet residents.
- Keep a record of your appointment in your diary or electronic calendar which includes name/address/ telephone number of the constituent you are visiting.
- Understand the reason for the personal visit and try to get some information from Officers prior to your visit; not only does this make the meeting more meaningful, it may also highlight any personal safety concerns others have had in the past.
- Think about where and how you park your car – if possible, park close to the property you're visiting under a lit streetlight and in the direction that you will be going at the end of your visit.
- Use a system to make sure people know where you are and the estimated time of your return.
- When conducting a home visit always sit nearest to the door that you came in.

## • Receiving Personal Callers

- Discourage constituents from coming to your home.
- Keep your diary/phone with you so that you can organise an alternative appointment and venue there and then—or make arrangements to phone them.
- Try to maintain distance.
- Remember – even though you are a Councillor you are still entitled to a personal life.
- If you have concerns about the publishing of your home address, you can use the Town Hall address instead—speak to Democratic Services.

## • Receiving abusive phone calls/ social media posts

- Remember, you have the choice to hang up.
- If you choose to keep talking, try to get clues to identify the caller's gender, any accent
- Always try 1471 to see if the number is available.
- Take notes.
- If you receive abusive or prolific emails, texts or messages via social media that give you cause for concern about your safety in the first instance all issues need to be logged with GMP to create a case number. If there is immediate threat to life or property, 999, if not 101, also notify democratic services, to enable them to keep a record and if necessary, provide advice and support.
- Stop all communication with them.
- Seek advice on blocking messages from that person.
- Inform Democratic Services, Group Leader/Group Whip and/or police depending on the seriousness.

## • Key issues and support available

- Keep your mobile phone with you at all times and make sure that the battery is charged regularly.
- Plan your meetings. Weigh up the risks in any situation and take action appropriately.
- Always make sure that someone is aware of your whereabouts and your estimated time of return.
- Retain control of situations, keep calm, and avoid confrontation.
- Trust your instincts – if you feel uncomfortable or intimidated make your excuses and leave.
- Consider any health issues you may have and how this may impact on how you meet constituents.
- Avoid putting yourself into a situation which you think your personal safety could be compromised.
- Record and report incidents to the Council initially to Democratic Services and more serious incidents to GMP (see above)
- Town Hall security staff will be present at all Public Meetings held at the Town Hall
- The Council operates a wellbeing system for staff and Elected Members If you feel you may want to access it please contact Democratic Services.
- Further advice in respect of additional home security can be provided by Democratic Services / The Council's Emergency Response and Resilience Team.
- Further advice in respect of vexatious complainants can be provided by the Council's Monitoring Officer.

## 3. Further information

If you would like further information in relation to the Council Procedure Rules or additional information in respect of the Constitution, please contact:

Jacqui Dennis, Council Monitoring Officer – [J.Dennis@bury.gov.uk](mailto:J.Dennis@bury.gov.uk)

OR

Julie Gallagher, Head of Democratic Services – [Julie.gallagher@bury.gov.uk](mailto:Julie.gallagher@bury.gov.uk)

Managers of the Community Hubs are available to assist elected members in providing information, support and advice:

**North (Elton, North Manor, Ramsbottom, Tottington) – Tracey Coatman**

**West (Church and all Radcliffe wards) – Samantha Barber**

**East (East ward, Moorside, Redvales) – Jamie Walker**

**Whitefield (Besses, Pilkington Park and Unsworth) – Elizabeth Hinchcliffe**

**Prestwich (Holyrood, Sedgley, St. Mary's) – Warren Rafferty**

This report should be read in conjunction with the Council Member Social Media guidance.

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## Social Media Policy for Councillors

February 2022

Author	Chloe Ashworth
Email address for automated reminders:	
Review Date	
Key words	Social Media, Councillors, Member Development, Media, Communications.

### Version control

Version	Author of Changes	Date	Summary of changes made	Approved by (meeting / committee)

## **1. Introduction**

Social media is a term used for online tools, websites and interactive media that enables users to interact with each other by sharing information, opinions, knowledge, and interests. This policy covers what is social media, the issues over using social media and Councillors' responsibilities to protect themselves and others where possible.

Social media is useful as it increases access to audiences and improves the accessibility of communication. It enables an active relationship with residents, partners and stakeholders whilst encouraging people to be involved in local decision making and enabling better engagement and feedback. This ultimately helps to improve the services provided. Social media can be very useful in getting feedback on proposals and communicating information about activities. However, it is important to remain aware that not everybody is on social media and so opinions expressed may not be representative of a specific cohort of people.

For the purposes of this policy and guidelines, the term 'social media' covers sites and applications including but not restricted to Facebook, Twitter, Instagram, Flickr, YouTube, LinkedIn, blogs, discussion forums, wikis, Tiktok and any sites which may emerge after the creation of this policy where Bury Council could be represented via online participation.

Bury Council acknowledges social media as a useful tool, however, clear guidelines are needed for the use of social media sites to ensure they are used effectively as part of a wider communications mix and that their use does not expose Bury Council or people to security risks, reputational damage or breach the Data Protection Act.

## **2. Purpose**

Social Media usage has significantly increased over the years. This Policy aims to provide support, guidance, and clarity on using social media efficiently and in line with Bury Council's principles and guidelines. This policy applies to councillors and co-opted members. It gives guidelines on how to use social media, sets out how to

effectively manage social media usage and indicates how any risks or pitfalls can be minimised or mitigated by users.

The following risks are identified with social media usage  
(this list is not exhaustive):

- Virus or other malware infection from infected sites.
- Disclosure of confidential information.
- Damage to the Council's reputation.
- Social engineering attacks (known as 'phishing').
- Bullying or "trolling"
- Civil or criminal action relating to breaches of legislation.
- Breach of safeguarding using images or personal details leading to the exploitation of vulnerable individuals.
- Breach of the code of conduct for members through inappropriate use.

Considering the risks, the use of social media sites should be regulated to ensure that such use does not damage the Council, its employees, councillors, partners or residents.

As such this policy aims to ensure:

- Users operate within existing policies, guidelines, and relevant legislation.
- A consistent and corporate approach is adopted
- Council information remains secure and not compromised
- The Council's reputation is not damaged or adversely affected.

### **3. Responsibilities of Councillors**

You are personally responsible for any content that you publish on any form of social media as described above. Publishing or allowing to be published (in the form of a comment) an untrue statement about a person which is damaging to their reputation may incur a libel action for which you will be personally liable.

- Be aware that social media sites are in the public domain, it is important to ensure you are confident of the validity and nature of the information you

publish. Make use of privacy settings if you don't want your social media to be accessed by the press or public. Do not disclose personal details and ensure that you handle any personal or sensitive information in line with the Council's data protection policy.

- Safeguarding issues are paramount because social media sites are often misused by offenders. Safeguarding is everyone's business – if you have any concerns about other site users, you have a responsibility to report these.
- Do not publish or report on meetings which are private or internal (where no members of the public or press are present, or it is of a confidential nature) or exempt reports (which contain confidential information or matters which are exempt under the provision of the Local Government (Access to Information) Act 1985).
- Use of social media in meetings must comply with the protocol for the use of recording devices during any meeting held under Bury Council.
- Copyright laws still apply online. Placing images or text from a copyrighted source (e.g., extracts from publications or photos) without permission is likely to breach copyright. Avoid publishing anything you are unsure about or seek permission from the copyright holder in advance.
- Don't send or post inappropriate, abusive, bullying, racist or defamatory messages to members of the public, other councillors or officers either in or outside a work environment.
- During the pre-election period the Council will not promote councillors' social media accounts.
- In any biography, the account should state the views are those of the councillor in question and may not represent the views of the Council.
- Do not use the Council's logo, or any other Council related material on a personal account or website.
- Social media must not be used for actions that would put councillors in breach of the Council's Code of conduct for members. For example, don't publish on social media something you wouldn't say face to face, or at a public meeting. Please do not post information relating to individual officers.
- Be aware of your own safety when placing information on the internet and do not publish information which could leave you or others vulnerable.



- Anyone receiving threats, abuse or harassment via their use of social media should report it to their political group leader, the Monitoring Officer and/or the police.
- It is recommended that you have separate social media profiles for your role as a Councillor or Co-opted Member and your private life.

#### **4. Conduct**

Councillors are reminded that in respect of social media, they are governed by the Code of Conduct for Councillors and other Voting Representatives. You are acting in your “official capacity” and any conduct may fall within the Code whenever you:

- Conduct business of the Authority; or
- Act as a representative of the Authority, or
- Claim to act or give the impression you are acting as a representative of the Authority;

Breaches of this policy may amount to a breach of the Council’s Code of Conduct. Other violations of this policy, such as breaching the Data Protection Act, could lead to fines being issued and possible criminal or civil action being taken against the Council or the individual(s) involved.

The Council reserves the right to request the removal of any content that is deemed to be in breach of the code of conduct for members.

#### **5. Principles for using social media**

You should follow these guiding principles for any social media activities:

**Be respectful** – remember you are still governed by the Code of Conduct and rules of confidentiality during online exchanges. Set the tone for online conversations by being polite, open and respectful. Use familiar language, be cordial, honest and professional at all times.

**Be trustworthy** - make sure that you respect people's confidentiality – do not disclose non-public information from Council meetings, discussions or documents or the personal information of others.

**Be credible and consistent** – be accurate, fair, thorough and transparent. Encourage constructive criticism and deliberation. Make sure that what you say online is consistent with your other communications.

**Be honest about who you are** – it's important that any accounts or profiles that you set up are clearly and easily identifiable. You are personally responsible for the content you publish on any form of social media so it's important to clarify between your professional and private life, possibly having separate accounts.

**Be responsive** – make an effort to share what you know. Offer insights when appropriate and put people in touch with someone who can help if you cannot. Respond to questions and comments in a timely manner.

**Think twice** –Think carefully about all your social media posts. Once published it will be too late to change your mind; content is almost impossible to control and may be manipulated without your consent, screen shots may be taken of your post these used in different contexts, or further distributed.

Follow these rules and seek further guidance if you need it.

### **Inappropriate Use of Social Media by Others**

Be aware of your own safety when placing information on the internet and do not publish information which could leave you vulnerable.

Anyone receiving threats, abuse or harassment via their use of social media should report it to the police. Other inappropriate content can be reported to the social media site directly to ask for it to be removed. You may wish to save a screenshot in the circumstances.

Any form of intimidation or abuse on a social media platform is subject to all the same potential criminal prosecutions as other forms of intimidation. If you feel intimidated, you should take action to report it to Bury Council, the Police and/or the Social Media Platform.

Where suitable, you should encourage the labelling of abusive and inappropriate online material so that both the perpetrator and others viewing it can also know it is not acceptable. However, it does not necessarily follow that the police or courts will regard it as intimidatory behaviour in law as they have to apply their own 'average person' tests, known as 'reasonableness tests' or the 'Clapham omnibus' test. Each situation will be different, and it will need your personal judgement about whether it is worthwhile to pursue the incident, ignore it or politely acknowledge.

As a Council we suggest you take the following steps should you need to handle abuse on social media:

### 1. Keep a record

If you receive online abuse, even if you are not concerned or if you intend to ignore it, you should consider keeping a record should any incidents escalate in the future. You can 'screen shot', tweets or posts on your phone, tablet, or computer as these could be deleted.

### 2. Report the abuse

In any situation that arises on social media, you will need to decide whether you want to engage in a discussion or ignore it, and whether the communication is abusive, intimidatory or threatening.

If someone has posted some inaccurate information about you or Bury Council, and if the information is defamatory again, the first step is to gather evidence. You may then want to contact the individual initially to request that the tweet or post be deleted; some individuals may have made a mistake without malice and will remove their post immediately. Depending on the nature of the tweet or post and the number

of followers who may have viewed the tweet, you may wish to seek a correction and/or an apology.

If the tweet or post is a complaint about a council service, you can ask for contact details and pass the information to officers to follow-up on and inform the individual that this is the course of action you are taking. This may help defuse any tensions.

### 3. Muting or Blocking Troublesome Accounts

You may wish to unfollow, mute or even block a person or group who is persistently tweeting you or is being abusive or intimidatory. Guidance about how to mute and block is available from the respective social media platform, but in summary:

Muting allows you to remove an account's tweets from your timeline but does not go as far as unfollowing or blocking the account. Muted accounts will not know that they have been muted and you can 'unmute' them at any time. This is a good option if the tweets are more of a hinderance, and you want to simply ignore them.

However, in other cases you may wish to 'block' an account. Blocking allows you to restrict specific accounts from contacting you, seeing your tweets or following you. Unlike muting, the perpetrators can find out that they have been 'blocked' and may accuse you of avoiding their scrutiny; this may be a small price to pay if their behaviour is checked and can be easily rebutted if necessary.

## 6. Guidance on Capturing Social Media Posts

In exceptional circumstances, copies of posts may be made and retained by the Council, in line with relevant Council procedures. These copies will be held for a period dependent on the type of investigation they are subject to.

Where inappropriate use is suspected, it is suggested that you should pro-actively attempt to capture any inappropriate posts before they might be deleted.

Copies should be made and reported to the Monitoring Officer within the Council, as well as following the social media sites own reporting procedures where appropriate.

## 7. Relationship with Other Council Policies

This social media policy should be read in conjunction with, :

- The Code of conduct for members
- The Data protection policy which outlines the Council's adherence to the eight principles of the Data Protection Act 1998 with regards the collection, storage and use of personal data.
- The Media 2020 Policy
- Member Safety policy

Further support and guidance can be found at <https://www.local.gov.uk/further-resources> or by contacting Democratic Services [Democratic.Services@bury.gov.uk](mailto:Democratic.Services@bury.gov.uk).

Members are asked to sign to show that they have received and understood the social media policy and related to guidance.

Member Signature ..... Date.....

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

<b>Meeting/Dates:</b>	Council – 16 <sup>th</sup> March 2022
<b>Title of report:</b>	Pay Policy Statement 2022/23
<b>Report by:</b>	Cabinet Member for Corporate Affairs and HR
<b>Decision Type:</b>	Council
<b>Ward(s) to which report relates</b>	All

### **Executive Summary:**

Section 38 (1) of the Localism Act 2011 requires English and Welsh local authorities to produce a Pay Policy Statement for each financial year since 2012/13.

The purpose of the Pay Policy Statement is to provide transparency in respect of the Council's approach to setting the pay of its employees (excluding teaching staff working in local authority schools) by identifying; the methods by which salaries of all employees are determined; the detail and level of remuneration of its most senior staff; and the agreed decision making arrangements for ensuring the provisions set out in this statement are applied consistently throughout the Council.

The Localism Act requires that pay policy statements and any amendments to them are considered by a meeting of full Council.

### **Recommendation(s)**

Following consideration and agreement by Employment Panel, Council is asked to agree the proposed Pay Policy Statement for 2022/2023

## Key considerations

### 1. Background:

- 1.1 Section 38 (1) of the Localism Act 2011 requires English and Welsh local authorities to produce a Pay Policy Statement for 2012/13 and for each subsequent financial year.
- 1.2 Guidance issued by the former Department for Communities and Local Government states that the purpose of the Pay Policy Statement is to address the Government's issues with "top end pay" and some of the recommendations set out in the "Hutton review of Fair Pay in the Public Sector Report".
- 1.3 The Act requires Councils to prepare Pay Policy Statements which detail their policy on a range of issues relating to the pay of its employees; in particular, its senior staff ("Chief Officers") and its lowest paid employees.
- 1.4 The provisions do not apply to local authority school employees and neither do they change any existing responsibilities or duties under relevant Employment Legislation. However, all employees are included within the pay ratio calculations.
- 1.5 The Pay Policy Statement must be approved by full Council and then be published on the Council's web-site. This is to ensure transparency, so that local tax payers can take an informed view of whether local decisions and all aspects of remuneration are fair.
- 1.6 Matters that must be included in the Pay Policy Statement are:
  - The local authority's policy on the level and elements of remuneration for each chief officer;
  - The local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition);
  - The local authority's policy on the relationship between the remuneration of its chief officers and other officers;
  - The local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency.
- 1.7 The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases in/enhancements of pension entitlements, and termination payments.
- 1.8 The purpose of the statement is to provide transparency with regard to the Council's approach to setting the remuneration of its employees (excluding teaching staff working in local authority schools) by identifying;



- The methods by which salaries of all employees are determined;
- The detail and level of remuneration of its most senior staff i.e. 'Chief Officers', as defined by the relevant legislation;
- The Committee(s) responsible for ensuring the provisions set out in the Pay Policy Statement are applied consistently throughout the Council and recommending any amendments to the full Council.

## **2. Pay Structure:**

- 2.1 As set out within the Pay Policy Statement the Council pays its staff in-line with nationally negotiated pay spines. The majority of staff (those paid up to circa. £55K) are paid in accordance with the National Joint Council (NJC) for Local Government Services pay scale. For these staff, the national pay award due to be applied from 1st April 2022 is not yet agreed. The proposed pay structure for 2022/23 appended (Appendix 1 of the document) will therefore be updated to reflect the pay award for 2022/23 as and when it is agreed.
- 2.2 The Council's proposed pay structure includes a number of non-consolidated supplements to pay at Spinal Column Points 1 to 5 to support the Council's commitment to payment of the Real Living Wage. This will see the lowest point of pay rise to £9.90 from April, consistent with the current Real Living Wage. The approach to this payment is consistent with the model agreed by Cabinet in September and financial provision is included within the Council's 2022/23 budget. As and when the national pay award for 2022/23 is agreed, the level of non-consolidated supplement will reduce to retain the absolute level of hourly pay.
- 2.4 For more senior staff, those paid in accordance with the Joint Negotiating Committee (JNC) for Chief Officers and Joint Negotiating Committee (JNC) for Chief Executives terms and conditions, the pay award for 2021/22 has recently been agreed and is reflected in the pay structures appended. The pay award for 2022/23 has not yet been agreed and will be applied as and when national agreement is reached.

## **3. Chief Officer Remuneration:**

- 3.1 The Pay Policy Statement sets out the Council's arrangements for the remuneration of Chief Officers, including arrangements for agreeing the establishment of new posts. Appendix 2 of the documents includes details of those currently paid in accordance with JNC for Chief Officers Terms and Conditions and Appendix 3 sets out the Council's current structure of Chief Officers.
- 3.5 As part of the ongoing work on transformation the Council has committed to review the Authority's Chief Officer pay structure in 2022/23 with the aim of delivering £200k in savings through this work.

**4. Pay Multiple:**

- 4.1 As at January 2022, the lowest rate on the NJC for LGS pay spine is £17,842 per annum (pay award pending). This rate has been enhanced in order to pay the real living wage making the rate £18,328.
- 4.2 Using data from 1<sup>st</sup> January 2021-31<sup>st</sup> December 2021, the median (the halfway point between the lowest and highest earner) full time equivalent (FTE) earnings for the whole of the workforce and the Chief Executive (top of pay spine) is 1:7.73. The difference in pay is lower than last years reported figure of 1:8.61.
- 4.3 The lowest paid earner full time equivalent (FTE) (excludes apprentices, work experience) and the Chief Executive (top of pay spine) is 1:10.50. The difference in pay is lower than last years reported figure of 1:18:61.

**5. Gender Pay Gap:**

- 5.1 The Council is required to take a 'snapshot of data' as at the 31 March 2021 and analyse this to calculate our gender pay gap. We are required to publish the data on the Council website (to remain for at least 3 years) and also on a government site, by 31<sup>st</sup> March 2022 at the latest.
- 5.2 The Council's Gender Pay Gap for 2020-2021 compared with 2019-2020 is shown below:

**2019-2020**

**Women's Hourly Rate:**

<b>Mean</b>	<b>3.73% lower</b>
<b>Median</b>	<b>4.98% lower</b>

**2020-2021**

**Women's Hourly Rate:**

<b>Mean</b>	<b>3.71% lower</b>
<b>Median</b>	<b>2.02% lower</b>

- 5.3 The significant reduction in median gender pay this year is worth noting and supports the Council's commitment to gender and socioeconomic inclusion. The exceptions would be that the gap here should reduce further next year in-line with the Council's adoption of the Real Living Wage.
- 5.4 Comparisons across Greater Manchester (GM) Councils based on 2020 data places Bury 6<sup>th</sup> in respect of the mean pay gap and 6<sup>th</sup> for the median gender pay gap.
- 5.5 The GM Labour Market and Skills review cites the mean gender pay gap for 2020 as being 5.3% for Greater Manchester and 8.9% for the UK. The Council has clearly made progress in having a pay gap 1.59% under the GM average and 5.19% under the national average.
- 5.5 As part of our Equality and Inclusion agenda we have committed to include information on our disability and ethnicity pay gaps from next year.

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## Community impact/links with Community Strategy

The provision of a fair and transparent pay structure supports the Council to attract and retain a skilled and competent workforce to deliver on the Authority's contribution to the Let's Do It Strategy.

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## Equality Impact and considerations:

Equality Analysis
<p>Equality analysis has been undertaken and no differential impact on protected groups identified as a result of the proposed Statement.</p> <p>This year has seen a reduction in the Council's gender pay gap in support of the Council's commitment to gender and socio-economic inclusion. The expectation is that this will further reduce once the impact of the Council's adoption of the Real Living Wage is reflected.</p> <p>As part of our Equality and Inclusion commitment information on the Council's disability and ethnicity pay gaps from next year.</p>

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## Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Without an approved Pay Policy Statement the Council can not legitimately progress future employment decisions	Development and approval of this statement

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## Consultation:

The statement has been shared with the recognised Trade Unions and their comments incorporated within the final proposed document.

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## Legal Implications:

Under section 38 of the Localism Act 2011, local authorities are required to publish a 'Pay Policy Statement' on an annual basis, focused on senior employees. Approval of the Statement must be made by Council, it cannot be delegated. The Act sets out that a Pay Policy Statement must include:

- A local authority's policy on the level and elements of remuneration for each chief officer
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition)
- A local authority's policy on the relationship between the remuneration of its chief officers and other officers
- A local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency.

This must then be published as soon as is reasonably practicable following approval.

The Council must comply with all relevant employment legislation. The Council is also bound by collective agreements and contractual arrangements which cannot be unilaterally altered. Relevant legislation includes the Employment Rights Act 1996, Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended), Agency Workers Regulations 2010, and the Children & Families Act 2014.

The Council has taken steps to ensure there is no discrimination within its pay structures and that all pay differentials can be objectively justified. Where relevant, legislative obligation will supersede the approach and principles outlined in this statement, for example where terms and conditions are preserved as a result of contracts of employment transferring under TUPE.

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### **Financial Implications:**

This report outlines the Council's Pay Policy as required by the Localism Act. The report is a statement of fact. All pay costs are provided for and fully funded within the Council's approved budget.

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### **Report Author and Contact Details:**

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### **Background Papers**

Report to the Human Resources and Appeals Panel, 25th February 2021 – Pay Policy Statement 2021/22

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

Term	Meaning

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# Pay Policy Statement

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## Pay Policy Statement 2022 – 2023

The purpose of the statement is to provide transparency in respect of the Council's approach to setting the pay of its employees (excluding teaching staff working in local authority schools) by identifying; the methods by which salaries of all employees are determined; the detail and level of remuneration of its most senior staff and the agreed decision making arrangements for ensuring the provisions set out in this statement are applied consistently throughout the Council.

## **1.0 INTRODUCTION AND PURPOSE**

- 1.1 In accordance with section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement sets out the Council’s approach to pay in accordance with the requirements of Section 38 of the Localism Act 2011.
- 1.2 The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees (excluding teaching staff working in local authority schools) by identifying:
- The methods by which salaries of all employees are determined;
  - The detail and level of remuneration of its most senior staff i.e. ‘Chief Officers’, as defined by the relevant legislation;
  - The constitutional arrangements in place for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.
- 1.3 This policy statement will be subject to review on an annual basis.
- 1.4 The previous Pay Policy Statement (2021-22) was agreed at full Council on the 17<sup>th</sup> March 2021.

## **2.0 CONTEXT: LEGISLATION RELEVANT TO PAY AND REMUNERATION**

- 2.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, and, where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.
- 2.2 The Council will ensure there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of job evaluation mechanisms, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

## **3.0 PAY STRUCTURE**

- 3.1 The Council uses the nationally negotiated pay spine(s) (i.e. a defined list of salary points) as the basis for its main local pay structure. These pay spines are used to determine the salaries of the large majority of the Council’s non-teaching workforce. Rates of pay are subject to an annual pay award applied from the 1<sup>st</sup> April. The pay award due to be applied from 1<sup>st</sup> April 2022 is not yet agreed. Subject to approval of this Statement, the pay structure for 2022/23 is attached at Appendix 1. This will be updated to reflect the relevant national pay award for 2022/23 as and when it is agreed.
- 3.2 The Council has been formally accredited by the Real Living Wage Foundation as a Real Living Wage employer. The pay structure includes a number of non-consolidated supplements to pay at Spinal Column Points 1 to 5. These



additional supplements support the Council's commitment to payment of the Real Living Wage rate of £9.90. If and when the 2022/23 Pay Award is agreed and implemented the level of non-consolidated supplements will reduce so that, as a minimum, the overall level of hourly pay is retained.

- 3.3 The pay and terms and conditions of employment of the Council's workforce are largely determined by the following negotiating bodies in accordance with the agreed collective bargaining machinery:
- National Joint Council (NJC) for Local Government Services;
  - The Soulbury Committee, (*educational advisers/inspectors, other school improvement professionals, educational psychologists*)
  - Joint Negotiating Committee (JNC) for Local Authority Craft and Associated Employees;
  - Joint Negotiating Committee for Youth and Community Workers;
  - Joint Negotiating Committee (JNC) for Chief Officers
  - Joint Negotiating Committee (JNC) for Chief Executives
- 3.4 The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spines.
- 3.5 The pay of those employees whose terms and conditions fall within the purview of the Joint Negotiating Committee for Chief Executive's and the Joint Negotiating Committee for Chief Officers are also determined by reference to Joint Secretarial advice issued by the JNC for Chief Officers of Local Authorities in 2002. The Joint Secretarial advice recommended the establishment of local salary structures as a result of a move from benchmark to median salaries, identified through the annual salary and numbers survey conducted by the Local Government Employers' Organisation.
- 3.6 All other pay related allowances are the subject of either nationally or locally negotiated rates.
- 3.7 The Council is committed to the principles of equal pay for all its employees, and to ensuring that there is consistency and fairness in the approach to starting salaries and has guidance for managers in this area. All new appointments (whether new recruits to the Council or an internal candidate) will ordinarily commence at the minimum spinal column point (SCP) of the relevant grade. Appointments will not be made higher up the grade in order to preserve salary, although pay protection arrangements are available in relevant situations.
- 3.8 In exceptional circumstances and following the completion and documentation by the senior recruiting manager of an equal pay risk assessment comparing the skills, qualifications and experience of the appointee, other generic post holders and the rest of the team, an appointment may be made with a starting salary higher than the minimum point. In these exceptional circumstances where the appointment salary is above the minimum point of the pay scale and is not affected by other council policies, for example redeployment or flexible retirement, this is approved by the Executive Director and Director of People and Inclusion.

- 3.9 From time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate. Any temporary supplement to the salary scale for the grade is approved in accordance with the Council's Market Supplement Policy.
- 3.10 The Council has a number of salary sacrifice schemes in place. These are the cycle to work scheme, the AVC scheme and the car lease scheme. These schemes and their operation are regulated by Her Majesty's Customs and Excise and there are strict rules around the management of the schemes. The schemes permit employees to "sacrifice" part of their salary in exchange for a benefit; this means that Tax and National Insurance are not paid on the amount sacrificed effectively reducing the cost of the benefit to the employee. These schemes are open to all employees at the Council with the proviso that their salary exceeds the National Minimum Wage after the deduction. In addition to these schemes the Council has a number of other employee benefits.

#### 4.0 CHIEF OFFICER REMUNERATION

- 4.1 For the purposes of this statement, chief officers are as defined within the Localism Act; i.e.
- i. The head of the paid service designated under section 4(1) of the [Local Government and Housing Act 1989](#);
  - ii. The monitoring officer designated under section 5(1) of that Act;
  - iii. A statutory chief officer mentioned in section 2(6) of that Act;
  - iv. A non-statutory chief officer mentioned in section 2(7) of that Act;
  - v. A deputy chief officer mentioned in section 2(8) of that Act.
- 4.2 The posts falling within the statutory definition are set out below, with details of their salary. Rates of pay are subject to an annual pay award applied from the 1<sup>st</sup> April (These take into account the pay award for 2021-22 which has now been agreed but not the award for 2022-23). Also detailed are other officers paid in accordance with the chief officer pay scales. The pay scales are attached in Appendix 2.
- **Chief Executive:**  
The salary of the Chief Executive falls within a range of 3 incremental points between £182,770 rising to a maximum of £189,883. (This takes account of the pay award for 2021/22 for Chief Executives which has now been agreed but not the award for 2022/23).
  - **Deputy Chief Executive**

The salary falls within a range of 5 incremental points between £138,388 and £151,087. (This takes into account the pay award for 2021/22 for Chief Officers which has now been agreed but not the award for 2022/23).

- **Executive Director of Finance**

This post is the joint Chief Finance Officer for the Council and CCG, acting as the Council's S151 Officer. This position falls within 5 salary bands from £121,145-£132,439. (This takes into account the pay award for 2021/22 for Chief Officers which has now been agreed but not the award for 2022/23). This post is an employee of the CCG.

- **Executive Directors:**

The current salaries of the post holders designated as Executive Director fall within 2 grades with a range of 10 incremental points between £108,270 and £132,439. (This takes into account the pay award for 2021/22 for Chief Officers which has now been agreed but not the award for 2022/23).

- **Directors, Assistant Directors, Heads of Service and Strategic Leads:**

The current salaries of the postholders fall within 6 grades with a range of 30 incremental points between £57,460 rising to a maximum of £106,902. (This takes into account the pay award for 2021/22 for Chief Officers which has now been agreed but not the award for 2022/23).

4.3 When establishing or reviewing the senior management salary structure the Council uses an analytical job evaluation scheme to determine grades. The broad advice issued by the Joint Negotiating Committees for Chief Executives and Chief Officers, on the establishment of a local salary structure based on median salary levels as identified through the annual salary survey is taken into account. This advice states that when deciding at what level these posts should be remunerated the following factors are to be considered:

- a. The Authority's policy in respect of the pay of its JNC officers and any relationship to the median salary levels for similar Authorities;
- b. the chief executive's salary;
- c. the relationship of current salary to the appropriate illustrative national median salary (salaries may be above, around, or below the median);
- d. any special market considerations;
- e. any substantial local factors not common to authorities of similar type and size, e.g. London weighting;
- f. comparative information to be supplied on request by the Joint Secretaries on salaries in other similar authorities;
- g. top management structures and the size of the management team compared to those of other authorities of similar type and size, and;
- h. the relative job size of each post, as objectively assessed through job evaluation or otherwise.

4.4 Changes to the establishment are approved by the Cabinet Member for HR and Corporate Affairs. The establishment of Chief Officer and Deputy Chief Officer posts are subject to approval by the Employment Panel.

The establishment of posts with salary levels at £100K or greater are ultimately subject to approval by full Council in accordance with the Localism Act (2011). This requirement only applies to new positions established and not to the filling of existing roles on the Council's establishment. Council are asked to approve the existing Chief Officer structure annually as part of this Pay Policy Statement and, for this purpose, the structure is attached in Appendix 3.

- 4.5 Where the Council is unable to recruit chief officers, or there is a need for interim support to provide cover for a substantive chief officer post, the Council will, where necessary, consider engaging individuals under a 'contract for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money. In assessing such, it should be noted that in respect of such engagements the Council is not required to make either pension or national insurance contributions for such individuals who fall outside of the IR35 Regulations and might be considered as self employed by the HMRC.

## **5.0 RECRUITMENT OF CHIEF OFFICERS**

- 5.1 The Council's policy and procedures with regard to recruitment of Chief Officers are set out as Guidance for the Recruitment of Chief Officers, which is within the overall framework of the existing recruitment and selection policy.
- 5.2 Accordingly the recruitment of Chief Officers is delegated to the Employment Panel whose functions include:
- The shortlisting and appointment of Chief Officers and Deputy Chief Officers (as defined by the Local Government and Housing Act 1989). The confirmation of appointment of all Chief Officers (with the exception of the Chief Executive/Head of Paid Service) is carried out in accordance with the [Council Constitution](#) – Officer Employment Procedure Rules and [The Local Authorities \(Standing Order\) \(England\) Regulations 2001](#)
  - The shortlisting and appointment of the Chief Executive / Head of Paid Service is carried out in accordance with the [Council Constitution](#) for submission to the Council.
- 5.3 When recruiting to all posts the Council will take full and proper account of all provisions of relevant employment law and its own Equality, Recruitment and Selection and Redeployment Policies.
- 5.4 The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

## **6.0 ADDITIONS TO SALARY OF CHIEF OFFICERS**

- 6.1 The level of chief officer remuneration is not variable dependent upon the achievement of defined targets.
- 6.2 To meet specific operational requirements it may be necessary for an individual to temporarily take on additional duties to their identified role. The Council's arrangements for authorising any additional remuneration [e.g. honoraria, ex

gratia, 'acting up' payments] relating to temporary additional duties are set out in the [Council's Constitution](#) and supplementary conditions of service.

6.3 The Chief Executive (Head of Paid Service), also carries out the duties of the Returning Officer in accordance with the Representation of The People Act 1983. The duties of the Returning Officer are separate from the duties undertaken as a local government officer; the office of Returning Officer is totally distinct from the office of Chief Executive and Head of Paid Service.

6.3.1 Payments due to the post holder in respect of the conduct of local municipal elections are consolidated within the salary.

6.3.2 Payments in respect of the conduct of National Government Elections, European Elections and any National Referenda are paid in addition to salary. These payments are pensionable and subject to deductions for tax and National Insurance.

6.4 Set out in the table below are details of other elements of 'additional pay' currently payable to Chief Officers (as defined by the Local Government and Housing Act 1989) which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of their duties;

<b><i>Payment details</i></b>	<b><i>Paid to</i></b>
Fees paid for returning officer duties where identified and paid separately (see 6.3.2)	Chief Executive
Salary supplements payable for fulfilling statutory officer duties (e.g. S151 / Monitoring Officer) where identified and paid separately	None payable
Salary supplements payable for statutory duties carried out by The Director of Public Health where identified and paid separately	None payable
Market forces supplements in addition to basic salary where identified and paid separately	None payable
Priority Car User Allowance Lump Sums	None payable
Salary supplements or additional payments for undertaking additional responsibilities e.g. shared service provision with another local authority or in respect of joint bodies, where identified and paid separately	None payable
Any arrangements for payment of untaken annual leave falling outside the requirements of relevant legislation	None payable

## **7.0 PENSION CONTRIBUTIONS**

7.1 Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council is required to make a

contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee.

- 7.2 The Employer's rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The triennial valuation covers the period 1 April 2020 to 31 March 2023 following which the rate will be set for a further 3 years. The employer's contribution rate is 20.50% and this rate is not expected to change.
- 7.3 Pension contributions are based on actual [pensionable pay and](#) there are 9 different contribution banding rates between 5.5% and 12.5%. The bandings as at 1<sup>st</sup> January 2022 are:-

#### Member Contribution Table

Band	Yearly pay	Main Scheme	50/50 option
<b>1</b>	Up to £14,600	<b>5.5%</b>	<b>2.75%</b>
<b>2</b>	£14,601 to £22,800	<b>5.8%</b>	<b>2.9%</b>
<b>3</b>	£22,801 to £37,100	<b>6.5%</b>	<b>3.25%</b>
<b>4</b>	£37,101 to £46,900	<b>6.8%</b>	<b>3.4%</b>
<b>5</b>	£46,901 to £65,600	<b>8.5%</b>	<b>4.25%</b>
<b>6</b>	£65,601 to £93,000	<b>9.9%</b>	<b>4.95%</b>
<b>7</b>	£93,001 to £109,500	<b>10.5%</b>	<b>5.25%</b>
<b>8</b>	£109,501 to £164,200	<b>11.4%</b>	<b>5.7%</b>
<b>9</b>	£164,201 or more	<b>12.5%</b>	<b>6.25%</b>

## 8.0 PAYMENTS ON TERMINATION

- 8.1 The Council's approach to statutory and discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is in accordance with [The Local Government Pension Scheme Regulations 2013](#) and Regulations 5 and 6 of the [Local Government \(Early Termination of Employment\) \(Discretionary Compensation\) Regulations 2006](#).

- 8.2 Any payments made will be in accordance with relevant employment legislation and the criteria set by the appropriate pension scheme (normally the Local Government Pension Scheme). Decisions will be made in line with the arrangements set out in the Council constitution.
- 8.3 The Supplementary Guidance (Openness and Accountability in Local Pay) supplements the existing pay accountability guidance published in February 2012 which requires Local authorities to present details of any severance package paid to an officer where the value of the package exceeds £100,000. Approval of the severance package is subject to a vote by full Council.

## **9.0 LOWEST PAID EMPLOYEES**

- 9.1 The lowest paid persons employed under a contract of employment with the Council are employed on full time [37 hours per week] equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure.
- 9.2 As at January 2022, the lowest rate on the NJC for LGS pay spine is £17,842 per annum (pay award pending). This rate has been enhanced in order to pay the real living wage making the rate £18,328. (The Council employs a number of Apprentices who are not considered within the definition of 'lowest paid employees' for the purposes of this statement).
- 9.3 The National Living Wage for people 23 and over is currently £8.91 per hour and will rise to £9.50 per hour with effect from 1<sup>st</sup> April 2022. Nationally, spinal column points 1 and 2 have been temporarily adjusted to take this into account. £9.50 is currently our lowest rate (includes the Real Living Wage supplement). The Real Living Wage rose to £9.90 per hour in November 2021 and the supplements paid will be adjusted to reflect this from 1<sup>st</sup> April 2022.
- 9.4 The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

## **10.0 PAY MULTIPLE**

- 10.1 The current pay levels (as at January 2022) within the Council define the multiple between:
- the median (the halfway point between the lowest and highest earner) full time equivalent (FTE) earnings for the whole of the workforce and the Chief Executive (top of pay spine) as 1:7.73. The difference in pay is lower than last years reported figure of 1:8.61.
  - the lowest paid earner full time equivalent (FTE) (excludes apprentices, work experience) and the Chief Executive (top of pay spine) as 1:10.50. The difference in pay is lower than last years reported figure of 1:18.61.
- 10.2 The pay multiple has been calculated in accordance with the LGA Local Transparency Guidance. Data relates to the 1<sup>st</sup> January 2021 – 31<sup>st</sup> December 2021.
- 10.3 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available

benchmark information as appropriate. In addition, upon the annual review of this statement, the Council will also monitor any changes in the relevant 'pay multiple' and benchmark against other comparable local Authorities.

## 11.0 GENDER PAY GAP

11.1 The Government have brought into force a provision of the Equality Act 2010 on gender pay gap reporting. Although the provision originally only covered the private and voluntary sectors, this was extended to the public sector under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

11.2 The Council is required to take a 'snapshot of data' as at the 31 March 2021 and analyse this to calculate our gender pay gap. We are required to publish the data on the Council website (to remain for at least 3 years) and also on a government site, by 31<sup>st</sup> March 2022 at the latest. The Gender Pay Gap will be published annually.

11.3 The gender pay gap reporting measures are:

- Mean gender pay gap - The difference between the mean (average) hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Median gender pay gap - The difference between the median (mid-point) hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Mean bonus gap - The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
- Median bonus gap - The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
- Bonus proportions - The proportions of male and female relevant employees who were paid bonus pay during the relevant period
- Quartile pay bands - The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

11.4 The Council's Gender Pay Gap for 2020-2021 compared with 2019-2020 is shown below:

### 2019-2020

#### Women's Hourly Rate:

<b>Mean</b>	<b>3.73% lower</b>
<b>Median</b>	<b>4.98% lower</b>

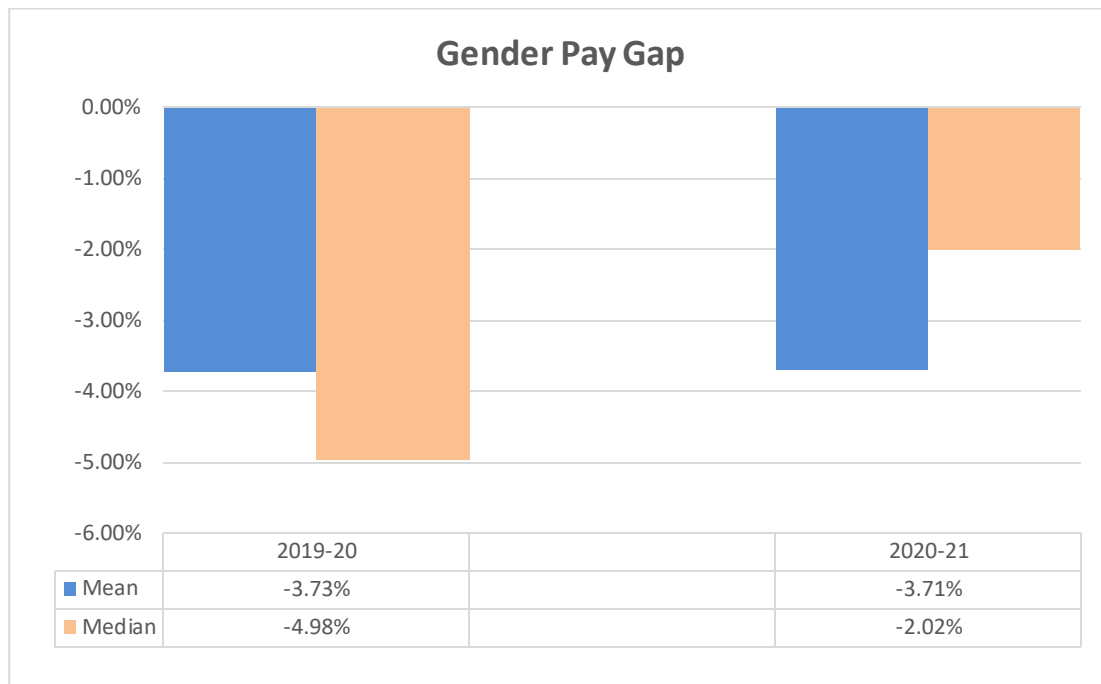
### 2020-2021

#### Women's Hourly Rate:

<b>Mean</b>	<b>3.71% lower</b>
<b>Median</b>	<b>2.02% lower</b>



This comparison represented graphically below shows a small reduction in the mean percentage and a notable reduction in the median for 2020 - 2021.



### Bonus Pay:

Bury Council does not pay any bonuses.

### Quartile Pay Bands

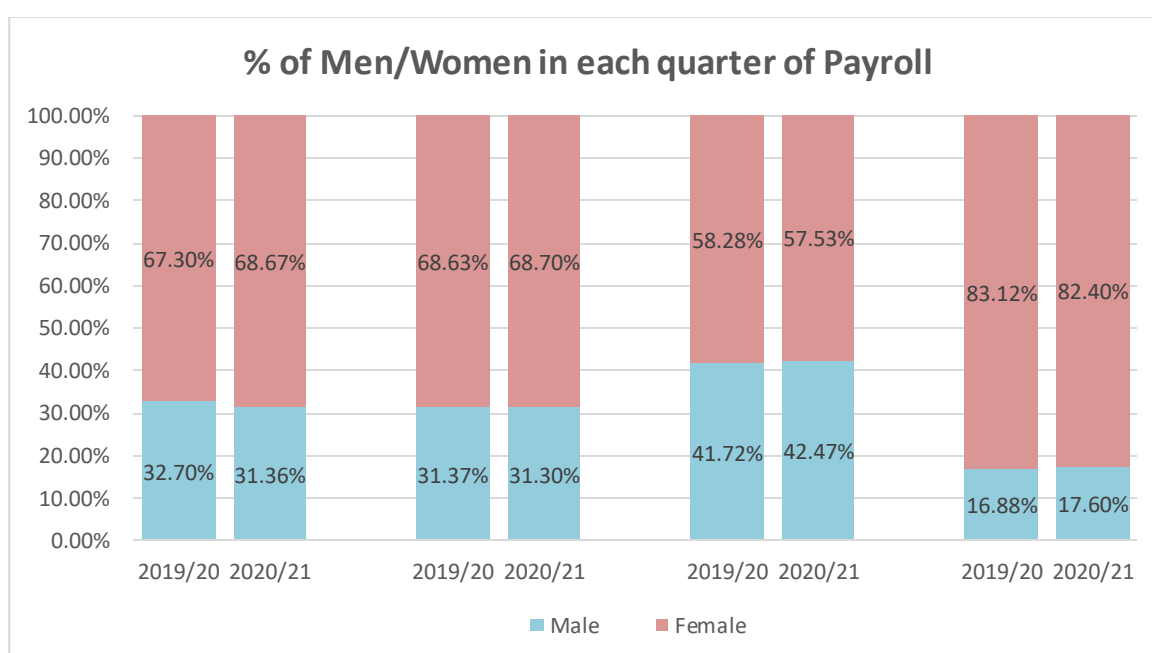
The following information shows the percentage of male employees and female in each quarter of the payroll.

**2019-2020**

	% of Men	% of Women
Top	32.70%	67.30%
Upper Middle	31.37%	68.63%
Lower Middle	41.72%	58.28%
Lower	16.88%	83.12%

**2020-2021**

	% of Men	% of Women
Top	31.36%	68.67%
Upper Middle	31.30%	68.70%
Lower Middle	42.47%	57.53%
Lower	17.60%	82.40%



The graphical representation above shows the main variation is in the lower quartile.

11.5 Mean Pay Gap has reduced by 5.09% over the last 5 years with the Council achieving a continued year-on-year reduction in each reporting period.

The median pay gap has also reduced by 5.68% over the last 5 years. The Council has seen a reduction in the median pay gap for 4 out of 5 years.

Comparisons across Greater Manchester (GM) Councils based on 2020 data places Bury 6<sup>th</sup> in respect of the mean pay gap and 6<sup>th</sup> for the median gender pay gap.

The GM Labour Market and Skills review cites the mean gender pay gap for 2020 as being 5.3% for Greater Manchester and 8.9% for the UK. Although the Council has clearly made progress in having a pay gap 1.59% under the GM

average and 5.19% under the national average, there is still more to be done to reduce the gap further.

#### 11.6 Progress to Date/Future Actions

To date the Council has already made significant progress to tackle some of the challenges, for example:

- On-going moderation of job grades whether new posts or regrades of existing roles to stop grade drift and ensure a consistency of approach in the application of the job evaluation scheme
- Development of a Supported Employment Offer including support for groups of people furthest away from the workplace
- Further development of the Live Better Feel Better campaign to promote wellbeing of employees
- Made progress towards meeting the Public Sector Recruitment Target for apprenticeships
- Reviewed the support and provision for employees who are carers and introduced a Carers Passport
- Continuing development of a portfolio of staff benefits
- Comprehensive work/life balance policies to encourage a more flexible workforce
- Employer Supported Volunteering Scheme
- Agreement to a new Inclusion Strategy and increased emphasis on equality, diversity and inclusion across the organisation
- Approved as Members of the GM Good Employment Charter
- Formally accredited the Council as a Real Living Wage employer, noting the higher proportion of female staff in lower graded roles.

The Council is committed to introducing measures to reduce our gender pay gap and will:

- Analyse our data further to explore potential reasons for the gaps across grades/boundaries, positions
- Review our recruitment advertising and selection processes to encourage women to apply for more senior positions and ensure barriers affecting women are reduced
- Improve career opportunities across the Council and the CCG as joint working evolves
- Define clear career pathways
- Introduce a Talent Management Strategy including robust workforce planning/skills development
- Enhance the Supported Employment Offer
- Increase the number of apprenticeships for new and existing staff
- Develop a clear leadership development framework
- Support 'returners' – those who have come back to work after maternity/adoption/shared parental and fostering leave, or an extended career break
- Review the provision of flexible and alternative ways of working
- Deliver the Council's Inclusion Strategy

## **12.0 ACCOUNTABILITY AND DECISION MAKING**

- 12.1 In accordance with the Constitution of the Council, the Employment Panel is responsible for being a consultee on all terms and conditions including policies, and for the recruitment selection and appointment of Chief Officers; (see Section 5.0 above).

## **13.0 RE-EMPLOYMENT / RE-ENGAGEMENT OF FORMER CHIEF OFFICERS**

- 13.1 The Council's policy with regard to the re-employment/re-engagement of former employees (including Chief Officers) was approved by the Executive Committee on 20<sup>th</sup> October 1999.
- 13.2 As a general principle the Council is opposed to re-employing retired employees. However in exceptional circumstances, where it is considered necessary to re-employ or re-engage a former employee who is in receipt of a pension from the Local Government Pension Scheme: -
- (a) There should be clear evidence that the work cannot be undertaken by someone else, either internal, external or through agency staff;
  - (b) If the individual is engaged under the terms of a contract for services and claims to be self-employed or a consultant the Executive Director of Finance must be satisfied that they meet the criteria laid down by HMRC;
  - (c) A former employee should not be re-engaged unless agreement has been given by the Cabinet Member for Resources and/or the spokesperson for Human Resources.
- 13.3 The proposal to require high earners to repay exit payments if they return to the public sector has previously been consulted on but there has been no further indication of if and when this proposal will be implemented.

## **14.0 PUBLICATION**

This statement will be published on the Council's Website under our Local Government Transparency Section.

## Bury Pay Structure

SCPs 1-5 non consolidated supplement to reflect Real Living Wage values updated 01/04/22

				*Revised Rate Inclusive of Real Living Wage Supplement		RLW Supplement 01/04/22
Grade	SCP	Pay Rate	Hourly Rate	Value	Hourly Rate	
Grade 1/2	1*	£18,333	£9.50	£19,100	£9.90	£0.40
Grade 3	2*	£18,516	£9.60	£19,293	£10.00	£0.40
Grade 4	3*	£18,887	£9.79	£19,486	£10.10	£0.31
Grade 5	4*	£19,264	£9.99	£19,679	£10.20	£0.21
	5*	£19,650	£10.19	£19,775	£10.25	£0.06
Grade 6	6	£20,043	£10.39			
Grade 7	7	£20,444	£10.60			
	8	£20,852	£10.81			
	9	£21,269	£11.02			
	NOT IN USE					
	11	£22,129	£11.47			
Grade 8	12	£22,571	£11.70			
	NOT IN USE					
	14	£23,484	£12.17			
	15	£23,953	£12.42			
	NOT IN USE					
	17	£24,920	£12.92			
Grade 9	18	£25,419	£13.18			
	19	£25,927	£13.44			
	20	£26,446	£13.71			
	NOT IN USE					
	22	£27,514	£14.26			
	23	£28,226	£14.63			
Grade 10	24	£29,174	£15.12			
	25	£30,095	£15.60			
	26	£30,984	£16.06			
	27	£31,895	£16.53			
Grade 11	28	£32,798	£17.00			
	29	£33,486	£17.36			
	30	£34,373	£17.82			
	31	£35,336	£18.32			
Grade 12	32	£36,371	£18.85			
	33	£37,568	£19.47			
	34	£38,553	£19.98			
Grade 13	35	£39,571	£20.51			
	36	£40,578	£21.03			
	37	£41,591	£21.56			
Grade 14	38	£42,614	£22.09			
	39	£43,570	£22.58			
Grade 15	40	£44,624	£23.13			
	41	£45,648	£23.66			
Grade 16	42	£46,662	£24.19			
	43	£47,665	£24.71			
Grade 17	44	£48,675	£25.23			
	45	£49,696	£25.76			
SM1	46	£50,740	£26.30			
	47	£51,662	£26.78			
	48	£52,661	£27.30			
SM2	49	£53,663	£27.81			
	50	£55,632	£28.84			

## Appendix 2

## CHIEF OFFICER SALARIES: 1 APRIL 2020 and 1 APRIL 2021

Version date 040222 - \*JET/JET Direct Report

	SCP	Salary 1/4/20	Salary 1/4/21	JNC For CEx & JNC Chief Officers Posts Within Bands
CEx	861	187,077	189,883	*Chief Executive
	860	183,572	186,326	
	859	180,069	182,770	
DCEx	854	148,854	151,087	*Deputy Chief Executive (Corporate Core)
	853	145,800	147,987	
	852	142,760	144,901	
	851	138,619	140,698	
	850	136,343	138,388	
Band H	846	130,482	132,439	*Executive Director of Children and Young People
	845	127,145	129,052	*Executive Director of Operations
	844	124,538	126,406	*Joint Executive Director of Finance
	843	121,533	123,356	*Joint Executive Director of Strategic Commissioning
	842	119,355	121,145	
Band G	840	115,759	117,495	*Executive Director Place
	839	113,491	115,193	
	838	111,213	112,881	
	837	108,942	110,576	
	836	106,670	108,270	
Band F	835	105,322	106,902	*Director of Housing
	834	103,161	104,708	*Director of Public Health
	833	101,034	102,550	*Director of Regeneration
	832	98,951	100,435	*Director of Strategic Community Commissioning (DASS)
	831	96,880	98,333	*Chief Information Officer (Policy & Performance)
				*Director of Education and Skills
Band E	830	94,813	96,235	*Deputy Chief Finance Officer
	829	92,736	94,127	*Assistant Director for Social Care/Safeguarding
	828	90,732	92,093	*Assistant Director Operations
	827	88,727	90,058	*Director of Law and Democratic Services
	826	86,728	88,029	
Band D	825	84,719	85,990	*Director of People and Inclusion
	824	82,717	83,958	*Assistant Director Public Service Reform
	823	80,887	82,100	*Assistant Director Operations Strategy
	822	79,408	80,599	*Assistant Director (Early Help and School Readiness) CYP

	821	77,935	79,104	*Assistant Director Adult Operations OCO *Assistant Director Regeneration Delivery
Band C	820 819 818 817 816	76,476 74,996 73,529 72,060 70,600	77,623 76,121 74,632 73,141 71,659	*Assistant Director Strategy, Planning and Regulation
Band B	815 814 813 812 811	69,134 67,655 66,284 64,895 63,512	70,171 68,670 67,278 65,868 64,465	Head of Strategic Business & Finance Consultant in Public Health (Community, Health & Protection) OCO Head of Communication, Engagement & Marketing Head of HR Head of Legal Services
Band A	810 809 808 807 806	62,131 60,750 59,382 57,996 56,611	63,063 61,661 60,273 58,866 57,460	Strategic Lead (Safeguarding) Strategic Lead (Education) Strategic Lead (Early Help) Strategic Lead (Inclusion) Strategic Lead (Quality Assurance) Strategic Lead (Placement) Head of Management Accountancy Strategic Lead – HR Strategic Lead – Strategy & Development Senior Commissioning Manager Principal Social Worker Integrated Neighbourhood Team Lead Intermediate Care Team Lead

## Appendix 3

### Bury Council Senior Leadership Structure

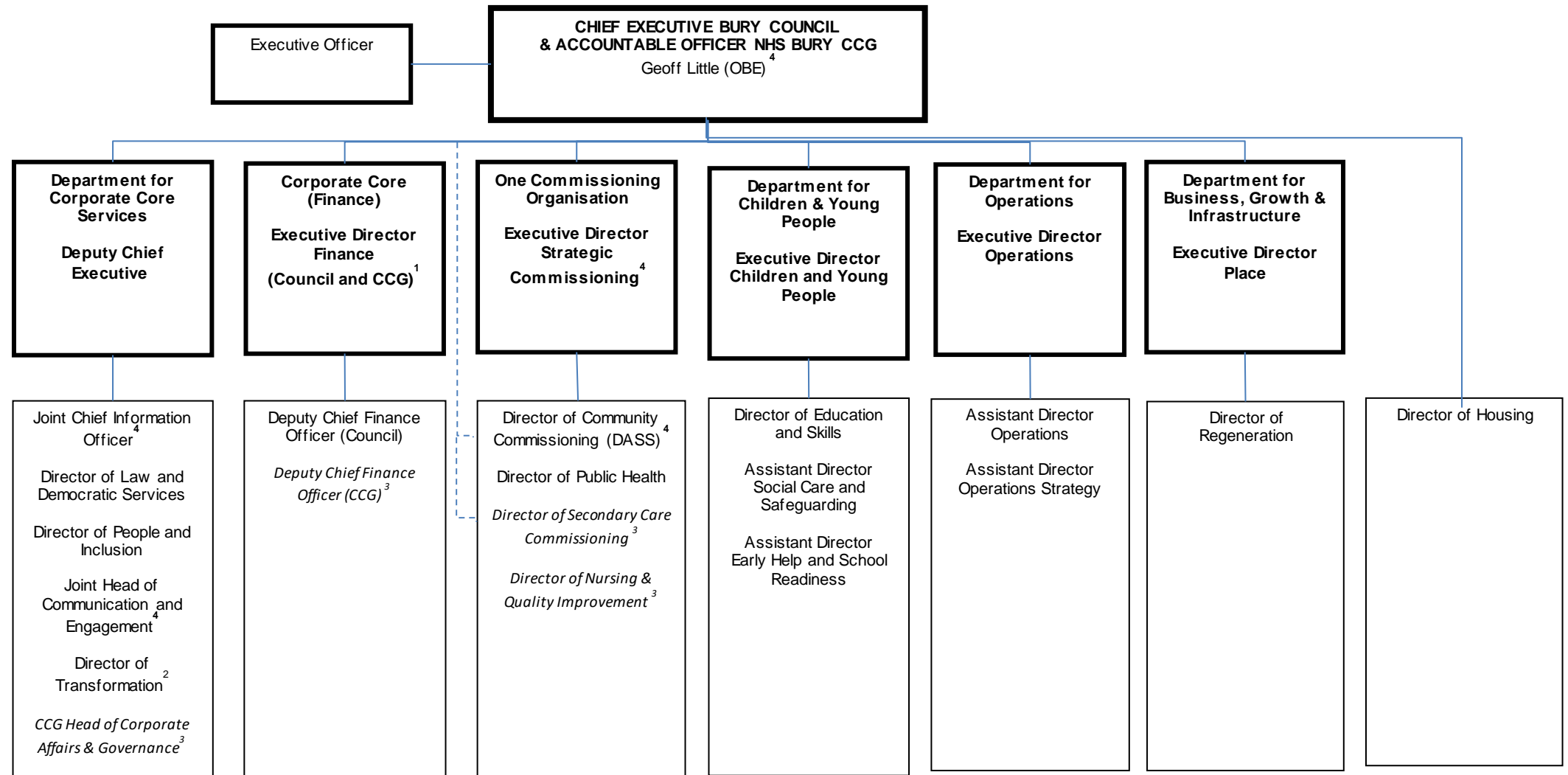
The structure chart below includes members of the Bury Council and Bury CCG Joint Executive Team (the Chief Executive and their direct reports) and the Council & CCG Senior Leadership Group (direct reports to the Executive Team). The data reflects the Council structure as of 1st January 2022. The Chief Executive of the Council and Accountable Officer of the CCG leads an integrated leadership team. CCG posts are included for information and completeness.

1 This post is filled by an employee of Bury CCG.

2 This post holder is working with Bury Council on secondment from another Local Authority for a time limited period.

3 These are CCG posts, employed by Bury CCG and included on the structure for completeness

4 These posts are joint Bury Council and Bury CCG posts employed by the Council. The Council receives a financial contribution towards the cost of these roles.





# Community Safety Plan *for the borough of Bury*

2022-2025



## Foreword

We are pleased to present the Bury Community Safety Plan 2022-2025 on behalf of the Bury Community Safety Partnership (CSP) and the wider Team Bury partnership.

We are proud of the work of the CSP over the last three years which has helped to maintain Bury's position as one of the safest places to live in Greater Manchester. We have worked hard on our priorities whilst responding to new challenges, not least responding to a global pandemic. Whilst the impact of Covid-19 is still to be fully understood it has put into sharp relief what can be achieved when our partners and our residents work together to support each other and protect our most vulnerable communities. These are the strengths we will build on for this new Community Safety Plan.

This Plan provides the framework for the CSP to focus its efforts on addressing crime and anti-social behaviour (ASB) in Bury for the next three years, making a vital contribution to the vision contained in our ten-year community strategy – Let's Do It! The goals we have set in the plan are ambitious and will be challenging but we know that we have the means and the will to deliver them.

Every member of the community has a role to play in reducing the negative impacts caused by crime and disorder and the challenges we are facing. Working in partnership across the CSP and with our communities, we can be confident that we can make Bury an even safer place to live, work and enjoy for current and future generations.

	
Cabinet Member - Communities Richard Gold	
	
Chief Superintendent Chris Hill Bury District Commander	

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## 1. Introduction

Community Safety Partnerships are statutory bodies which exist in all local authorities. They were established by the Crime and Disorder Act 1998 with the aim of creating *“An alliance of organisations which generates strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area”*.

Whilst their responsibilities have developed over time, they remain statutorily responsible for identifying local community safety priorities through the production of an annual strategic assessment which as a minimum must cover:

- Crime and disorder by local area (including anti-social behaviour and other behaviour adversely affecting the local environment) and,
- The misuse of drugs, alcohol and other substances.

There are also statutory requirements for CSPs regarding sharing information and engaging and consulting with the community about their priorities, and monitoring progress in achieving them. Each CSP is required to develop a three-year Plan setting out how Crime and ASB will be tackled in their area.

There are five responsible authorities that make up a CSP: the local authority; police; fire and rescue service; national probation service and clinical commissioning group.

The CSP in Bury comprises of the following Partners:

- Bury Council & Clinical Commissioning Group
- Greater Manchester Police
- Greater Manchester Fire & Rescue Service
- Probation
- Bury & Rochdale Youth Justice Service
- Six Town Housing
- HM Prison Service
- Greater Manchester Combined Authority

CSPs matter. The work they do can save lives and, as a partnership, they can make a huge impact on people's quality of life. Historically they have been the forerunners of public sector reform and integrated working and as such embody the principles of our community strategy Let's Do It! which put community working and local delivery at the heart of improving what it feels like to live and work in our borough.

CSPs have senior political and system leadership. As such, they have the potential to influence significant spend and resource allocation.

## **1.1 Community Safety Partnerships within Greater Manchester**

In November 2012 the government introduced Police & Crime Commissioners (PCCs) which had a significant impact on Community Safety Partnerships. PCCs have assumed overall responsibility for policing, reducing crime within a police force area, and determining how budgets should be allocated, accompanied by a shift in decision-making and accountability for local policing away from police authorities, as well as central and local government.

In Greater Manchester the PCC function sits within the Greater Manchester Combined Authority with further devolved powers for policing and offender management. The GM Police and Crime Plan was produced in partnership with a wide range of people and organisations across Greater Manchester and its priorities have been used as a framework for local community safety planning:

- To keep people safe - for those who live, work, socialise and travel in Greater Manchester, as well as protecting those who are vulnerable.
- To reduce harm and offending – preventing anti-social and criminal behaviour by intervening earlier and rehabilitating offenders.
- To strengthen communities and places – by helping to build resilient communities and strengthening the delivery of public assets.

These themes continue to be important contributors to the work of Bury's Community Safety Partnership. For the new Police and Crime Plan two additional themes for action have been included to underpin these priorities which echo the Bury Let's Do It! strategy and the priorities within this Plan:

- Tackling inequalities and injustice in all its forms including gender-based violence.
- Delivering with victims, communities, and partnerships.

The 2022-2025 Greater Manchester Police and Crime Plan: Standing together is summarised overleaf.

## Standing Together: Our Priorities and Themes for Action

**GREATER  
MANCHESTER**  
DOING THINGS DIFFERENTLY FOR OUR COMMUNITIES

### Priority 1: Keeping People Safe and Supporting Victims

- Improve access to police services
- Improve police responsiveness and visibility
- Improve services to victims
- Improve services to victims of sexual and domestic violence
- Protect vulnerable people from criminal exploitation
- Protect vulnerable young people
- Improve how police, criminal justice and community safety services work with mental health services

### Priority 2: Reducing Harm and Offending

- Investigate, arrest, and prosecute more criminals
- Tackle organised crime
- Reduce high harm and repeat offending
- Give back to communities and victims of crime
- Prevent more young people from becoming involved in crime
- Rehabilitate people so they don't continue to commit crime
- Tackle drug and alcohol addiction and reduce deaths from their use

### Priority 3: Strengthening Communities and Places

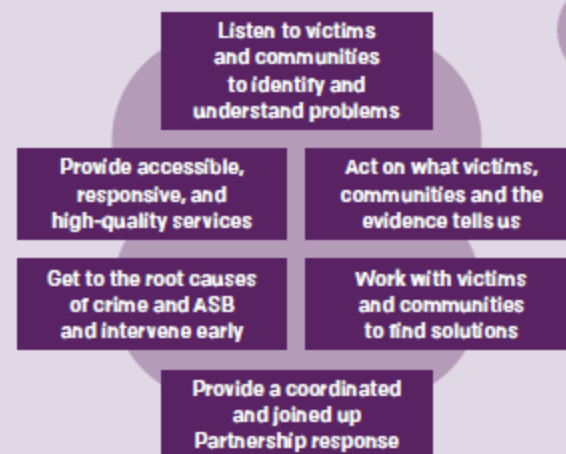
- Reduce crime and anti-social behaviour in neighbourhoods
- Reduce road danger and make our transport system safer
- Make our streets and night-time economy safer
- Improve our response to retail and business crime
- Invest in ways to bring communities together to improve community cohesion and deter crime
- Make public spaces and venues safer
- Tackle inequalities within services
- Make our services sustainable and reduce our carbon footprint

### Theme for Action 1: Tackling inequality and injustice in all its forms including Gender Based Violence

This includes all forms of discrimination and hate as well as inequalities in our communities.

Where responsibility sits beyond our remit and powers (at a national level or with criminal justice partners) we will advocate for fairer justice and fairer funding.

### Theme for Action 2: Delivering with victims, communities and partnerships



## **2. Developing a new Community Safety Plan for Bury Council**

In February 2020, Bury launched a new ten-year strategy for the borough – Let's Do It!

This strategy was designed in consultation with thousands of residents, businesses, community groups, volunteers and partners who all have a stake in seeing the borough go from strength to strength. To achieve this all the local partners have signed up to a vision to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.

Progress towards this target will be measured against seven core outcomes:

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

Making our neighbourhoods safer is one of the most important ways that we will deliver our ambitions for the borough. The consultation undertaken for the community strategy put feeling safe as one of the key measures for quality of life. Being able to feel safe when travelling around our borough or visiting the many green space, parks and recreation centres is highly valued by residents. Being confident to open and run businesses and to take part in education and training are equally important and this Community Safety Plan details how the work of the Community Safety Partnership will directly contribute to the ambitions in Let's Do It!

This Plan will be delivered through the principles of LET'S DO IT!:

- Locality working with our communities
- Enterprise and innovation to make the improvements that matter most
- Together with partners, residents and all public sector bodies
- Strengths-based approaches which build on what works and what makes us proud

### **2.1 Listening to our communities**

In developing this Plan the most important contribution has come directly from listening to our communities and residents. If we eradicate all major crime but people still feel unsafe to go outside then we have not succeeded, so perceptions of safety are just as important as the data itself. Therefore, we have spoken with a range of people from communities across the borough with multiple listening events taking place in Neighbourhoods to ask the simple questions; what makes you feel unsafe and what should we do about it. In addition, we have held separate events with young people, women's groups and religious groups to ensure we have captured a range of opinions.

In addition to the work done locally, the Greater Manchester Combined Authority have commissioned a Police & Crime Survey with views taken from more than 2500 Bury residents over the past two years. The views expressed in the survey have also been incorporated in this plan.

## **2.2 Delivering our statutory responsibilities**

Several important pieces of legislation have been introduced since the last Community Safety Plan for Bury was published:

### **2.2.1 Police, Crime, Sentencing and Courts Bill 2021**

The Police, Crime, Sentencing and Courts (PCSC) Bill covers a wide range of community safety issues. The Bill seeks to place a new statutory duty on local authorities and wider partners to collaborate and plan to prevent and reduce serious violence. Addressing this through early intervention and prevention is a key feature of the current Community Safety Plan for Bury and will also feature in the new priorities.

The Bill complements measures outlined in the new Domestic Abuse Act and the Government's Violence Against Women and Girls (VAWG) Strategy.

### **2.2.2 Domestic Abuse Act 2021**

This new Bill creates a statutory definition for domestic abuse which makes it clear that domestic abuse is not just physical violence, but can also be emotional, controlling or coercive, and economic abuse. It creates new powers, overseen by a Domestic Abuse Commissioner. It also places a duty on local authorities to provide safe accommodation-based support to victims of domestic abuse and their children in refuges. These new functions and our approach to tackling domestic abuse are a core priority in the updated plan.

### **2.2.3 Other Strategies**

Other local and GM strategies have also informed the development of this Plan. The **Greater Manchester Gender-based Violence Strategy** has had a particular influence in the context of recent national and international incidents and movements.

In addition, the work of the **Greater Manchester Inequality Commission** has once again demonstrated that the diverse groups in our society experience crime, disorder and justice very differently. Their experiences as victims, witnesses and perpetrators are significantly affected by their personal characteristics and taking these variances into account is central to this plan and the borough's overall commitment to reducing inequalities.



### 3. Progress to Date

The Community Safety Plan for Bury 2019-2021 set out five priorities areas:

- Protect and support vulnerable people with a focus on Early Intervention
- Put victims first and increase the numbers of victims we support.
- Reduce reoffending, including the implementation of a “restorative justice model”.
- Build stable, cohesive communities and reduce Hate Crimes.
- Develop a partnership approach to community safety across public services and with the local community.

Below are some of the key achievements delivered in the last three years against the five priorities:

Protect and support the vulnerable	<ul style="list-style-type: none"> <li>• Ran a pilot that has now been adopted across Greater Manchester of working with young people on the verge of criminality to support and divert away from crime and anti-social behaviour. An average of 27 young people a month are now receiving specialist support through this process.</li> <li>• Employed two specialist Young People’s Domestic Abuse Practitioners to focus on Early Intervention, who supported 94 young people last year.</li> <li>• Adopted the Encompass model for providing early warning to schools of a Domestic Abuse incident in one of their pupil’s families.</li> </ul>
Putting Victims First	<ul style="list-style-type: none"> <li>• Implemented the GM Victim Services Model in Bury, meaning that every victim of a crime can have access to a service to support them to recover from their ordeal.</li> <li>• Appointed an Independent Domestic Violence Advocate in Fairfield Hospital to support victims of Domestic Abuse.</li> <li>• Commissioned a new service to provide 20 units of safe accommodation for victims of Domestic Abuse.</li> </ul>
Reduce Re-offending	<ul style="list-style-type: none"> <li>• Launched a service for Perpetrators of Domestic Abuse to support them to change their behaviour.</li> <li>• Delivered data-led anti-hate messaging targeted specifically at Perpetrators of Hate Crime.</li> <li>• Youth Services Outreach Team have undertaken engagement with around 1000 young people a year in hotspot locations across the borough to divert them away from crime and ASB.</li> </ul>
Building Stable and Cohesive Communities	<ul style="list-style-type: none"> <li>• Created a Hate Crime Ambassador programme to encourage reporting of Hate Crime and deliver messaging into the community</li> <li>• Implemented a tension monitoring process to help identify issues within communities earlier before they develop into something more serious.</li> <li>• Introduced a community-facing Prevent newsletter raising awareness of the programme and encouraging engagement</li> </ul>

	<ul style="list-style-type: none"> <li>• Delivered an annual input to approximately 1500 Year 8 pupils around key Community Safety issues, such as ASB, Healthy Relationships, Hate Crime etc.</li> <li>• Provided £300,000 worth of GM grant funding to Community Groups to address Community Safety issues.</li> </ul>
Developing our Partnership Approach	<ul style="list-style-type: none"> <li>• Managed the successful reintegration of Probation and the Community Rehabilitation Company into one service</li> <li>• Worked with Partners to develop a Domestic Abuse Network for third-sector and community-based colleagues to support with addressing Domestic Abuse in the community</li> <li>• Commissioned an independent safety audit of waterways on Council land, identifying areas for improvement through a partnership approach.</li> </ul>

## **4. Context for the Bury Community Safety Plan 2022-24**

According to the ONS Mid-year population estimates, Bury currently has a population of 190,990, of which 51% are female and 49% are male. Almost a fifth of the borough's residents are aged 65 or older. Life expectancy in the borough is lower than the average for England as whole and this is due to combination of factors known as the wider determinant of health. These include employment opportunities, education, housing and the environment we live in.

Bury is a diverse place to live, with 10.8% of the population being black or from minority groups. Compared to a national average of 14.6% and Bury has areas such as Sedgley, Redvales and East where this figure reaches 25%.

In comparison with national averages, Bury has a high level of income deprivation, with East and Moorside two of Bury's most deprived areas. Bury also has high levels of unemployment compared to the national average, with a 3.4% unemployment rate in 2019.

Bury's crime figures are low in comparison with other Greater Manchester authorities. This is true for all crime types including violent crime and knife related offences. There is some data to suggest that drug related offences are higher than other areas which requires further analysis. Anti-social behaviour and domestic abuse have both seen concerning increases since the relaxation of Covid-19 restrictions.

At the time of writing the borough is still responding to the Covid-19 pandemic which has had far reaching effects on our residents and businesses. Whilst the full impact will not be known for some time, whilst Bury frequently has some of the highest case rates in the country it has also had a successful vaccination programme in terms of take-up across all our communities. As such as we recover from the pandemic, we will build on the strengths have gained such as better understanding the underlying health and wellbeing of our residents and the resilience of our communities.

### **4.1 Community Feedback**

We cannot produce a Community Safety Plan without understanding what makes residents feel unsafe and what we need to do about it, so we conducted a series of events to capture this information.

Overall we held 19 listening, having conversations with around 250 people about what made them feel unsafe and what we should do about it. The events covered all parts of the community including different religious groups, age groups and backgrounds.

In addition we were able to use information from a GM Police & Crime Survey that has been running for a few years and consider the views of around 2600 Bury residents.

Overall, the following were considered the greatest issue for those consulted:

- ASB
- Youth Violence

- Drug-related offending
- Unsafe locations
- Violence against Women and Girls – DVA and sexual assault
- Other acquisitive crime e.g. car thefts

Overall, the following were the most commonly proposed solutions:

- Community Engagement
- Communications
- Physical Improvements
- Youth engagement services
- Improved police presence

#### **4.2 Public Safety, Confidence & Satisfaction**

When asked how safe residents feel as part of the Greater Manchester Combined Authority Crime Survey, the results show that the proportion of respondents in Bury who feel very/fairly safe in their local area is slightly higher than Greater Manchester overall.

In the most recent results, covering from January to March 2021, Bury returned the 3<sup>rd</sup> highest percentage of residents who feel safe at 91%, behind Trafford (95%) and Tameside (92%). This is consistent with the overall responses across all the previous waves of surveys, with Bury averaging 90.29%, third behind Trafford (94%) and Stockport (91.43%).

However, it should be noted that in that last 3 surveys, 16-29 year olds responded with the lowest percentage of people who felt safe with only 73% feeling safe in Bury in December 2020's survey.

Both men and women feel equally as safe according to the crime surveys, however, on average, women feel they are supported better by GMP and have are more confident in getting help from GMP when needed.

### 4.3 Key Findings from the 2022 Strategic Assessment

The annual Crime and Disorder Strategic Assessment is prepared on behalf of the Bury Community Safety Partnership (CSP) to inform strategic planning and commissioning processes. Bury's crime figures are low in comparison with other authorities. The rate of all crimes in Bury in 2020 was below the average in Greater Manchester and the third lowest overall. The national average rate is 84.5 which is in line with the Greater Manchester average.

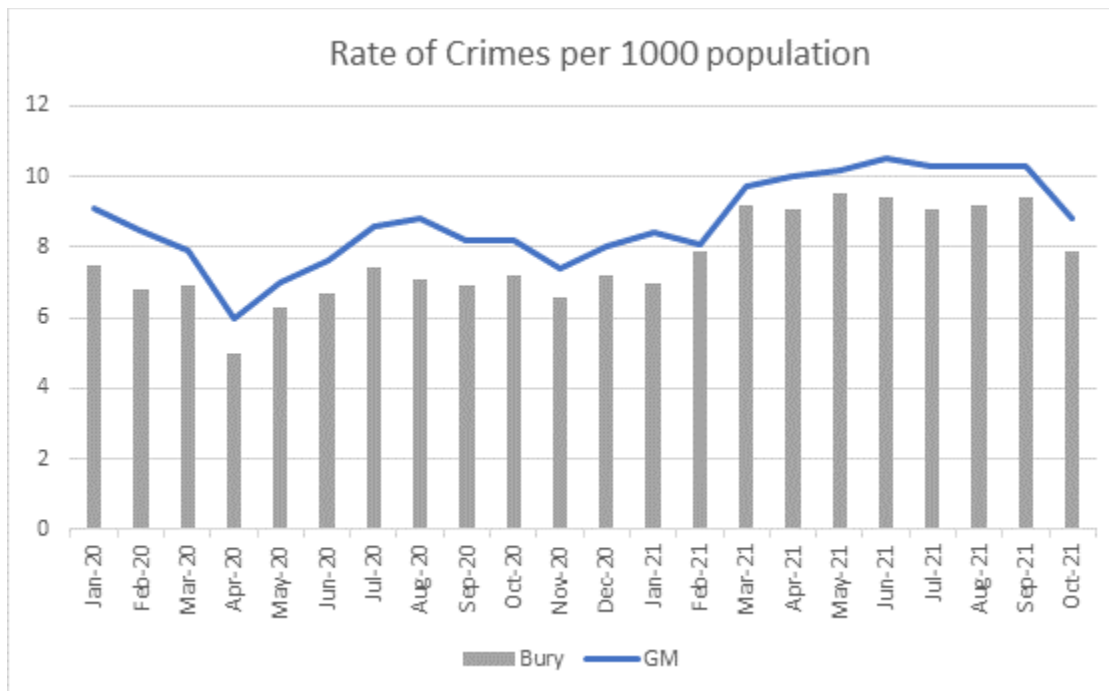


Figure 1: Rates are calculated per 1000 population

This trend continues when the crimes are broken down into specific offences. Bury remains lower than the GM average across all 5 offences listed below:

	Victim Based	Personal	Domestic Abuse	Violent Crimes	Household
<b>Bury</b>	63.62	32.25	12.52	28.10	19.78
<b>GM Average</b>	<b>73.11</b>	<b>38.32</b>	<b>15.11</b>	<b>30.53</b>	<b>24.97</b>

Due to the impact of the Covid-19 pandemic, many places saw a drop in crimes between April – June 2020, in line with the country entering lockdown. However, when comparing October – December 2019 (3900 crimes) with the same period in 2020 (3905 crimes), there were a very similar number of crimes overall, although certain areas such as Bury Town Centre, Redvales, Radcliffe East and East Church have seen reduced crime.

Trend analysis shows that North Manor and Church areas of Bury have the lowest crime figures, whereas as Bury Town Centre has the highest levels of crime in all the previous 5 quarters. Crime levels also remain high in Fairfield, East Church and Radcliffe Mid.

Map of Crimes October to December 2020

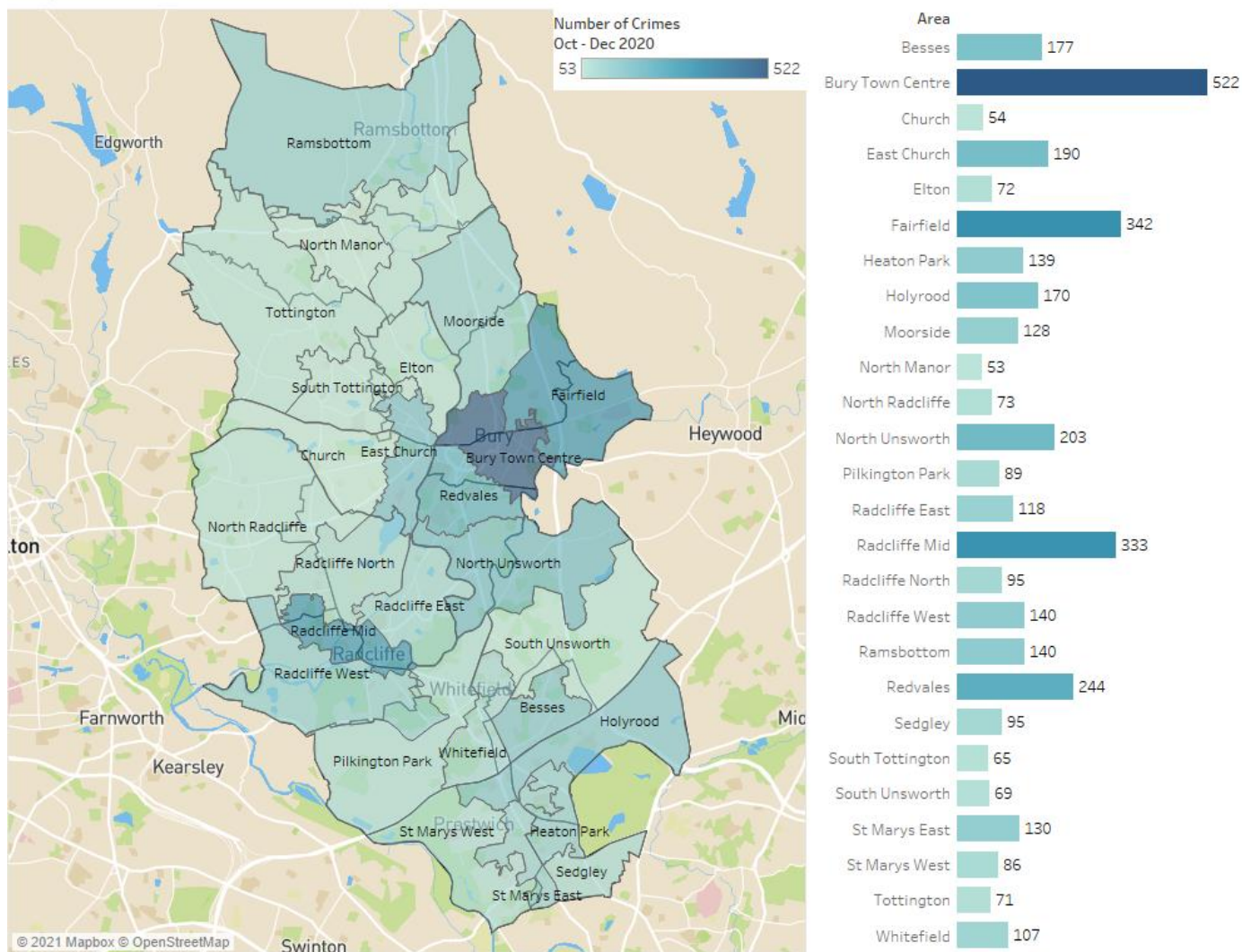


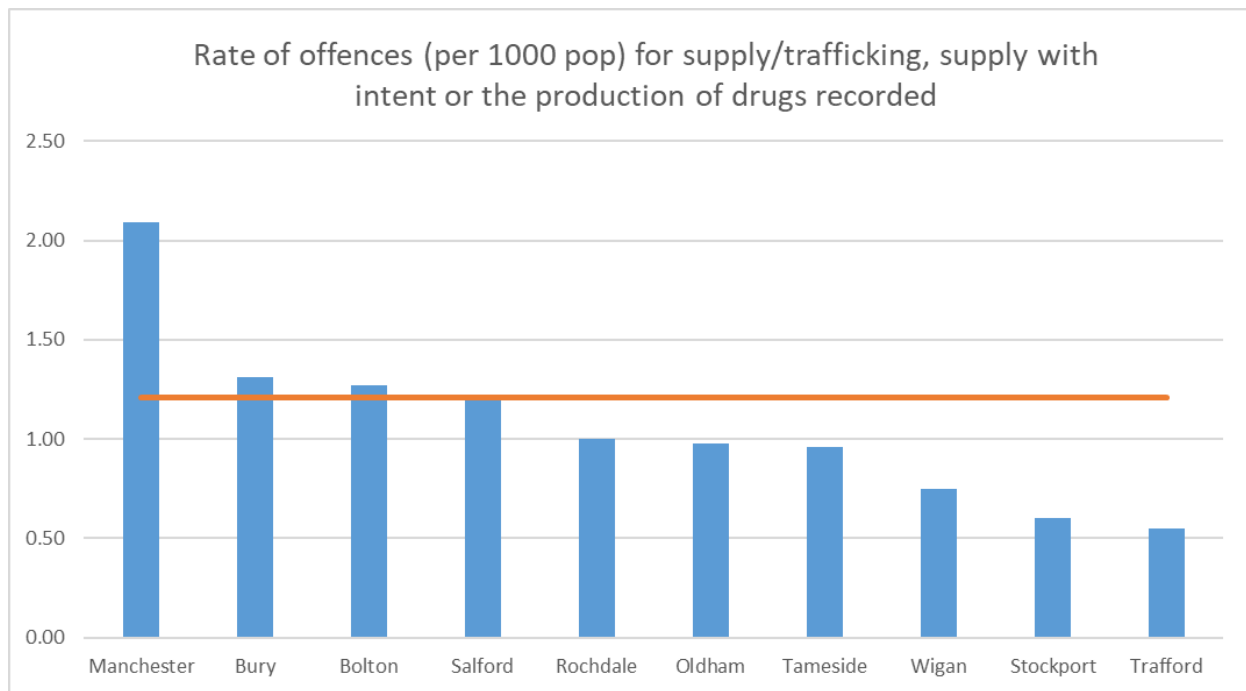
Figure 2: Data from GMP Cognos

### 4.3.1 Anti-Social Behaviour

Due to the impact of the pandemic it is difficult to draw direct comparisons in the official anti-social behaviour data. Breaches of Covid-19 restrictions have been classified as anti-social behaviour by some agencies and due to the increase of people staying at home during lockdown, the pattern of anti-social behaviour incidents has changed. For example, the local authority saw an increase of 18.5% complaints about anti-social behaviour between 2018/19 and 2019/20, including more neighbour disputes. In comparison GMP reported lower levels of anti-social behaviour in our town centres as the usual places for meeting and socialising were closed.

### 4.3.2 Drug Offences

The rate of recorded drugs offences in Bury between April 2020 and March 2021 was second only to Manchester across the GM authorities, with a total of 251 offences.



### 4.3.3 Domestic Abuse

Bury has seen an increase in domestic violence in 2020 by 21.8% compared to the same period in 2019. Areas such as Redvales, Fairfield, Radcliffe Mid, Elton and East Church have seen significant rises in domestic abuse, whereas Ramsbottom is the only area that has had a significant drop.

Repeat suspects of domestic violence are also on the rise in Bury over the past 12 months. Since November 2020, where in the 12 months prior there was a consistent level of repeat offences, there has been a sharp rise in repeat offenders of domestic abuse in Bury from 90 cases in November to 177 repeat offences in March 2021.

Looking at the data from Multi-Agency Risk Assessment Conferences (MARAC) cases in Bury, there has been a consistent rise across many aspects of referrals. MARAC cases from black and minority ethnic communities in Bury have steadily increased in the last year to March 2021 and there has also been a rise in male victims being supported. However, cases involving LGBT victims or victims with a disability have remained low since March 2019.

It is important to note that overall, Bury's rate of domestic abuse in the 12 months to March 2021 is below the GM average and is the third lowest in Greater Manchester. The 3,601 incidents across Bury in this period, converts to a rate of 18.9 cases per 1000 population, lowest behind Trafford and Stockport. The GM Average is 21.5.

## 5. Priorities

Using the above strategic drivers to inform decision-making Bury's Community Safety Partnership have worked together to develop a new set of priorities for the next three years. Using the principles of Let's Do It! the partnership agreed that the new plan should demonstrate an overarching strengths-based approach and this will be the key difference from the previous strategy. This means:

- Taking a positive approach to our work – stepping away from deficit language and articulating more clearly the role of public services as enablers
- Prevention more than response
- Targeting resources
- Committing to and deriving benefit from neighbourhood team working

Each priority will be overseen by a strategic lead who will be responsible for developing the CSP's response. This will include developing a delivery plan, commissioning analysis and activity, allocating funding, monitoring activity and performance, and working with other priority leads on cross-cutting areas of work.

### 5.1 Reducing Drug-Related Offending

Why is this a priority?

Another theme that came out of the consultation loud and clear was that drug abuse and drug-related offending is a significant worry for residents. This opinion is reinforced by the fact that Bury has the second-highest drug offences per 1,000 of the population of all the boroughs of Greater Manchester.

Strengthening our Public Health approach to addressing substance misuse is already a key priority for the borough but the CSP will look to support this by providing a greater focus on offending and organised crime.

What will we do to address it?

- Increase understanding of the levels of drug-related offending to reassure residents
- Increase the intelligence received from community about drug-related offending
- Develop a robust approach to identify and support young people at risk of substance misuse and drug-related offending
- Maximise every opportunity to address offending behaviour driven by drug use
- Work with criminal justice partners to ensure that responses to young people's drug and alcohol related offending are appropriate to their needs
- Develop a set of common standards that clearly identify "what works" in reducing drug and alcohol-related offending
- Ensure that links are made with cross-cutting issues associated with safety in the evening and night-time economy e.g. pubs, bars, restaurants and late night transport
- Work with all partners to ensure that vulnerable people are supported through the criminal justice system and helped to access appropriate support services



Who will deliver this work?

The Substance Misuse Partnership which is a cross-cutting group that address the causes of substance misuse and work to address the harmful consequences on individuals, families and communities. This group will lead the response to this priority.

## **5.2 Supporting Victims and Tackling the causes of Domestic Abuse**

Why is this a priority?

Nationally, Domestic Abuse affects around 1 in 4 women during their life, with repeat incidents often becoming more serious. Tragically, two women are killed each week by their partner or ex-partner. Men are also severely affected by Domestic Abuse with chronic under-reporting masking the true picture. For some time now Domestic Abuse has been seen as a major public health concern due to the long-term health consequences for victims, and for their children who witness the violence or abuse.

In line with the regional and national picture the impact of Covid on victims of Domestic Abuse has been clear, with rates in Bury doubling from the first lockdown in March 2020 to now. Concerns about rising rates of Domestic Abuse and women's safety more generally also came through very clearly from all communities which demonstrates the impact it has on everyone.

What will we do to address it?

- Ensure all victims can access timely and effective information, advice and support where they need it
- Be satisfied that our processes and systems are reducing risk in all cases
- Operate an effective model of support that meets statutory requirements and empowers statutory and community partners through a shared vision of delivery
- Demonstrate a clear understanding of Domestic Abuse in Bury through better analysis of data
- Provide individuals and communities the means to recognise and understand Domestic Abuse and live in a culture of Healthy Relationships
- Ensure that every perpetrator identified in Bury receives an offer of support to address his or her behaviour and that we engender a culture of 'think perpetrator' when tackling Domestic Abuse

Who will deliver this work?

The Domestic Abuse Partnership Board have strategic oversight of this area and, following the 2021 Domestic Abuse Bill, have the statutory powers to deliver against this priority. The Partnership Board have approved a new Domestic Abuse Strategy which is included as an appendix to this document.

### **5.3 Strengthening Community Cohesion**

Why is this a priority?

The borough of Bury benefits from having an extraordinarily diverse range of communities. Given the mix of people in our borough we enjoy an extremely cohesive borough, with 80% of those surveyed saying Bury is a place where people with different backgrounds get on well together. This is the second highest in Greater Manchester and higher than less diverse areas. However, 20% of people do not feel that this is the case and so Bury needs to be ambitious and be aiming for a society where everyone has equality of opportunity and free of hate crime.

What will we do to address it?

- Make sure we fully understand instances of hate crime and community tensions
- Encourage all victims to report Hate Crime so that we can make better plans to reduce the number of incidents
- Promote social inclusion to encourage equality of opportunity and improve cohesion
- Support migrants to make it easier for them to integrate and thrive in Bury
- Harness the power of young people to foster cohesion
- Tackle the causes of radicalisation and encourage engagement with anti-terrorism work

Who will deliver this work?

The Community Cohesion Group will take ownership for delivering these ambitions.

### **5.4 Creating & Maintaining Safe Spaces**

Why is this a priority?

The feedback from Bury residents during the consultation so far has been very clear, people feel like they have a lot to offer to make their communities feel safer without needing organisations such as the Police and the Council, but they need the right tools and information to be able to make a real difference.

The Community Safety Partnership are clear that we cannot achieve this without the help of the community and share the view that by working with people who want to protect their community and take ownership of their area we can do so much more.

The development of the network of Community Hubs has provided a model for doing this within our neighbourhoods and we want to get more residents involved in promoting community safety and protecting each other.

Additionally, there are some issues that require specific, problem-oriented solutions. Women's safety in public places and speeding are critical problems that need tailored

solutions so that all Bury residents feel confident about going wherever they want, whenever they want.

What will we do to address it?

- Create a mechanism, through the community hubs, for residents to provide ongoing feedback and intelligence about Crime and Anti-Social Behaviour
- Develop a network that enables us to provide community safety messages and advice to reach those that other channels of communication do not
- Deliver impactful Community Safety Campaigns that reach the right groups
- Ensure that residents show a greater willingness to report crimes to Police and other services and think about how we celebrate our law-abiding Bury residents
- Based on consultation with residents and community groups, publish a Women's Safety Action Plan including advice and guidance on keeping safe as well detailing work to tackle misogyny and sexism within the borough
- Explore bespoke solutions to speeding and dangerous driving hotspot locations
- Develop an action plan to address water safety across the Borough

Who will deliver this work?

This work will be delivered through the wider neighbourhood model, overseen by the Creating Safe Spaces Group.

## **5.5 Tackling Crime and Anti-Social Behaviour**

Why is this a priority?

The main issue voiced by residents as to why they feel unsafe is anti-social behaviour (ASB) and, specifically, concerns about the actions of young people.

Another element of this priority is violent crime. This is a national priority, supported locally through the development of the Greater Manchester Violence Reduction Unit.

What will we do to address it?

- Undertake more work to understand the prevalence of violent crime so that we can make better plans of how to tackle it
- Ensure that young people understand the consequences of violence and support them to have the skills and confidence to avoid it
- Divert those who become involved in violent crime as early as possible
- Strengthen community responses to preventing acquisitive crimes such as burglary and car crime
- Make effective use of the tools and powers to tackle violence and ASB
- Develop and maintain area-based problem solving for persistent ASB issues
- Develop operational links with Children's Services to drive down ASB in young people
- Identify and operationalise effective restorative interventions to address ASB

Who will deliver this work?

ASB and Violent Crime Reduction Group

## **5.6 Reduce Reoffending**

Why is this a priority?

Another of the statutory responsibilities of the Community Safety Partnership is to work together to reduce reoffending. This priority will contribute to all the other priorities as it is important that we provide all offenders with the best opportunity to abstain from re-offending. This work is supported by our Probation and the Youth Justice service.

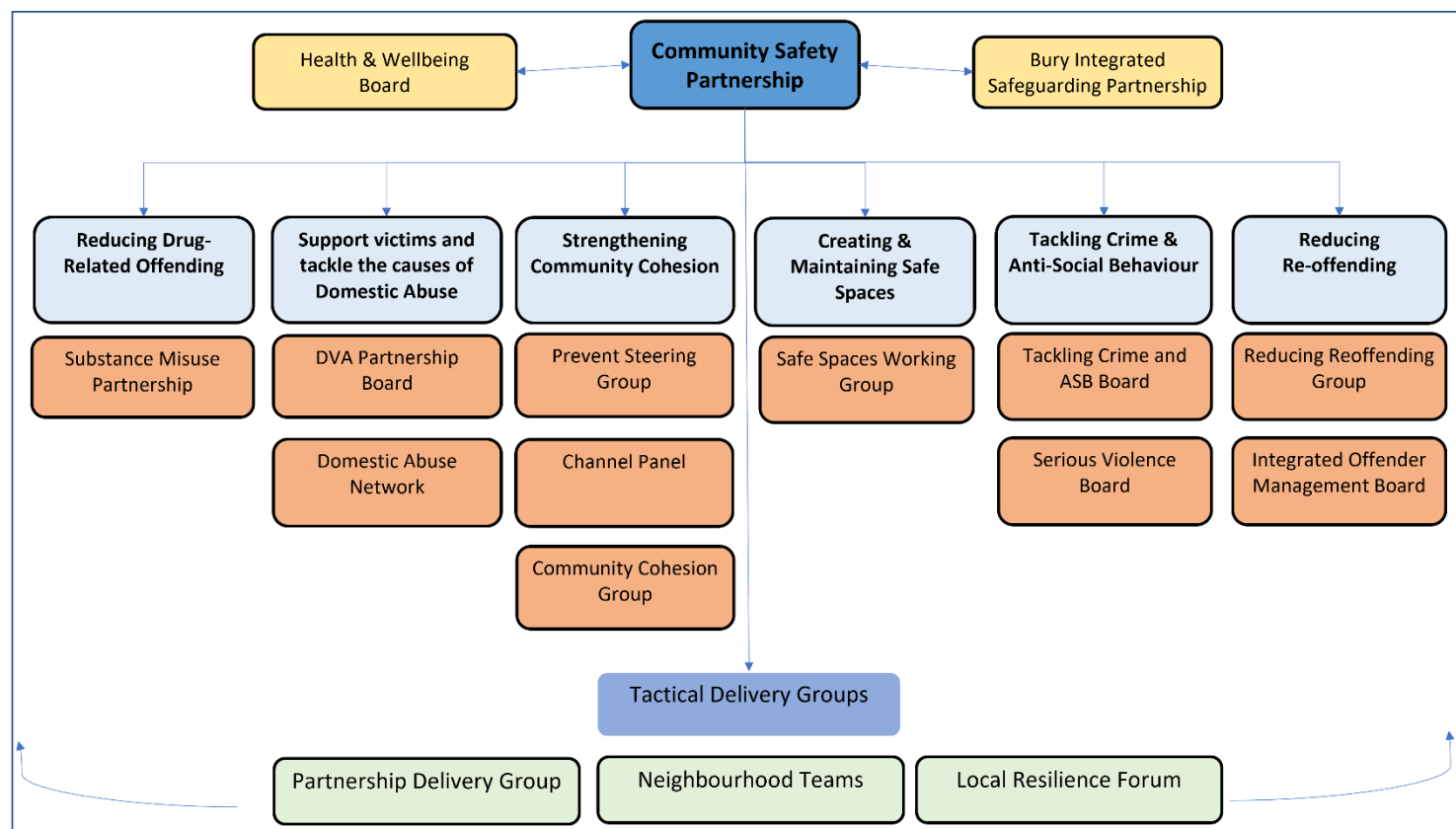
What will we do to address it?

- Improve access to intervention for any individual diverted from Court to ensure that health and behavioural needs are met
- Increase support to young people who transition to probation at the age of 18
- Deliver outcomes demonstrating good engagement of young people, including those unwilling to engage with services
- Achieve high levels of engagement with interventions aimed at reducing re-offending via accredited programmes and more specialist provision
- Share good practice and learning across the network
- Sustained partnership engagement with audits to look at the quality of provision and risk management planning to protect victims and the wider public

Who will deliver this work?

The Reducing Reoffending Group are a long-standing, multi-agency function that will continue to drive this agenda.

The Community Safety Partnership will oversee the delivery of this Plan and will work with Health & Wellbeing Board and Bury Integrated Safeguarding Partnership to address shared, strategic issues. The Neighbourhood Teams will operationally problem-solve multi-agency issues through the new structure of the Community Hubs and Place Based Leadership Teams. The Partnership Delivery Group will act as a borough-wide tasking group and address escalated issues from Neighbourhoods. The Local Resilience Partnership will provide support to the Partnership across Civil Contingencies and Emergency Response issues. This will include hosting the Events Safety Advisory Group and undertaking thematic piece of work on behalf of the CSP such as the Water Safety Delivery Plan.



## **7. Appendix One: Domestic Violence and Abuse Strategy 2021 – 2024**

### **7.1 Introduction to the Strategy**

Based on the data gathered as part of the Strategic Needs Assessment undertaken by Bury's Community Safety Partnership it is clear that Domestic Violence and Abuse (DVA) continues to be one of the most pervasive crimes within our communities. The experience of our previous work with victims and offenders has shown that the harm resulting from DVA can have a lasting negative impact on families and victims. As such preventative action to reduce the number of incidents remains a priority for both local agencies and central government.

According to the Local Government Association, DVA accounts for eight per cent of all crime nationally, with an estimated two million victims a year. Victims are predominantly women, with one in four women experiencing a form of domestic abuse in their lifetime. DVA also significantly affects those children and young people who witness such incidents of violence and control. Their experience of DVA can lead to intergenerational cycles of vulnerability and perpetration.

The impact of domestic violence and abuse can be devastating. In the worst instances, it results in serious injury or even death. Victims of domestic abuse can not only suffer from physical violence but also of coercive control. Coercive control is a concealed method of power and control used by perpetrators (offenders) that perpetuate an ongoing mental torture of fear, intimidation and humiliation for the victim. There are long term implications for the health and wellbeing of victims, including poor physical and mental health conditions, isolation and often substance misuse.

As DVA is one of the most enduring and pervasive social problems and can affect people from all backgrounds long after the abuse has ceased it continues to be the highest priority issue for the Community Safety Partnership in Bury.

### **7.2 Definition of Domestic Abuse**

The Domestic Abuse Act 2021 defines domestic abuse as any incident or pattern of incidents of:

- physical or sexual abuse
- violent or threatening behaviour
- controlling or coercive behaviour
- economic abuse:
  - acquire, use or maintain money or other property, or
  - obtain goods or services
- psychological, emotional or other abuse

It does not matter whether the behaviour consists of a single incident or a course of conduct. This can take place between individuals who are or have been intimate partners or family members, regardless of gender or sexuality.

### **7.3 Development of this Strategy**

Since the last Domestic Violence and Abuse Strategy was published in Bury several significant pieces of work have been undertaken to address the issues raised and to develop more strategic approach to tackling DVA.

#### **7.3.1 Community Strategy: Let's Do It**

In February 2021 the strategic partnership for the Borough, Team Bury, published a ten-year plan for the borough to address inequalities and ensure inclusive economic growth. It is a far-reaching Plan that sets out ambitions from health to housing, from commerce to communities and, of course, community safety. The Community Safety Plan and Domestic Abuse Strategy are important delivery mechanisms for achieving the outcomes set out in Let's Do It!. We will achieve them by working with our communities to address threats to safety and to take a preventative approach to tackling risks and vulnerabilities to build a stronger and safer borough.

#### **7.3.2 Community Safety Plan**

The Crime and Disorder Act 1998 places obligations on the Community Safety Partnership to produce a Community Safety Plan to outline how all partners intend to work together to impact upon crime and disorder, substance misuse and reduce reoffending in the local area. The current Plan for the borough expires in December 2021 however during its lifetime, protecting vulnerable people, specifically victims of domestic abuse, has been key priority.

#### **7.3.3 Independent Review**

To assess the work of Partnership and the progress that has been made, an Independent Review of Domestic Abuse was commissioned. The final report notes the progress that has been made and includes a series of recommendations on how to improve the victim experience to give them the best chance of recovering which have informed the development of this Strategy and the new Community Safety Plan. Some key recommendations made for inclusion in this Strategy were:

- To strengthen the current MARAC arrangements through the implementation of a development plan
- To reflect, within the priorities and the work on the system response, requirements of the new Domestic Abuse Bill, overseen by the Domestic Abuse Partnership Group
- To ensure sufficient capacity in the system to respond to demand
- To build upon the existing perpetrator provision and embed as part of the Borough's response to domestic abuse
- To put in place a broad Workforce & Organisational Development framework to strengthen the response to domestic abuse across all public sector and partner agencies.

#### **7.3.4 Domestic Abuse Bill 2021**

This important new piece of legislation made some important strides towards addressing Domestic Abuse. It also created some new duties for Partners around Safe Accommodation for victims and their children, better support for victims in court, polygraph testing for offenders and improved police powers to remove perpetrators to respond to domestic abuse. It also identified ways in which the prevention of domestic abuse and support to victims should be governed locally.

#### **7.3.5 Safe Accommodation**

The new duties on Local Authorities to assess the need for, and commission, safe accommodation for victims and their children. The duty also covers the provision of support in safe accommodation including advocacy, domestic abuse safety advice, specialist support for people with protected characteristics, housing support, immigration advice, play therapy and counselling. The investment in safe accommodation services provides significant opportunity across the system to safeguard victims and their families.

#### **7.3.6 Covid-19**

As demonstrated in the data below, along with the rest of the country, Bury has seen significant increases in reports of domestic abuse during the pandemic which has tested services and systems to their capacity. It has also highlighted learning which the Partnership has to respond to provide an improved response for victims and prevent domestic abuse from occurring in the first place.

#### **7.3.7 Gender-based violence**

There is a growing call for greater urgency in addressing gender-based violence at national and local levels. Much of this focuses on high-profile cases or movements like #metoo but the fact that domestic abuse disproportionately affects women is also a significant part of this conversation. The GM Gender-Based Abuse Strategy provides a regional framework under which this Strategy also sits. The Strategy calls for 'changing the story' about gender-based violence to bring about a fundamental shift in attitudes towards violence against women and girls, which we fully support in Bury.

#### **7.3.8 Young People**

In families where domestic abuse occurs it is important to remember that children and young people are also victims. The Domestic Abuse Act recognises children as victims of domestic abuse if they "see, hear or otherwise experience the effects of abuse". Witnessing domestic abuse increases the likelihood of a child or young person becoming a perpetrator or being subjected to domestic abuse as an adult. We recognise the impact that domestic abuse has on children and young people, and through a coordinated and collaborative response we want to improve the outcomes for children living in households with domestic abuse perpetrators.



### 7.3.9 Consultation

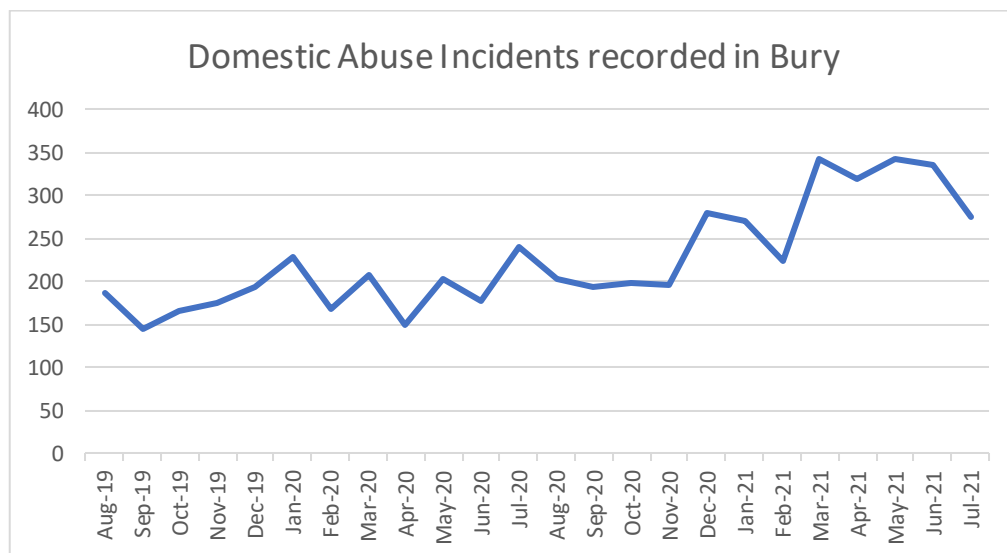
A crucial part of the process in developing this strategy has been consultation and engagement with the victims of domestic abuse and their support networks. Further work has also been undertaken with professional and support groups, as well as with statutory agencies such as the Council and Greater Manchester Police. A series of 9 'listening events' have been conducted with about 120 residents of Bury. These events have included people from all backgrounds and ages and, most importantly, survivors themselves. Without the input of the people living and working with domestic abuse the Partnership cannot take a strength based, person-centred approach and as such we are grateful to all who have participated and shared their stories.

### 7.3.10 Needs Assessment

To inform the development of this strategy a needs assessment has been undertaken using data drawn from a variety of sources including:

- Commissioned services support victims and perpetrators of domestic abuse
- Police and Crime data
- Local authority data and intelligence
- Qualitative feedback from partners and support groups

Using data compiled by the Greater Manchester Combined Authority there is evidence that of an increase of 42% of domestic abuse incidents being reported in Bury year on year.



In terms of the type of domestic abuse recorded, 'High' and 'medium' risk cases form a greater proportion of all cases than they did in 2019 (Chart One). Further analysis suggests that domestic abuse is increasing more quickly in Under 18s than in the rest of the population and has increased by 69% on the previous year (Chart Two). In comparison with other Greater Manchester authorities Bury has a high proportion of 'Repeat' cases recorded by the borough's Multi-Agency Risk Assessment Conferences (MARAC) (Chart Three).

Chart One:

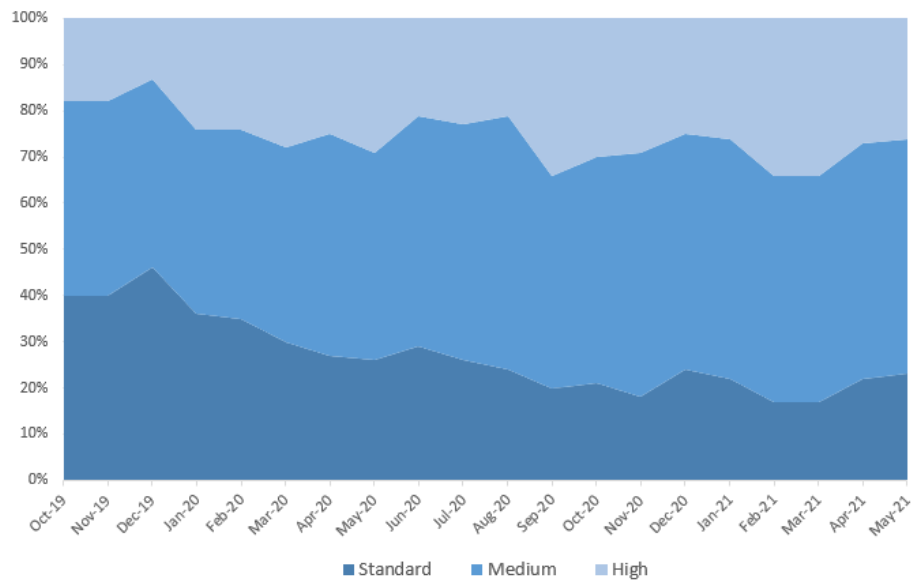


Chart Two:

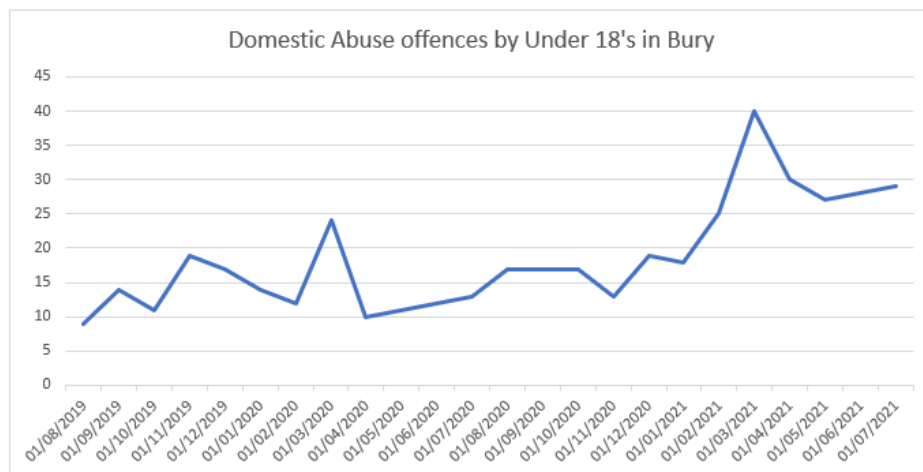
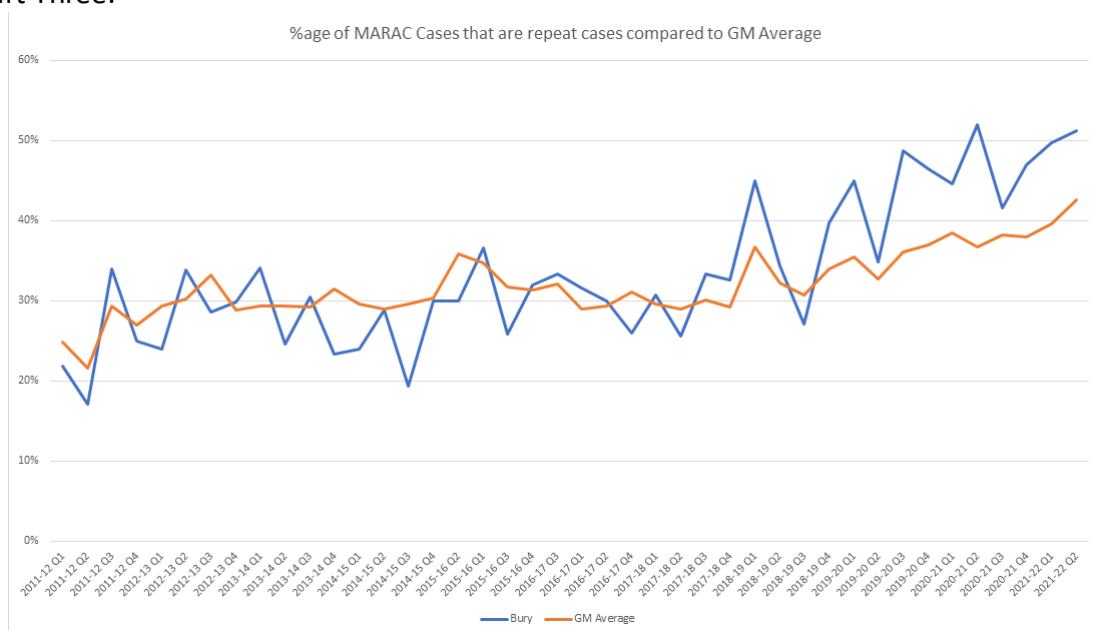


Chart Three:



## 7.4 Strategic Priorities of the Domestic Abuse Strategy

Based on the national and local context and the most recently available needs assessment data, a series of new priorities have been developed as the focus of this Domestic Abuse Strategy. These are outlined below. These are owned by the Domestic Abuse Partnership and therefore include contributions from all public services including health and care; children's services; emergency responders and the voluntary, community and faith sector.

The delivery of these priorities will be overseen by the Community Safety Partnership and the Team Bury Delivery Board to ensure that they are congruent with the principles of the Let's Do It Strategy i.e.:

- They are **locally** led
- They are delivered in **enterprising** ways
- They are achieved **together** with our victims and support networks
- They build on the **strengths** of our current model, taking a person-centred approach

Addressing issues that impact on feelings of safety and create vulnerabilities in our communities is a core theme within the Let's Do It! Strategy and tackling the root causes of these behaviours and risks is part of the Neighbourhood Model adopted across the borough in order to match resources and expertise to the areas that need it most.

### 7.4.1 Priority One: Improving Processes – All victims can access timely and effective information, advice and support

The data told us that some people not accessing support when they need it and the consultation activity helped us explore why this was and what we could do about it. The Independent Review highlighted that even when some people do access support the structures in place do not reduce the risk for everyone and some of this was down to simply needing more people and resources in key functions.

Theme	What is it?	What do we want to do?
MARAC (Multi-Agency Risk Assessment Conference)	A process for sharing information about the highest-risk Domestic Abuse cases and discussing options for keeping them safe	Ensure that the MARAC is reducing risk in all cases through effective management of the process, appropriate resourcing and senior leadership from all partners, including health.
Pathways	The means by which victims access support and information is improved so that information transferred between agencies is done so safely to efficiently ensure that the support provided is effective.	Remove gaps in Domestic Abuse provision so that <u>all</u> victims and their families receive the support they need.
Capacity	Reviewing the resources and staff in place across the Partnership to	Be confident that all services supporting victims of

	ensure sufficiency in being able to meet the demands of those who need help	Domestic Abuse and their families have the resources they need to operate effectively through the use of targeted provision within a neighbourhood model.
Public Service Reform	A focus on bringing services together at a neighbourhood level, designed around the person and their needs.	In the context of increasing demand and limited resources, this approach gives the opportunity to draw on wider service provision to address underlying causes of domestic abuse and provide a coordinated support offer for all victims of domestic abuse and their families.
Under-reporting	Where victims or those representing victims are not reporting to responsible agencies that they have been abused.	Ensure that all victims and those reporting on behalf of victims understand how to report and feel comfortable in making that report.

#### **7.4.2 Priority Two: Improving Partnerships – Partners will work together under a shared vision for the good of the victim**

The new Domestic Bill clearly sets out some new obligations for partners to meet the needs of victims. We heard from the review, and many of the groups we consulted with, there was more local community groups could offer if we worked together more cohesively and raise awareness across services of the breadth of the offer. Finally, the process of developing this Strategy highlighted the data currently available is limited and needs proper analysis.

<b>Theme</b>	<b>What is it?</b>	<b>What do we want to do?</b>
Domestic Abuse Partnership Board	Now a statutory function, the Board's responsibilities are to develop and monitor strategies and map activities to address Domestic Abuse	Operate an effective and decisive Board structure that meets statutory requirements and reflects the community it serves.
Community-based Groups	Third-sector partners who operate in the community addressing the needs of victims and their families or addressing perpetrator's behaviour	Empower Community Groups to undertake their work through a shared and structured vision of delivery.
Clarity of Offer	The understanding we have of what each partner across the domestic abuse landscape in Bury is doing	Be clear what each partner can offer victims, their families, and perpetrators and that we are using all available resources.

Analysis	What we know about Domestic Abuse in Bury	Demonstrate that the Partnership have a clear understanding of domestic abuse through analysis of data from all available sources
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#### **7.4.3 Priority Three: Prevention - Individuals and Communities recognise and understand Domestic Abuse and live in a culture of Healthy Relationships.**

During the staff consultation and the Independent Review we heard that the current training offer needs modernising and be made available for those working in communities and in statutory services. One issue highlighted by everyone we consulted was the need to ensure we get the right messages out there, especially when it comes to young people, and we need to be reach people earlier in the process to give them information and support to avoid or leave abusive relationships.

<b>Theme</b>	<b>What is it?</b>	<b>What do we want to do?</b>
Workforce Development	The skills those working with victims of Domestic Abuse have to fulfil their functions effectively	Provide access to training that is relevant, up-to-date and effective for all people working with domestic abuse victims, their children and perpetrators.
Primary Prevention	Intervening before domestic abuse occurs	Ensure that the public, and especially children and young people, are clear on what constitutes a healthy relationship and understand how to challenge and report abuse.
Early Help	Early Help is about taking action as soon as possible to tackle problems before they become more difficult to address.	Place domestic abuse as a central issue to be considered within our early help work and focus on those vulnerable to exploitation and Adverse Childhood Experiences through trauma informed practice. Developing closer links between Young People's IDVAs and Adult IDVAs to provide a more consistent service.
Awareness-raising through campaigns	How we proactively get messages out to the public about domestic abuse	Keep the public informed about the different facets of domestic abuse through a

		consistent flow of information across different platforms and media
Generic and culturally specific advice and information	How we ensure that essential information about domestic abuse is reaching everyone that needs it.	Provide information and advice about domestic abuse that is easily available and understood by everyone that needs it.

#### 7.4.4 Priority Four: Working with Perpetrators – Identify and stop harmful behaviours

We know from the data that perpetrators of domestic abuse can, and do, go on to reoffend, often with multiples partners. We also know that some victims do not want to leave their abusive partner. It is therefore not sufficient to just safeguard the victim – we must do more to change the behaviour of perpetrators.

Theme	What is it?	What do we want to do?
Addressing behaviour	The work that takes place to stop perpetrators from reoffending.	Ensure that every perpetrator identified in Bury receives an offer of support to address his or her behaviour and that we engender a culture of 'think perpetrator' in all interactions
Innovative thinking	New and different ways of addressing perpetrator behaviour	Deliver a suite of different solutions for addressing perpetrator behaviour

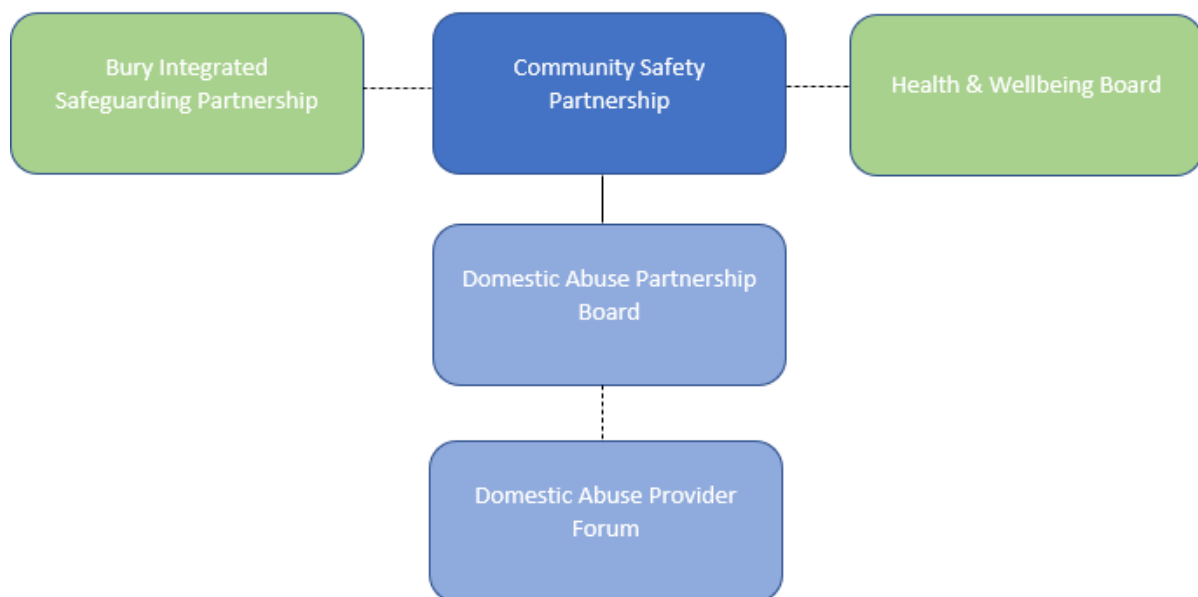
## 7.5 Implementation

The multi-agency Domestic Abuse Partnership Board will be responsible for implementing this Strategy and will develop an Action Plan for delivering each of the priorities and themes identified above.

The Partnership Board will continue to review membership to ensure all key agencies are represented at the right level. Delivering the plan will be the responsibility of all partners and we will expect to see investment of time and resources to meet these needs. The administration of the Partnership Board will sit with the Council's Community Safety Team and the dedicated Domestic Abuse Co-ordinator will support agencies to meet obligations set in the plan.

The Domestic Abuse Partnership Board will report to the Community Safety Partnership on progress against the Action Plan and will also provide updates to the Safeguarding Partnership and the Health and Wellbeing Board through established governance links.

The Provider Forum is an independent group of organisations delivering domestic abuse services in Bury. It is not accountable to the Partnership Board and undertakes a role as both critical friend and support in delivering the Strategy.



## 7.6 Evaluation

This a multi-strategy and therefore will be reviewed periodically throughout its lifecycle including:

- Annual needs assessment to review impact on case numbers, outcomes and trend data.
- Interim evaluation of the delivery plans to ensure that the priorities have the correct focus and to provide opportunity for additional issues to be addressed if required.
- Independent final evaluation to be reported to the Community Safety Partnership.

Within each priority the delivery plans must include performance metrics which can be reviewed by the Community Safety Partnership on a twice-yearly basis. This should include scope for quantitative and qualitative information, specifically feedback from recipients of support and their families.

The impact of the Strategy will also be reviewed by Team Bury with the annual State of the Borough Report which tracks progress towards the outcomes set out in our Let's Do It! Community Strategy.



**Annual Governance Statement 2020/21****Scope of Responsibility**

Governance is about how the Council ensures it is doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner. Good governance leads to effective:

- leadership and management;
- performance and risk management;
- stewardship of public money; and
- public engagement and outcomes for our citizens and service users.

The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is properly accounted for, and provides value for money. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging the overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, which include arrangements for the management of risk, whilst facilitating the effective exercise of its functions.

Bury Council acknowledges its responsibility for ensuring there is a sound system of governance. The Council has adopted a Code of Corporate Governance, which is consistent with the seven principles of the CIPFA / SOLACE Framework "Delivering Good Governance in Local Government".

This statement reports on the Council's governance framework that has been in place during 2020/21 and explains how it has complied with its own code of corporate governance, including how the effectiveness of arrangements has been monitored. This meets the requirements of regulation 6 (1) of the Accounts and Audit (England and Wales) Regulations 2015 which requires all relevant bodies to prepare an annual governance statement.

In addition to this, the annual governance statement sets out how the Council has complied with the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 which have amended the Accounts and Audit Regulations (England and Wales) 2015. The Coronavirus amendment revised the deadlines applicable for Local Authorities as follows:

- Approval of draft accounts 31 July (previously 31 May)
- Public inspection Period to start on or before first working day of August 2021 (previously included first 10 working days of June)
- Publish Final Audited Accounts 30 November (previously 31 July)

The Council's financial management arrangements are consistent with a number of the governance requirements of the CIPFA statement on the role of the Chief Finance Officer in Local Government (2016). The Statement requires that the Chief Finance Officer should report directly to the Chief Executive and be a member of the leadership team, with a status at least equivalent to others. The Joint Chief Finance Officer (and designated Section 151 Officer) is a joint appointment across both the Council and the CCG. They are a member of, and

attend, the meetings of the Joint Executive Team which integrates the Executive Teams for the Council and the Clinical Commissioning Group. All statutory officers have access to the Chief Executive. The Council considers that its management arrangements are appropriate in the context of compliance with the CIPFA Statement.

### **The purpose of the governance framework**

The governance framework comprises the systems and processes, and culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor its achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The governance framework is designed to manage risk to a reasonable level. The associated processes cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

### **The Council's governance framework**

Governance generally refers to the arrangements put in place to ensure that intended outcomes are defined and achieved. As set out in its Code of Corporate Governance, the Council aims to achieve good standards of governance by:

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
- Ensuring openness and comprehensive stakeholder engagement.
- Defining the Council's outcomes in terms of sustainable economic, social and environmental benefits.
- Determining the interventions necessary to optimise the achievement of the Council's intended outcomes.
- Developing the Council's capacity, including the capability of its leadership and the individuals within it.
- Managing risks and performance through robust internal control and strong public financial management.
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

The key policies, procedures and arrangements that support compliance with these principles are set out in the Code. As part of the compilation of this Annual Governance Statement it has been confirmed that the documents and arrangements referenced remain current. It is however recognised that a refresh of the documents and the Constitution would be beneficial going forward. Key elements of the governance framework are as follows:

### **Organisational Priorities**

The Council has undergone significant organisational change during the year as it brings together two separate organisations to deliver joined up and integrated delivery models that support joint commissioning and outcomes. The Bury Council and Bury CCG Corporate Plan 2020-22 sets out delivery priorities and performance measures that will guide the work of the partnership. This plan describes how the Council and CCG will deliver its contribution to the Let's do it! ten-year strategy for the Borough of Bury, which seeks to guide recovery from the local impact of the Covid-19 pandemic and set the strategic direction for longer term growth and prosperity.

Progress achieved during the year against the objectives within the Corporate Plan is set out in the following table:

Covid-19 Response and Recovery	<p>The partnership's response to the pandemic has focussed on protecting the health and care system and most vulnerable in our communities through a comprehensive response and recovery strategy as follows:</p> <ul style="list-style-type: none"> <li>• <b>Containing COVID</b> by managing Infection prevention control including outbreak management, restrictions, including enforcement, ensuring clear tiers of intervention, enabling test and trace arrangements, supporting self-isolation, mortality planning and preparing plans for the vaccination programme. We have established 4 vaccine centres in addition to administering first dose vaccines to all care homes in the Borough, and over 41,000 registered patients</li> <li>• <b>Supporting our Health and Social Care System</b> through Planned, Urgent &amp; Community based Health &amp; Care, providing support for children in need of help and protection, addressing Population Health including mental health and Strategic Finance</li> <li>• <b>Mitigating the impacts</b> by supporting children and families deemed vulnerable to reduce the risks of widening inequalities, enabling schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 on learning, establishing the Neighbourhood Model of integrated, early help, including community safety and cohesion and Business and town centres including local jobs.</li> <li>• <b>Supporting Our Communities</b> through clear and consistent communications and engagement and providing humanitarian aid through a network of volunteers, supporting the lonely, those facing hardship and <b>OVER 13500</b> Clinically Extremely Vulnerable residents through our Community Hubs.</li> <li>• A Covid <b>Recovery</b> Strategy which responds to issues such as poverty and the health impacts of Covid-19 on our communities and the health system</li> </ul>
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Inclusion	<p>In 2020 the Partnership commissioned an independent equalities review and, as a result, agreed a fundamental new Inclusion Strategy which aims to</p> <ul style="list-style-type: none"> <li>• establish inclusion at the core of our values;</li> <li>• embed high quality practice in equalities and inclusion within all our practice as employers; and</li> <li>• demonstrate leadership across the wider community network which inspires others to do the same.</li> </ul> <p>Progress towards delivery of the Inclusion Strategy this year has included:</p> <ul style="list-style-type: none"> <li>• establishment of an Inclusion Working Group comprised of the Council, CCG and other Team Bury partners and including staff, political and clinical leaders</li> <li>• development of an integrated Equality Assessment tool and training all managers on its use</li> <li>• inclusion training for all Council Members and membership of the Strategic Commissioning Board</li> <li>• developing a task and finish staff group tasked with developing a plan to meet the commitment for a high impact focus on race inclusion during 2021/22</li> <li>• establishment of and appointment to a leadership role – Director of People and Inclusion</li> <li>• development of a detailed delivery plan going forward</li> </ul>
Community leadership – Let's do it!	<p>This year, the partnership has been a key architect in the development of the Bury <i>Let's do it! vision for 2030</i>. The strategy defines an ambition for the Borough to achieve faster economic growth than the national average, whilst at the same time lower than average levels of deprivation. It sets out the priorities for the coming two years to guide the work of partners in achieving this vision together with a set of outcome measures which will be tracked. A comprehensive performance data baseline was provided to Members in Q1 2020/21</p> <p>The Council and CCGs <b>mission</b> is to make a direct and robust contribution to <i>Let's do it!</i> by aligning all our services, resources and culture to the vision. This year, we have made significant progress towards:</p> <ul style="list-style-type: none"> <li>• an <b>economic recovery</b> strategy including the statutory development plan and <b>regeneration</b> plans in our townships including agreeing the Strategic Regeneration Framework for Radcliffe</li> <li>• Agreement of a carbon neutrality strategy and progress in <b>decarbonising</b> public buildings</li> <li>• Establishing the neighbourhood model including developing our integrated <b>neighbourhood teams</b> in health and care and children's early help and refreshing the funding and performance framework of the Voluntary Community and Faith Alliance (VCFA) to orientate towards prevention and a personalised "whole person" approach to building on individual and</li> </ul>

	<p>community strengths and assets</p> <ul style="list-style-type: none"> <li>• Delivering on key priority areas for <b>health and care</b> transformation: urgent care, planned care, community-based services, mental health and well-being and learning disabilities and a greater emphasis on prevention</li> <li>• <b>Educational</b> improvement including delivery of the new high school in Radcliffe and Special School in the borough.</li> <li>• The Locality plan for health and care is currently being updated to chart the progress made since 2017 and reflect the changing delivery context including the increasing health and economic inequalities due to Covid and the national NHS changes which will impact on place-based arrangements. The emerging plan defines the following objectives for the next three years: <ul style="list-style-type: none"> <li>○ We will seek to <b>influence the factors that improve population health</b> and wellbeing and reduce health inequalities</li> <li>○ We will <b>support residents to be well, independent, and connected</b> to their communities and to be in control of the circumstances of their lives</li> <li>○ We will support <b>residents to be in control of their health and well being</b></li> <li>○ We will <b>support people to take charge of their health and care and to live well at home</b>, as independently as possible</li> <li>○ We will <b>support children to 'start well'</b> and to arrive at school ready to learn and achieve</li> <li>○ We will ensure residents <b>have access to integrated out of hospital services</b> that promote independence, prevention of poor health, and early intervention</li> <li>○ We will secure <b>timely access to hospital services where required</b></li> <li>○ We will work to <b>reduce dependence of people on institutional care</b> – hospitals and care homes.</li> <li>○ We will work to ensure <b>high quality responsive services</b> where people describe a good experience of their treatment</li> </ul> </li> </ul>
Internal Transformation	<p>This year the foundational work was completed for a fundamental internal transformation programme, including;</p> <ul style="list-style-type: none"> <li>• a governance refresh, including: <ul style="list-style-type: none"> <li>○ the agreement of a new constitution for the council which seeks to simplify and clarify decision making processes</li> <li>○ updated corporate procurement regulations</li> <li>○ a refresh of the council's risk register and</li> <li>○ an improvement plan for information governance and major focus on staff training compliance</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• development of a Medium-Term Financial strategy, including capital and revenue budgets; detailed budget and savings plans for departments; the Housing Revenue account and a strategy to stabilise the Dedicated Schools Grant; The Council was fortunate to secure funding under the Government safety valve project which will see the Dedicated schools grant reserve return to financial surplus by 2024/25 year end and</li> <li>• investment in and stabilisation of the Council's digital platform</li> </ul> <p>In July 2021 the Cabinet will be presented with a comprehensive strategy for internal transformation over the next two years through three co-ordinated programmes of work across estate; customer interface and internal improvement. The strategy is forecast to achieve savings of over £6m by 2025 and is a central part of plans to achieve a balanced budget as well as driving culture and outcomes improvements.</p>
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### Key Elements of the Governance Framework

The key elements of the Council's governance framework are detailed against each principle in the CIPFA/SOLACE framework – Delivering Good Governance in Local Government as follows:

#### **Principle A – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law**

In order to ensure both its Members and Officers behave with integrity to lead its culture of acting in the public interest, there is appropriate training provided to safeguard all parties against conflicts of interest.

There is a register of Members Interests, in with Members' disclosable pecuniary interests, personal interests and prejudicial interests are registered A copy of Members interests are available on the Council website .Both Members and Officers record any gifts and hospitality received in accordance with the Authority's agreed procedure.

The Council has a code of conduct for elected and co -opted Members as required by the Localism Act 2011. Allegations that the code has been breached are heard by the Standards Subcommittee. The operation of the code of code is currently being reviewed in light of LGA model guide revisions. (constitution Part 5 – section 1 Councillor Code of Conduct). The standards committee consider allegations of inappropriate behaviour

In order to enable third party challenge to Authority operations there is a publicised complaints procedure. There is also a Whistleblowing Policy which enables concerns to be raised in a confidential manner and dealt with in a proportionate manner. This provides protection for individuals who raise any serious concerns they have about suspected illegal or illegitimate practices at the council, and explains how these will be investigated (Constitution Part 5 – section 4 – Anti Fraud Nand corruption – whistleblowing).



The Scrutiny process as detailed in the Constitution enables those who are not Cabinet Members to call in key decisions.

The Council is managed by a Cabinet system as set out in the agreed Council Constitution. This sets out the scheme of delegation between elected Members and Officers. Emergency decision making powers were introduced in response to the COVID-19 crisis.

Staff behaviour is covered by the Employees Code of Conduct, (constitution Part 4 section 2) which places duties on Officers to declare their standing interests or interests relating to matters as they arise to their Head of Service.

The Council's Director of Law and Governance undertakes the role of Monitoring Officer. The Monitoring Officer ensures that Council decisions are taken in a lawful and fair way ensuring that laws and regulations are complied with.

The Council has measures to assess breaches of its legal and regulatory powers. The Council's monitoring officer has statutory reporting duties in respect of unlawful decision making and maladministration.

The Executive Director of Finance has statutory reporting duties in respect of unlawful and financially imprudent decision making,

The Council ensures it complies with CIPFA's statement on the role of the Chief Finance Officer in Local Government (2016)

The Council led by the development of the *Let's do it!* Strategy for the whole borough. *Let's* is an acronym for a framework of core operating principles which is intended to drive a common mindset across all partners in Bury to:

- Operate **Locally** through a neighbourhood model which means truly understanding and engaging with local communities
- Drive **enterprise**
- Work **Together** with inclusion at our core and
- Take a **strengths**-based approach

A framework of [organisation development](#) has been specified within the council to refresh internal values against the *Lets* framework and ensure all managers and staff have the skills and mindset to embed this approach. Investment has been made in a new post of Director People & Inclusion to lead this work and the Corporate Plan specifies the milestones of work during the 2021/22 financial year

The agreed Procurement Policy focuses on procurement activity, which has the aim of ensuring the optimum balance between cost, quality and local service value, whilst also ensuring that any significant commercial risks are identified and mitigated at the commissioning stage. During this year the Council also lead the work to begin to scope a social value model across the Team Bury partnership which maximises the local supply chain and seeks to secure a contribution towards borough-wide outcomes from all our commissioned providers

Bury Council declared a climate Emergency - Proposals to make the declaration were waved through together with an "aspiration" for Bury to be carbon neutral by 2030, following a commitment earlier in the year to become single-use plastic free by 2022

In the 2021 budget setting process the Council also committed to becoming a Living Wage employer which means payment of all staff and suppliers at Living Wage values and accreditation by the Foundation. The development of a detailed strategy for compliance is underway.

### **Principle B – Ensuring openness and comprehensive stakeholder engagement**

The Council has led the development of a ten-year vision for the borough which engages partners across the Borough in delivery – Team Bury. The Strategy defines the vision; outcome measures and delivery plan to achieve a challenging vision for the borough – to achieve: **faster economic growth than the national average, with lower than national average levels of deprivation.** To direct the council's contribution to this strategy a Corporate Plan has been produced and quarterly monitoring reports are produced for the council's Cabinet.

All Council and Committee meetings are held in public (other than in limited circumstances where consideration of confidential or exempt information means the public are excluded), with agenda and reports being produced on the Council's website. During the pandemic the council has live streamed a range of meetings including Council, Cabinet and scrutiny, as well as providing on line access to recordings of other meetings.

The council publishes a forward plan, notices of key decisions to notify the public of the most significant decisions it is due to take, this is available on line.

Cabinet and the Overview and Scrutiny committees are provided with quarterly updates on delivery of the Corporate Plan Including progress against delivery plans as well as Key Performance Indicators across each department . Scrutiny of the use of resources and risk management is provided by the Audit Committee. The Council currently has 2 Overview and Scrutiny Committees – Health Scrutiny Committee and the Overview and Scrutiny Committee. In addition to this, there is a Joint Health Scrutiny Committee for Pennine Acute NHS Trust. The Overview and Scrutiny Committee work programme reflects the corporate business planning cycle and provides an opportunity to triangulate oversight of the council's use of resources through a remit which includes:

- budget monitoring;
- delivery of strategy and priorities within the Corporate Plan and
- performance outcomes, for which a committee sub group is now being planned.

The Council leads wider stakeholder and community involvement in the Borough strategy through:

- the network of Community Hubs in each neighbourhood which are designed to co-ordinate engagement across Ward Councillors; local residents themselves and the wider voluntary and community sector
- the Team Bury Leadership Group, chaired by the Leader of the Council, which engages Chairs/Non Executive leaders of key Bury partnership organisations in long term strategy, ideas and innovations
- the Team Bury network of the Bury system at Chief Executive level, chaired by the Deputy Chief Executive, which aims to represent wider partners in delivery of the strategy and the work of the Council.



- engagement of health and care system leaders through the Health and Wellbeing Board which was refreshed this year with a clear remit around tackling health inequalities, as well as playing a key leadership role in health network including the System Board; GP networks and Strategic Commissioning Board, and the System Strategic Finance Group

The Bury Business Leaders group also meets on a regular basis to influence and shape the economic strategy and business engagement within the Borough. The network has met weekly during the COVID-19 crisis and has been invaluable in supporting the work to target and despatch business grants and local economic support. To further extend business engagement a series of new Town Centre Recovery Boards have also been established, to input to the recovery strategy and direct local economic support and interventions.

In addition to the above, the Council is a constituent District of the Greater Manchester Combined Authority (GMCA) which exercises a number of new powers devolved from Central Government. The GMCA meetings are also held in the public domain and streamed live. The Leader of the Council is a constituent member of the GMCA.

In order to demonstrate its openness, the Authority also publishes its:

- Pay Policy Statement to support the Annual Budget;
- Constitution;
- Council, Cabinet and Committee Reports;
- Information on payments over £500

There is regular contact with the other nine constituent Districts through the meetings of the GMCA. Lead Members and Officers feedback issues to the constituent Districts on pertinent matters. Separately the Statutory Regulatory Officers for Finance and Legal Services of each of the districts meet regularly to consider matters of common interest and agree a common approach on shared issues including companies where the Authorities are key shareholders.

In order to ensure its message is effectively communicated to its citizens the Council's Communications function proactively prepare appropriate press releases to support activities undertaken by the Council and keep residents informed. The Council's website has been updated throughout the year and was further updated as the COVID-19 crisis impacted. A refresh of the Communications and Engagement strategy is currently underway.

### **Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits**

The Let's do it! Strategy and associated Corporate Plan sets out the immediate and long-term vision for Bury and the work of the Council and CCG. This planning framework seeks to drive and continually measure progress against seven overarching outcomes for the Borough, which are

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

## 7. Improved digital connectivity

The 2020/21 budget delivered within the agreed resource allocation supported this strategy.

Full Council agreed the budget for 2020/21 on 26 February 2020. This included all budgets – Revenue, Capital, Dedicated Schools Grant and the Housing Revenue Account. Due to increasing cost pressures on Adult Social Care, the Council Tax recommendation resulted in a specific 2% increase for the Adult Social Care Precept to be implemented for one year only and a 2% general Council Tax increase for each year in the planning period.

2019/20 was the last year of the budget cycle and a new 5 year medium term financial strategy has been developed from 2020/21 onwards. In developing and balancing the budget, the Council identified options for efficiencies and also agreed for the use of one of reserves in order to achieve a balanced position. The Council also agreed investment through the capital programme and capital strategy.

The Council aligned a significant part of its budget into the pooled fund with the CCG. In 2019/20 in recognition of the fact that additional funding could be accessed for the whole care system in Bury, the Council made an additional contribution of £10.5m to the pooled fund. This was fully compensated for in 2020/21 when a lower contribution of the same value was made. The pooling arrangement has provided a significant opportunity to align commissioning outcomes and intentions of the both the Council and the CCG and to utilise funding to provide an integrated and co-ordinated approach to commissioning and delivery of services.

### **Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes**

The organisational structure is fully integrated with the CCG. All key statutory posts have been filled substantively this year and continuity of service and leadership for all services was maintained.

The Constitution defines and documents the roles and responsibilities of Officers and Members and delegation arrangements, protocols for decision making and codes of conduct for Members and staff. A full refresh of the Constitution was completed during 2020/21 to update and, where possible, streamline the Constitution. Delegation of decision making to officers is detailed in the constitution, so that they can deal with the day to day running of the service. Details of what decisions are taken in this way is set out in the Council's constitution. The underpinning Scheme of Delegation is now subject to appropriate updates. Further specific delegations may be granted, through recommendations in public reports to Committees.

All meetings of the Cabinet and key Committees are publicised and are open to public scrutiny which has been enhanced by the virtual meetings now taking place. All decisions are formally recorded. In addition, decisions taken under delegated powers are also recorded electronically and are reported via the Council's Electronic Decision Recording System.

The Standards Committee reviews Members' conduct following the receipt of complaints about official conduct on Council business by commissioning

independent investigations. Where appropriate matters are reported and considered by full Council.

Cabinet portfolios are assigned on a functional basis rather than by directorate and subject to appropriate officer support. Officers meet with portfolio holders on a regular basis to discuss new and emerging issues and a Policy Advisory Group comprised of the Council's Cabinet and Executive Team provides an informal forum for the development of policy proposals and relationships. Officers also meet with opposition leaders and both main opposition parties submitted alternative budget proposals for the 2020/21 and 2021/22 budgets. Opposition leaders were supported by officers in developing their options and confidentiality was maintained throughout the process.

The Executive Director of Finance for the Council and NHS Bury CCG is the nominated Chief Financial Officer in accordance with Section 151 of the Local Government Act 1972. The Joint Chief Finance Officer was appointed on 1 June 2019 and replaced the former Executive Director of Resources and Regulation as the Council's S151 Officer.

The Head of Legal Services was the Council's Monitoring Officer during much of 2020/21 but this post is now filled substantively. Senior Officers have the primary responsibility for ensuring decisions are properly made within a scheme of delegation at appropriate levels of responsibility.

The medium term financial strategy that has been developed from 2020/21 onwards reflects the long-term view of the resources available to the Authority in the context of the best estimate of Government grants supported by the revenue it can generate itself.

Funding however remains a considerable risk for the future due to the continuance of one year funding settlements. The Council has worked with the resources available and has adopted a set of planning assumptions to inform resource forecasting for future years. There however remains great uncertainty and the planned 3 year CSR that was expected in early 2020/21 didn't happen and instead a further 1 year settlement was given. This means that the Council is likely to be planning for the longer term but with short term funding announcements. Scenario planning and updates to the medium term financial strategy will be presented at key points throughout the year to ensure the Council has a robust plan for delivering a budget for future years and is aware of the risks and uncertainties that exist.

All Directors prepare a service plan which demonstrates how they will deliver their responsibilities within the Corporate Plan, as well as business as usual activity. Plans were included in the Corporate Plan which was presented to Full Council with the budget for the year. The plans were agreed by Full Council in February 2021.

### **Principle E – Developing the entity's capacity including the capability of its leadership and the individuals within it**

The Council is committed to a programme of leadership development as part of an organisation development strategy and early financial provision is made within the transformation strategy. Initial external facilitation of the top team is underway to establish a new leadership proposition which will be cascaded, through equivalent engagement of other colleagues. Staff training plans at all

levels will be developed and linked to performance and development plans, as part of the new organisation development approach.

The Council has many policies and procedures relating to HR and these are available on the Council's intranet site and are easily accessible. It is intended that the policy framework will be reviewed during the next financial year and a staff handbook developed, to ensure consistent and high-quality people management across the Council.

Services are required to have regular team meetings, and one to ones with line managers and these are in addition to the annual performance setting discussions that inform key priorities and outcomes for the year. There is a weekly Executive team briefing, regular weekly staff e-mail communications providing staff broadcasts and wellbeing support.

The Council has active engagement with the Trade Unions and there are regularly convened Corporate and departmental Joint Consultative Committees to discuss restructures and specific service matters. The Trade Unions also play an active role in consultations with staff and feedback comments to the Council.

To keep staff aware of changes as a result of COVID19, including the requirement for all remote workers to remain "planned, Present and Productive", a bespoke workforce guidance document was produced and regular updates to staff were issued by the corporate communications team. This provides essential advice and support for people working at home including practical advice, risk assessment frameworks, as well as specialist advice through an Employee Assistance Programme. The welfare and wellbeing of staff has been recognised as a key priority for the Council particularly through COVID and a comprehensive staff wellbeing offer was developed. As a result staff absence is currently on a downward trajectory although ongoing improvement in staff attendance levels remain a risk.

#### **Principle F – Managing risks and performance through robust internal control and strong public management**

Risk management arrangements are in place and risk registers are available at a Corporate and Directorate level. During the course of the year, work has been undertaken to consolidate risks across the whole of the organisation between the Council and the CCG to ensure the consistency of approach and model. There is however a need to embed risk management in services and to ensure that risk is considered at all times.

The risk register is presented to, and discussed by, the Executive Team throughout the year. The Council is still reviewing whether an integrated approach to risk with the CCG supports the organisation to the level required or whether a dedicated risk manager is required within the Council. Through the 2020/21 financial year this function has been supported by a lead officer within the CCG with responsibility for governance and risk management.

In addition to this, internal audit report findings on audit reports to the Audit Committee throughout the year. Other senior officers throughout the organisation report to both the Council's Cabinet and the Strategic Commissioning Board as well as various Overview and Scrutiny Boards. The Council has three scrutiny Committees which hold decision makers to account and play a key role in ensuring

that public services are delivered in a way residents want, The agenda, reports and minutes are publicly available on the Council website.

Reports to Committees also include a section that sets out the risks to any proposals and recommendations. Equality Impact Assessments are undertaken, particularly when options for meeting the budget gap are considered by Cabinet and Council. An independent Equalities Review was completed this year and an Inclusion Strategy and action plan developed in response. Early progress has included the development of a new Equality Assessment template and training of all responsible leaders and managers to ensure the Council is assured of fulfilling the Public Sector Equality Duty standards.

All reports presented to Cabinet are signed off by both the Monitoring Officer and the S151 officer (or nominated individual) to ensure appropriate financial and legal oversight is provided on all recommendations. Legal and financial implications are set out in all reports to ensure that the implications of recommendations are fully understood prior to a decision being made.

The processing of personal data is essential to the services and functions of the Council. The council complies with Data protection legislation which includes the GDPR (General Data protections Regulation) and the data protection act 2018 (DPA 2018). This will ensure that processing is carried out fairly, lawfully and transparently.

The Council reviews its policies to ensure they remain consistent with the law, any compliance advice a code of practice/guidance issued by the Information Commissioners office. Staff undertake annual training on information governance. The deputy Chief Executive is the Senior Risk information officer for the Council (SIRO)

The council complies with the Local Government Transparency Code 2015 by publishing accurate data within appropriate time frames. The Council makes information available to the public via the regimes set out in the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. Data protection legislation including the Data protection Act 2019, provides individuals with rights, the Council has policies in place to respond to these requests.

Each year in the electoral cycle, new Members of the Council are inducted prior to the Authority's Annual General Meeting (AGM). This is of vital importance, given the technical complexity of the Council's core operations, the decision making structure and the financial value of the transactions controlled by the Authority.

Quarterly financial reports submitted to Cabinet detailing estimated out-turn against the approved budget. The 2020/21 month 9 budget monitoring report highlighted that the Council was forecasting a small underspend as a consequence of government grants received to support services, businesses and the population during the pandemic. However, the report did highlight that the position was very difficult to predict in view of the ever changing national and regional impact of the pandemic. This was highlighted by the change in position that had moved by £7m since the half year point. Whilst the improvement in the position was welcome this was as a consequence of non recurrent one off funding support from the Government and many of the Councils original savings plans had slipped which impacts upon delivery of recurrent on going benefits to address budget pressures.

**Principle G – Implementing good practice in transparency, reporting and audit to deliver effective accountability**

The Council has a key role in the Greater Manchester Strategy including that under devolution by:

- taking part in the monthly meetings of the Combined Authority with the Leader representing the Council;
- agreeing to both innovation and risk by piloting new initiatives at a regional level such as 100% business rates retention;
- locality working with health at both a Greater Manchester wide level and Bury area.

In addition to this, the Council is a member of the Greater Manchester Health and Care Partnership Board and Joint Commissioning Board. As part of the Transparency Agenda the Authority publishes Senior Officer Salaries over £50,000 and payments over £500 on its web site.

The Authority, as part of the 2011 Localism Act and accountability in local pay, agreed its annually updated Pay Policy Statement for 2020/21.

The Council welcomes peer challenges and internal and external review and audit. An ICO inspection and Peer Review revisit took place in July 2021.

The Council is in regular liaison with key Government bodies and is also fully engaged with the Local Government Association (LGA), Greater Manchester Association of Municipal Treasurers and specialist region wide initiatives such as the greater Manchester Growth Hub.

Due to the pandemic and for consistency the Audit Committee had no new members in 2020/21 but has got significant new members in 2021/22 therefore, a refresh of the training plan will be undertaken and implemented during 2021/22 to ensure members of the Committee understand their role and are able to discharge their statutory duties effectively. However, during 2020/21 the Committee did receive a presentation updating Members on the work carried out to administer the NNDR grant schemes 2020/21 and the work in relation to minimising fraud and carrying out investigations.

The Group Companies of Six town Housing and Persona have produced accounts for the period ended 31 March 2021.

All External audit work is conducted with regard to the Code of Practice produced by the National Audit Office.

**Partnership Arrangements**

The Council currently delivers a range of services, which often involve working in partnership with others. The Council established a pooled budget arrangement with NHS Bury CCG that commenced during 2019/20. This has resulted in the pooling or aligning of budgets in excess of £470m with a further £40m in view of the Strategic Commissioning Board, which is a Board made up of elected members of the Council and CCG Governing Body members, who undertake shared decision making.

In addition to this the Council has group relationships with:



***Bury MBC Townside Fields Limited***

This is a wholly owned subsidiary and was set up to develop Townside Fields including: Q Park, 3KP, Townside Fields, Premiere Inn and the NHS Building.

***Townside Fields Management Company***

This is a company in which Bury MBC owns a third of the shareholding.

***Six Town Housing***

An Arm's Length Management Organisation to provide housing provision across the borough. The Council signed a ten year management agreement with Six Town Housing this year; during 2020 the Council has significantly strengthened performance management arrangements and reporting with STH including agreement of a set of Key Performance Indicators and establishment of a Partnership Board chaired by the Cabinet Member for Housing and underpinning Growth and Performance Committees.

***Persona***

A Local Authority Trading Company established to provide a number of adult social care services

It is a requirement of the Code of Practice on Local Authority Accounting that 'Where an authority is in a group relationship with other entities and undertakes significant activities through the group, the review of the effectiveness of the system of internal control should include its group activities'.

Arrangements are in place for the Council and the group companies to work together in setting priorities and overseeing and reporting on performance. The internal audit service also carry out audits of these organisations as part of the requirement to fulfil statutory S151 duties.

There is an opportunity to raise any concerns during the year through Executive meetings between the Chief Executives of the Council and the ALMO (Six town Housing) and through the CCG Audit Committee of which the Joint Chief Finance Officer is a member. This has been taken into account and incorporated in the Statement of Accounts and the 'issues for consideration' in the Annual Governance Statement.

***Review of Effectiveness***

The Authority annually reviews the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the senior managers within the Authority who have responsibility for the development and maintenance of the governance environment; and comments made by the External Auditors and other review agencies and inspectorates.

***Internal Audit***

An internal audit programme is undertaken, as a consequence of the pandemic, reprioritising of staff, services and resources the 2020/21 plan was a risk based plan and focused on areas that had an in year risk. Where specific matters were brought to the attention of Internal Audit in year these have been investigated in accordance with the Policies of the Council.

At the end of 2019/20 the Council commissioned a high level review of internal audit to look at its effectiveness and to assess the audit approach. A high level report was produced and some key recommendations were made. As a consequence of the review a number of improvements have already been actioned. These include a refresh of the internal audit reports, strengthened internal review and challenge process along with better client engagement. There is still further work required and this will continue into 2021/22.

The 2020/21 annual internal report was presented to the Audit Committee in July 2021. The report provided an overall substantial audit opinion, with 88% of audits completed providing either a full or substantial level of assurance. However, there was one report which received a limited level of assurance due to the number of recommendations within the report. A number of follow up audits have also been undertaken and the majority of recommendations had been actioned. There is a need to ensure that controls and governance frameworks are properly embedded in all services.

### **Children's Services**

Bury Children's Services received an inspection from Ofsted under the Inspection of Local Authority Children's Services (ILACS) framework from 25th October to 5th November 2021. Arising from the inspection the Secretary of State for Children and Families has issued a draft improvement notice. The improvement notice requires the Council, working with its partner agencies, to :

- a) produce an improvement plan to address the areas identified in the Ofsted report and any recommendations made by the advisor;
- b) maintain an improvement board with an independent chair who will oversee implementation of the plan and report to the board on progress to a timetable agreed by the Department; and
- c) aim for actions included in the plan to be delivered by the end of December 2022 or sooner if appropriate.

The improvement notice will last a minimum 12 months with formal reviews at least every six months and more regularly if appropriate.

The Council's response is organised into three phases:

- a) immediate action following the LGA Peer Review of July 2021 and then responding to the Ofsted findings;
- b) a detailed one year action plan; and
- c) a three-year strategic improvement plan

Since the inspection report was received work has progressed at pace on developing a framework for the Improvement Plan which will be submitted to the Department for Education by the end of March.

### **Financial Position and Outlook**

In restructuring the organisation, the Council's budget has been considered. Financial resilience is critical, particularly when facing the COVID-19 pandemic and the opportunity to consolidate all resources has been taken with the creation of a new reserves policy that was considered by Cabinet in 2020/21. During 2019/20, the opportunity to release further funding across the whole of the integrated care system was identified and to enable this to happen, a higher than planned contribution to the pooled fund of £10.5m was made. This was offset in 2020/21 by an equivalent reduction in the Councils' contribution. In 2020/21 the CCG has also made a higher than planned contribution to the pooled fund of a further



£4.5m. The full Health and Care system has worked as one during the pandemic and accessed funding from the most appropriate source. The hospital discharge programme is a testament to the integrated approach.

The delivery of savings has been challenging in 2020/21 due to the pandemic. As a result of this financial discipline will need to be strongly enforced within the organisation throughout 2021/22.

To strengthen financial governance, work to ensure budgets were realistic, remain challenging but deliverable was a key focus of the 2020/21 budget setting process. External advisers were used to sense check all savings plans and involved significant engagement with Directors. However, nobody could have fully predicted the impact Covid would have on all our services, businesses, staff and residents. This was apparent in the way that Government released funding on an ad hoc basis throughout the year. It will take a number of years for some services and investments to recover, which has a financial impact on the Councils reserves and demand for services.

### ***Final Accounts***

The final accounts, of which this Statement is an integral part, outline the out-turn of the Authority and are prepared in accordance with professional standards and are subject to external audit review.

Additional staffing resources were targeted to the Statement of Accounts in 2019/20, resulting in an updated set of accounts in a new format, revamped and updated notes to the accounts and a standardised approach to working papers. A dedicated group of finance staff were brought together to produce the accounts and, in doing so, addressed some longer term issues around capital accounting. All these changes were noted and praised by the external auditors. Further refinements to the notes and working papers have been introduced in 2020/21, to build on the 2019/20 improvements.

External valuers were again used in 2020/21 to support the in house team and ensure that valuations were carried out in accordance with the agreed requirements. Reconciliations between the Council's property system and the financial system have been undertaken, and finance staff knowledge of the systems increased.

### **Governance**

A specialist legal adviser was engaged throughout 2020 to progress work around the Constitution and support improvements in governance generally. This work was overseen by Group Leaders through the Democratic Arrangements Forum

Further external support was commissioned to review procurement, internal audit and risk management. Findings from each phase were reported to the Audit Committee throughout the year.

**To the best of our knowledge, the governance arrangements, as outlined above remain fit for purpose and have been effectively operating during the year in accordance with the governance framework. We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.**

**Signed on behalf of Bury Council:**



**Leader of the Council  
14 January 2022**



**Chief Executive  
14 January 2022**

### Progress in addressing the Council's governance challenges

Issues	Update on Action Plan for 2020/21	Lead Officer
<p><b>Constitution</b></p> <p>The Constitution has now been refreshed. The revised constitution is available on the council web site. This has been a significant achievement.</p> <p>The Monitoring Officer will now review and with the Executive Director of Finance review schemes of delegation and financial regulations.</p>	<p><b>Revision of schemes of delegation.</b></p> <p><b>Report of the Monitoring Officer to Council in November 2021 to consider any minor updates as part of an annualised review of the constitution</b></p>	<p><b>Monitoring Officer</b></p>
<p><b>Financial Strategy</b></p> <p>The Medium Term Financial Strategy (MTFS) was updated in February 2021 and will be updated again in the autumn to take account of changes of assumptions and a greater understanding of the impact of COVID-19</p> <p>COVID-19 has placed even greater financial pressure on local authorities. The volatility and significant financial, fiscal and economic risk makes forecasting and planning difficult.</p>	<p>Regular monthly monitoring is provided to Exec Team and quarterly monitoring to Cabinet. Report on slippage on savings is reported.</p> <p>Framework for developing the budget for 2022/23 to be agreed and actioned over Summer for consideration by Cabinet</p>	<p><b>Exec Director of Finance</b></p>

<p>The lack of funding announcements for future years and the delay in the CSR provides an additional layer of risk and longer term planning more uncertain.</p> <p>Financial resilience and sustainability is a significant risk for the future.</p>		
<p><b>Homes England Grant Claims</b></p> <p>Homes England audit reviews identified key weaknesses in the grant claims and gave the council the lowest possible rating. This is the second year this has happened. The reputational risk to the Council and the potential to not be considered for future grant funding rounds is a risk.</p>	<p>Full audit review of Homes England grant claims undertaken. Discussions have highlighted opportunities to improve processes.</p> <p>Higher level signoff of all grant claims introduced.</p> <p><b>Complete.</b> Investigation into grant process inadequacies complete and lessons learned reflected in new constitution and approvals processes</p>	<p><b>Exec Director of Finance</b></p>
<p><b>Risk Management Framework</b></p> <p>The risk management approach across the council is inconsistent and the approach to risk assessment and scoring does not align to best practice. The potential of not identifying all major risks is possible.</p>	<p><b>Underway.</b> Risk framework reviewed and corporate and departmental risk registers all updated. Accountability for risk management transferred to the finance department as part of this process; Head of Risk Management post currently vacant, to be addressed in finance restructure</p>	<p><b>Exec Director of Finance</b></p>

<p><b>Audit Assurances</b></p> <p>c40% of audit carried out in 2019/20 were assessed as below adequate/unsatisfactory. There is a risk that the council will not be able to obtain assurance from the audit manager in the future regarding the effectiveness of internal control.</p>	<p>A review of audit reports, formats and assurance levels has been carried out and updates introduced.</p> <p>Executive Directors will be more actively engaged in the audit progress</p> <p>Improved monitoring arrangements will be introduced and communicated to the executive team and more follow up audits will be carried out.</p> <p>Performance monitoring of audit plans will be introduced to ensure audits are conducted on a timely basis and that responses from managers are timely too.</p> <p><b>Complete</b> Audit report formats have been updated, more engagement with clients before, during and after the audits. Review of draft audit reports by the Exec Director of Finance and engagement with the service Exec at draft and final report stage</p>	<p><b>Exec Director of Finance</b></p>
<p><b>Internal Audit Provision</b></p> <p>A review of the internal audit service has identified some weaknesses in service provision, and the approach adopted for internal audit across the council. An independent review identified</p>	<p>An audit improvement plan has been developed and will be implemented. The external consultant is currently providing additional advice and support as part of the wider governance review</p>	<p><b>Exec Director of Finance</b></p>

<p>a number of recommendations to improve the overall approach and quality of the service.</p> <p>If action is not taken to address these, there is a risk that the Council does not have an effective internal audit provision and overall governance and measures of assurance are ineffective. This will weaken the internal governance arrangements for the Council.</p>	<p>including an assessment of the service against national standards.</p> <p>Capacity and skills update for the team will be considered and factored into the wider finance restructure.</p> <p><b>Ongoing</b> Various options are being considered to support what is a very small fragile team within the Council</p>	
<p><b>Procurement</b></p> <p>Processes in relation to procurement need updating and training provided to managers. The reputational risk caused by failure to follow processes and procedures is significant.</p> <p>The consolidated contracts register is not up to date which also means that opportunities for consolidating contracts is lost and that lost value is not achieved.</p>	<p><b>Complete.</b> Contracts register updated; contract procedure rules updated as part of new constitution. Procurement transferred to the Finance function. Ongoing improvements in procurement efficacy and strategy including social value included in corporate transformation programme 2021-23</p>	<p><b>Exec Director of Finance</b></p>
<p><b>Capital</b></p> <p>The capital financial framework and accounting process requires a refresh in order to ensure that capital accounting records and standards are maintained and are effective. A review of capital processes is also needed to avoid slippage and to ensure that schemes are delivered on time.</p>	<p>Refresh and update the capital strategy.</p> <p>Review, update and reset the capital programme in light of COVID-19 and the funding available.</p> <p>Train and upskill staff to ensure specialist capital knowledge of a high standard is available within the Council.</p>	<p><b>Exec Director of Finance</b></p>

	<p><b>Ongoing</b> Capital strategy updated as part of February budget setting and will be reviewed and refreshed in autumn to take account of Cabinet decisions around disposals and further capital schemes.</p> <p>Work still ongoing to support staff capability and capacity</p>	
<p><b>DSG</b></p> <p>The deficit on the DSG reserve has increased by c£5m in 2019/20 and is over £20m in total. There is a danger that the deficit could be greater than the annual High Needs allocation which will make recovery of the position extremely challenging.</p> <p>The DSG Recovery Plan. Agreed with the DfE does deliver a break-even position and therefore sustainability of services may be an issue.</p>	<p>Full root and branch review of the DSG recovery plan to consider options for the future.</p> <p>Establishment of a task and finish recovery group with corporate representation to enable a wider corporate position to be taken.</p> <p>Reports to Cabinet throughout the year.</p> <p><b>Complete</b> As part of the Safety Valve project regular monitoring returns are required to update on progress</p>	<p><b>Exec Director of Finance and Director of Childrens Services</b></p>
<p><b>Health and Social Care Integration</b></p> <p>The ability to deliver savings attributed to health and social care integration may be a reality and will impact on the financial plans of both the Council and the CCG.</p>	<p><b>Complete.</b> Pooled fund budget monitoring now reported to Strategic Commissioning Board. OCO achieved 103% of savings target for 2021/22</p>	<p><b>Exec Director of Strategic Commissioning</b></p>

<p><b>Fraud</b></p> <p>The opportunity for fraud during the COVID-19 crisis has increased. Fraudulent claims of business grants and potentially other benefits is likely to have occurred.</p>	<p>Engagement in wider national fraud initiatives focused on these issues.</p> <p>Review of cases that have been identified as unusual and require investigation. Fraud team to report on approach, findings and outcomes to the Audit Committee.</p> <p><b>Ongoing</b> Presentation to Audit Committee during the year focussing on these issues. NFI matches still being worked through</p>	<p><b>Exec Director of Finance</b></p>
<p><b>Leadership and workforce development</b></p> <p>The absence of a corporate leadership development does not allow assurance that leaders have the skills and mind-set to drive forward corporate priorities.</p> <p>The workforce skills/ "behaviour" framework will require review as part of the new Corporate Plan, when developed, to ensure alignment with key skills base and delivery outcomes.</p>	<p><b>Underway.</b> Leadership engagement strengthened through establishment of Strategic Leaders' and Senior Managers' forums which meet every c6 weeks and ensure corporate engagement of all senior managers. Structured development of these groups has begun around corporate priorities including the new constitution; a generic leadership development module and equalities. New post of Director of People and Inclusion established to lead on organisation development (OD) including leadership and management; proposed OD framework included in 2021/22 corporate plan and additional</p>	<p><b>Deputy Chief Exec</b></p>



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	investment included in the transformation programme.	
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<b>Classification</b>	<b>Item No.</b>
<b>Open</b>	

<b>Meeting:</b>	Audit Committee
<b>Meeting date:</b>	15 <sup>th</sup> March 2022
<b>Title of report:</b>	Annual Governance Statement 2020/21
<b>Report by:</b>	Executive Director Finance
<b>Decision Type:</b>	Council
<b>Ward(s) to which report relates</b>	<b>All</b>

### **Executive Summary:**

This report introduces the 2020/21 Annual Governance Statement (AGS), which has been produced following completion of the annual review of the Council's governance arrangements and systems of internal control. The processes followed to produce the AGS are outlined in the report.

### **Recommendation(s)**

#### **That:**

Audit Committee Members have previously received a draft version of the Council's 2020/21 Annual Governance Statement (AGS) prior to the annual audit and are now recommended to approve the final version of the Council's 2020/21 Annual Governance Statement (AGS), following the completion of the audit by the Council's external auditors.

## **Key Considerations**

### **1. Background**

- 1.1 Local authorities have a legal responsibility to conduct, at least annually, a review of the effectiveness of their governance framework including their system of internal control. Following the review an Annual Governance Statement (AGS) must be produced, approved and published.
- 1.2 Audit Committee Members are asked to note the findings of the 2020/21 AGS and the actions proposed to further develop or strengthen elements of the Council's governance arrangements during 2021/22.

### **2. The purpose of the governance framework**

- 2.1. The governance framework comprises the systems and processes, and culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor its achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.
- 2.2 The governance framework is designed to manage risk to a reasonable level. The associated processes cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

### **3. The Council's governance framework**

- 3.1 Governance generally refers to the arrangements put in place to ensure that intended outcomes are defined and achieved. As set out in its Code of Corporate Governance, the Council aims to achieve good standards of governance by:
  - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
  - Ensuring openness and comprehensive stakeholder engagement.
  - Defining the Council's outcomes in terms of sustainable economic, social and environmental benefits.
  - Determining the interventions necessary to optimise the achievement of the Council's intended outcomes.
  - Developing the Council's capacity, including the capability of its leadership and the individuals within it.

- Managing risks and performance through robust internal control and strong public financial management.
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

3.2 The key policies, procedures and arrangements that support compliance with these principles are set out in the Code. As part of the compilation of this Annual Governance Statement it has been confirmed that the documents and arrangements referenced remain current. It is however recognised that a refresh of the documents and the Constitution would be beneficial going forward.

#### **4. Key Elements of the Governance Framework**

4.1 The key elements of the Council's governance framework are detailed against each principle in the CIPFA/SOLACE framework – Delivering Good Governance in Local Government as follows:

Principle A – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law

Principle B – Ensuring openness and comprehensive stakeholder engagement

Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits

Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes

Principle E – Developing the entity's capacity including the capability of its leadership and the individuals within it

Principle F – Managing risks and performance through robust internal control and strong public management

Principle G – Implementing good practice in transparency, reporting and audit to deliver effective accountability

#### **4. Process to Support the Annual Governance Statement**

4.1 The following arrangements were in place to enable the production of the AGS for 2020/21

##### **a) Annual Review of Corporate Governance (Assurance Gathering process)**

An assurance mapping exercise to identify potential sources of assurance available will be carried out with the aim of:

- Mapping systems / processes in relation to which assurance is required in accordance with the existing CIPFA framework.
- Identifying existing sources of assurance to confirm that key controls / risks are operating / managed effectively. Sources include:
- Management Controls including legal compliance, performance management, and risk and financial reporting functions operating at corporate and directorate level;
- Internal assurance including Internal Audit, other compliance functions and internal review work;
- External assurance e.g. External auditor and other inspectorates, partner's compliance functions etc.

#### **b) Production and Approval of the Annual Governance Statement**

Input from Members and Officers to produce and approve the 2020/21 AGS includes:

- Executive Directors and senior managers contributed to the content of the Statement.
- Executive Directors and senior managers reviewed the adequacy/robustness of the Statement.
- Chief Executive and Leader agreed the draft AGS.
- Draft Annual Governance Statement to accompany the draft accounts was provided to the External Auditor.
- Draft Annual Governance Statement has previously been shared with the Audit Committee.
- Audit Committee is now asked to approve the final version of the AGS, which is signed by the Chief Executive and Leader, and accompanies the Council's final accounts.

### **5. Benefits of the Process**

- 5.1 It is noted that whilst there is a legislative requirement to complete the AGS, the information provided by the exercise is of benefit to the Council as it enables an assessment of governance arrangements across the Council and identifies where strengths and areas for development exist in those arrangements. Where significant governance issues are identified, progress can be monitored as required through the year (and reflected within the following year's AGS).

## Community impact / Contribution to the Bury 2030 Strategy

Ensuring compliance with Financial Procedures and Policies

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### Equality Impact and considerations:

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

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

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

### Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
If the AGS timetable is not achieved there is a risk that the AGS is not completed to meet the statutory deadline.	The progress of completion of works for the AGS will be monitored and reported to future Audit Committees.

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### Consultation:

There are no consultation requirements.

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**Legal Implications:**

The Council must have a sound system of internal control which facilitates the effective exercise of its functions, including risk management. This is both a legal requirement and a requirement of the Financial Regulations set out in the Council's Constitution. This report provides information on the work of the Council's Internal Audit Service, in ensuring compliance.

Audit committee considered the draft Annual Governance Statement on the 21<sup>st</sup> July 2021, Members are asked to agree the finalised Governance Statement which now incorporates the outcomes of the external audit of the Council's accounts, In accordance with the council constitution full council will be asked to consider this report following consideration by this Committee.

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**Financial Implications:**

There are no financial implications arising from this report. The work of the Internal Audit Service however supports the governance framework and the work on business grants has also ensured that the risk of fraud to the Council is minimised.

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**Report Author and Contact Details:**

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**Background papers:**

Appendix 1 Annual Governance Statement 2020/2021

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

Term	Meaning
CIPFA	Chartered Institute of Public Finance and Accountancy
AGS	Annual Governance Statement



## REPORT FOR DECISION



<b>DECISION OF:</b>	<b>The Council</b>
<b>DATE:</b>	<b>16<sup>th</sup> March 2022</b>
<b>SUBJECT:</b>	<b>Leaders' Report</b>
<b>REPORT FROM:</b>	<b>Leader of the Council</b>
<b>TYPE OF DECISION:</b>	<b>Non key decision</b>
<b>FREEDOM OF INFORMATION/STATUS</b>	This paper is within the public domain.
<b>SUMMARY:</b>	This report provides an update on the activity of the Council against the Corporate Plan.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	That Council notes the report and agrees that further updates are provided to future Council meetings.
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? Yes
<b>Equality/Diversity implications:</b>	Equality Impact considerations included on the individual Council reports.
<b>Wards Affected:</b>	All Wards.
<b>Scrutiny Interest:</b>	Overview and Scrutiny

## **1 Leader's note**

- 1.1 I am pleased to provide Council with my report covering the period from 12<sup>th</sup> January 2022 to 3<sup>rd</sup> March 2022.
- 1.2 Over the past few weeks, we have seen shocking scenes coming out of Ukraine following a despicable invasion from Russian forces led by Vladimir Putin. I would like to put on record my most sincere condemnation of this crime against humanity. Following this invasion, we have witnessed one of the largest refugee crises of this century. Fortunately, we have seen countries across the globe come together to support those Ukrainians who have been forced to flee their country, especially the European countries around Ukraine who have allowed over a million Ukrainians to cross their borders. Locally we have seen incredible acts of kindness from our own communities coming together to donate and transport essential items for the refugees who have nothing.
- 1.3 Since our meeting of Council in January, we have been continuing our progress against our corporate plan priorities, and focusing on the 3 R's; Response, Recovery, and Regeneration.
- 1.4 At February Council we passed the Administration's budget amendment and set a budget which I believe shows how dedicated we are as a Council to supporting our residents who may be struggling financially, despite the financial pressures we continue to face after a decade of austerity, and a challenging two years responding to the Covid-19 pandemic.
- 1.5 We know that school uniforms can be very expensive, with some estimates coming in at an average of £337 for a secondary school child and £315 for a primary school child. We hope that the recent changes to legislation requiring schools to take steps to remove unnecessary branded items and allowing more high-street options, like supermarket own-brand uniform, will keep costs down. As an added measure, we have announced a programme of School Uniform Grants to help offset the costs of school uniforms for those children who are in receipt of free school meals. For a child in primary school this will be a grant of £30, for a child in secondary school this will be £50.
- 1.6 To further support our residents facing a cost-of-living crisis in the coming months is our cost-of-living support fund which we hope to use to target residents who are traditionally not eligible for funding, but have been pushed into a crisis point. Members will also recall our commitment to paying the Real Living Wage which headlined our budget last year. In April

2022 the rate of this will be increasing to £9.90, meaning a pay increase for thousands of residents across our borough.

- 1.7 On the 23<sup>rd</sup> February we welcomed the Greater Manchester Local Enterprise Partnership (LEP) to Bury as they conducted their meeting in our Council Chamber. It was a pleasure to be able to open this meeting with Andrew Roberts, who has been an excellent chair of the Bury Business Leaders Group. We discussed with Lou Cordwell (chair of the LEP) how our engagement with the Bury Business Leaders Group works so successfully, and how we may be able to work with the LEP to help them roll something out GM wide based on our model.
- 1.8 It was a pleasure to nominate Cllr Sandra Walmsley to become the next Deputy Mayor of Bury, and ultimately the Mayor following that. Cllr Walmsley has represented Moorside since 2010 and has held numerous roles on committees in this time, and I believe that experience will make Sandra a superb Deputy Mayor and Mayor. She will serve as Deputy Mayor alongside Cllr Shaheena Haroon, who will be the first Asian woman to be a Mayor in Greater Manchester.
- 1.9 Toward the end of January, I was very pleased to announce that the second testing centre for taxis and private hire vehicles will be open for business from the 1<sup>st</sup> April 2022. This was a budget and manifesto commitment in 2021 and again shows this council's commitment to delivering on its promises. This news was warmly welcomed by drivers and operators in Bury, now giving them a choice of stations to use when going for their twice-yearly tests.
- 1.10 In February our famous Bury Market was once again voted the nation's famous market! It's the latest accolade for the market which has been nationally acclaimed on numerous occasions for its innovation, quality and large number of coach visitors. It's a fitting reward for the traders, who make the market the wonderful place it is and ensure that our many thousands of visitors have a great day out and pick up bargains galore. Plans are well under way to make the market even better. We have won £20 million from the Levelling Up Fund, which will transform the market area and include a new flexi-hall. This state-of-the-art, carbon neutral, multifunctional events space will support market stalls, 'pop-up' trading, live performance, and community events. This investment, plus nearly £5 million more from Bury Council, will bring regeneration and prosperity both to the market and the wider town centre area.
- 1.11 On the 6<sup>th</sup> February we paid tribute to the Queen on the 70th anniversary of her accession to the throne. The Queen's seven decades on the throne have seen tremendous changes, but throughout she has been an

exemplar of stability and leadership at the heart of Britain. As members will recall from the Budget Council we have big plans for a range of events to mark the platinum jubilee during the four-day long celebrations in June. Among these plans are Planting 12 oak trees in the borough's Green Flag parks, Civic and cultural celebrations involving Bury's many community groups, and waiving the application fee for residents who wish to close off roads for street parties.

## 2 Reporting progress against stated commitments in Corporate Plan

2.1 The following table provides a brief summary of the Council's progress against the priorities set out in our Corporate Plan in January.

Dept	Priority	Deliverables
BGI	Approval of Accelerated disposal programme	<ul style="list-style-type: none"> <li>A review of Phases 1, 2 and 3 assets is ongoing and work is underway to continue to prepare them for disposal. Some assets will be prepared for disposal in line with wider Council agendas e.g. One Public Estate, Agile Working policy.</li> <li>Community Asset Transfer – work ongoing to undertake final checks on the documentation (toolkit and policy) – will complete in February.</li> <li>Consideration of assets to be included in future phases is ongoing.</li> </ul>
	Bury Flexihall	<ul style="list-style-type: none"> <li>Royal Institute of British Architects (RIBA) Stage 2 report completed by Vinci. Design development continues. Site assembly work continues with 2 further transactions agreed subject to approval. Levelling Up Fund (LUF) –</li> </ul>

		memorandum of understanding signed.
	Radcliffe Strategic Regeneration Framework	<ul style="list-style-type: none"> <li>• Hub project - RIBA Stage Two consultation complete.</li> <li>• LUF inception meetings with Department for Levelling Up, Housing and Communities (DHLUC) took place on 22nd December.</li> <li>• Surveys and site investigations ongoing. First commercial tenants from South/North Blocks moved into new premises in January 22, work ongoing to agree VP with others.</li> <li>• Transport programme work ongoing, car park surveys now complete and WSP report due in February 22. GM transport funding to be confirmed</li> <li>• Secondary School – Heads of terms have been submitted and agreed at Cabinet, legal services now progressing. Department for Education (DfE) have now commenced feasibility study and procured Mott MacDonald as lead consultant</li> <li>• North Block – Awaiting Deloitte report on soft market testing, to identify proposed development partner</li> </ul>
	One Public Estate Programme	<ul style="list-style-type: none"> <li>• St Mary's Place – confirmed to go to auction 23/02/22.</li> <li>• Work is ongoing regarding planning the decant of tenants from Humphrey House to 3KP and</li> </ul>

		<p>conversations continue with the various health partners.</p> <ul style="list-style-type: none"> <li>• Carter Jonas (BGI's retained agent) has been briefed on work required to enable them to enter into a discussion with the landlord of 3KP and Six Town Housing (6KP) regarding regearing the leases in line with the above.</li> <li>• First meeting of the Town Hall working group took place 07/01/22, followed by another meeting on the 31/01/22 where BTP (architect) presented the future use options to the Leader, CE and members. Further meetings planned to progress the project.</li> </ul>
	Places for Everyone (PfE)	<ul style="list-style-type: none"> <li>• Work on-going pulling together information on the PfE for Submission of the Plan to Government.</li> </ul>
	Bury Interchange	<ul style="list-style-type: none"> <li>• Discussions continuing on a revised City Region Sustainable Transport Settlement (CRSTS) submission document.</li> </ul>
	Brownfield Housing Land Programme	<ul style="list-style-type: none"> <li>• School Street Radcliffe (89 homes) and Green Street Radcliffe (136 homes) have concluded pre application planning consultation. Anticipated execution of contracts and planning submission by Jan 22.</li> <li>• Muse joint venture (JV) capacity plan to include at least 230 homes (25% affordable) with planning submission in 2022.</li> </ul>

		<ul style="list-style-type: none"> <li>• Millgate JV capacity plan includes potential for up to 1250 new homes on the Millgate estate.</li> <li>• Soft Market Testing for North Block Radcliffe has concluded with the potential for 100+ new homes, targeting submission to cabinet in 2022.</li> <li>• Several additional sites have been identified for residential development within the ALDP including Spring Lane Radcliffe and Ramsbottom.</li> <li>• Council has successfully applied for £60k of revenue funding to complete feasibility study on the residential development at Pyramid Park Bury (400 homes).</li> <li>• Property Service is now procuring agency support to dispose of Humphrey House (40 homes) and former Police Station (75 homes).</li> </ul>
CYP	Education	<ul style="list-style-type: none"> <li>• Education Business Plan finalised</li> <li>• Pupil place planning – development of strategies in response to falling pupil numbers is ongoing</li> <li>• Ongoing support and guidance to schools on management of COVID-19</li> <li>• Continued development of analysis/reporting of attendance data from schools for Autumn half term 2</li> </ul>

		<ul style="list-style-type: none"> <li>• Analysis of autumn term Quality Assessment visits to schools</li> <li>• Keeping in Touch meetings with CEOs of Multi-Academy Trust.</li> <li>• Improved % of good/better primary schools -88% following inspections</li> </ul>
	Special Educational Needs (SEND)	<ul style="list-style-type: none"> <li>• Project Safety Valve – project plan in place</li> <li>• Co – designed post for QA and Assurance has started working initially with parental complaints</li> <li>• Data Pack further developed in iterative process with DfE</li> <li>• Consultation with schools on mainstream top-up funding</li> <li>• Local area SEND strategic action plan being developed</li> <li>• Safeguarding visits to alternative provision continue</li> </ul>
	Children's Social Care	<ul style="list-style-type: none"> <li>• Delivery Board met on 25 January 2022 to review the work completed to date</li> <li>• Initial social work interviews took place and 5 newly qualified social workers were appointed</li> <li>• Recruitment drive launched with first round of interviews due to take place on 25 February 2022</li> <li>• Multi-Agency Safeguarding Hub (MASH) Steering Group met; TOR confirmed, and development session held to agree co-production of MASH</li> </ul>



		<ul style="list-style-type: none"> <li>• Social Care Staff now returning to Office bases</li> </ul>
	Early Help (EH)	<ul style="list-style-type: none"> <li>• Proposal developed to align EH cluster and inclusion partnership has been completed</li> <li>• Early Help Strategy presented to Children's Partnership Board has been completed but further consultation time was requested</li> <li>• Winter Holiday Activity Fund (HAF) Programme delivered</li> <li>• Bury East Pilot is progressing with network date agreed for Feb 2022</li> <li>• Winter HAF Data Return completed</li> </ul>
Operations	Climate Change Strategy	<ul style="list-style-type: none"> <li>• Strategy in place</li> <li>• £100k Climate Action fund bids evaluated</li> <li>• Award of funds to be finalised and approved early February and applicants informed of results</li> <li>• Work started to develop Climate Action Forums for each neighbourhood</li> </ul>
	Environmental Quality: Strategy in respect of community ownership – keeping the Borough clean and tidy	<ul style="list-style-type: none"> <li>• Environmental Quality Group work ongoing which includes coordination of waste management, CCTV, regulatory and compliance activities – developing and maintaining links up with voluntary groups. Ongoing close liaison with voluntary community groups/litter pick groups and targeted pro active enforcement action</li> </ul>

		<p>with Waste Management and Public Protection personnel.</p> <ul style="list-style-type: none"> <li>• Four Fixed Penalty Notices (FPN) have been issued in January 3 for Fly Tipping and 1 for littering.</li> <li>• Up to end January 2022 41 FPN's issued in total: <ul style="list-style-type: none"> <li>- 18 for fly tipping</li> <li>- 3 Commercial duty of care</li> <li>- 20 for littering</li> </ul> </li> <li>• Work ongoing to prepare prosecution files for unpaid Fixed Penalty Notices for Fly Tipping.</li> </ul>
	Waste and Transport: Waste collection review including optimisation and balancing	<ul style="list-style-type: none"> <li>• Waste collections have settled. Routes are currently being finalised and will be uploaded onto the incab technology by the end of February.</li> </ul>
	Strategic Transport Capacity and Transport plan	<ul style="list-style-type: none"> <li>• Strategic Transport Lead appointed and due to commence in post on 04 April 2022. Stakeholder engagement on Bury Boroughwide Transport Strategy to start in late February 2022 so we can begin to determine potential future highway and transport schemes (e.g. active travel, public transport, junction improvements etc.).</li> </ul>
	Increased taxi testing capability	<ul style="list-style-type: none"> <li>• Tender evaluation and site visits completed</li> <li>• Tender opportunity awarded to Sunnybank Service Station</li> </ul>

		<ul style="list-style-type: none"> <li>Contract to commence on 1 April 2022 following mobilisation</li> </ul>
OCO	COVID Response: Vaccination Management	<ul style="list-style-type: none"> <li>Booster Programme and 12-15 vaccine programme underway and being monitored weekly through Vaccine Assurance Group. Almost achieved 80% uptake in eligible populations for 1st, 2nd and booster doses. The focus is now on addressing inequalities which are narrowing slowly.</li> </ul>
	COVID response: Outbreak Management Plan	<ul style="list-style-type: none"> <li>Work continues in line with national guidance and monitored through Health Protection board</li> </ul>
	Secondary Care Service Reconfiguration	<ul style="list-style-type: none"> <li>Urology redesign update taken to Health Scrutiny Committee in January 2021.</li> <li>Working with the NCA colleagues to support the urology reconfiguration and communications to primary care and patients</li> </ul>
	Neighbourhood Team Working in Health and Care	<ul style="list-style-type: none"> <li>Operating model for Integrated Neighbourhood Team (INT) working approved</li> </ul>
Corporate Core	Domestic Abuse Strategy	<ul style="list-style-type: none"> <li>Strategy Completed. Delivery Plan to be signed off by the Domestic Abuse Partnership</li> </ul>
	Community recovery "Pitch" participatory budget scheme	<ul style="list-style-type: none"> <li>Face-to-face events rescheduled for February</li> </ul>
	Agile working	<ul style="list-style-type: none"> <li>Initial evaluation complete and project plan being reviewed to reflect longer term deliverables. This will include work around agile opportunities for non office based staff as well as a</li> </ul>

		strong focus on engagement and wellbeing. Working alongside Business, Growth and Infrastructure and Operations colleagues planning underway to review and revise space utilisation approach to support estates rationalisation work.
	Inclusion strategy	<ul style="list-style-type: none"> <li>Project Manager role for externally funded Bury/Rochdale project being evaluated. Inclusion Working Group session on priorities for the coming year delivered and being written up.</li> </ul>
	Culture strategy	<ul style="list-style-type: none"> <li>Final workshops held on the Culture Strategy and first draft shared with internal working group. Further work required on costing and return on investment</li> </ul>
	Election Planning May 2022	<ul style="list-style-type: none"> <li>Review of polling station boundaries complete. Leaders briefed and slide pack shared detailing impact of boundary review changes on each ward, preparation complete for the update of the register. Elections strategic Board established and meeting on a weekly basis. All count venues and polling stations booked. Procurement of mobile stations complete. Regular meetings of postal vote team, site visit to venue. All election staffing roles reviewed.</li> </ul>

### **3 Additional reports**

- 3.1 Attached as an appendix to this report are a summary of Cabinet decisions taken since the last ordinary council meeting.
- 3.2 Following a motion agreed at the January 2022 meeting of Council, an update on the Children and Young People's Service Improvement Plan is attached as an appendix item.

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

None identified

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## SCRUTINY REPORT



**MEETING:** Council

**DATE:** 16<sup>th</sup> March 2022

**SUBJECT:** Childrens Services Update on the Improvement Plan

**REPORT FROM:** Councillor Tariq, Cabinet Member for Children, Young People and Skills

**CONTACT OFFICER:** Jeanette Richards

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### 1.0 BACKGROUND

1.1 The Senior Leadership Team have continued to work on the draft improvement plan which will be forwarded for consideration at the extraordinary Childrens Scrutiny Committee scheduled for the 23rd of March.

The focus of improvement activity has been

- Transformation of the Front Door - MASH (multi agency safeguarding hub).
- Refresh and embedding of the quality assurance system and learning offer.
- Review of service structures and recruitment.

This report provides an update and next steps for each area. These areas will be a focus through the improvement plan once it is finalised and progress monitored through the Improvement Board.

### 2.0 Priority Actions

Front Door - Multi agency Safeguarding Hub (MASH)

We continue to progress two strands for the MASH; the immediate assurance that decision making is safe whilst we also progress the wider transformation.

#### 2.1 Immediate Assurance

Since reset of the MASH and return to office space in October 2021 there has continued to be:

- Weekly sampling of closed cases
- Weekly reflection time with staff to discuss the learning
- Specific learning sets around identified themes

For the first time we have been able to better track and monitor the progress through the production of monthly reports which feed into the new revised monthly performance

management meeting as well as an appreciation of progress over a period through the first quarterly report.

The report outlines the activity which is taking place and the methods of testing out decision making. Of importance, is the stability we have been able to build through supporting permanent staff to act into management positions which has culminated in one member now taking on overall management of the MASH. This will provide the stability we need to build the quality and improved focus on practice and decision making. It will also provide the platform for moving to the next stage of transformation

### **2.3 Wider Transformation**

Whilst this change provides some immediate wrap around and we are starting to see some 'green shoots' in the quality of the intervention, this is not a long-term solution to develop and deliver strength based relational approaches, where children and their lived experiences are at the heart of every conversation and intervention, and it will not provide the context to reduce referrals where other preventative support can be provided. A significant programme of transformation which is co-produced between partners but also through families and children accessing services is required.

The vision for MASH is to move from a 'safeguarding' approach to a wider system of advice, support, and prevention with only those children who cannot be supported through an early help preventative plan moving through for statutory assessment.

Where children require a statutory assessment or immediate protection, they will move through the system swiftly and be responded to in a timely manner by the Initial Response Teams. The MASH will not only provide the base for outward facing preventative work but will be the centre of excellence for all complex safeguarding issues to be quickly identified and addressed such as, Domestic Abuse, Missing, Complex Safeguarding and Sexually Harmful Behaviour.

The MASH steering group met on 18 January 2022 and agreed to progress the transformation programme. It reviewed the terms of reference which were refreshed and agreed several principles and priorities

- Sharing data and performance.
- Learning together and using audit findings to drive and improve partnership approaches.
- Connecting the front door with the locality partners to reduce the disconnect.
- Looking at a shared single point of access both for Social Care and mental health to reduce duplication but also to respond effectively to Rapid Review and CSPR learning.

A further development session was held on 28 January 2022 co-chaired between the AD for Social Care and the Safeguarding Lead within the CCG. This took the form of a co-production meeting where we reviewed data, demand, processes and started to share a vision for what a fully integrated multi-agency front door could look like. We agreed principles and next steps.

- Outward facing focus on prevention and reach out to communities to ensure where possible, families are supported locally at the lowest possible level of intervention
- Appropriate resources to be made available to locate in the new front door. Some in person and some with a virtual link
  - o Police
  - o Social Care



- o Early Help
  - o IDVA
  - o Community Health
  - o Drug and Alcohol Services
  - o Education Lead
  - o Adult Services
  - o Housing
  - o Youth Justice
  - o Probation
  - o Mental Health
- Shared data set which all will contribute to
  - Shared audit framework - learning together
  - It's 'our' front door; real ownership across the partnership
  - Co-production with families and young people
  - Focus on building on family strengths and assets, relational, restorative and strength-based approaches
  - Shared budgets: we all contribute to deliver our front door service
  - Shared systems / Information governance
  - A new name

There is a project lead appointed and first phase implementation plan has been drawn up. The group agreed the first iteration would bring social care, health colleagues, business support, police, and early help into full co-location with the first launch in April 2022.

To this end the MASH management will move under the Early Help Service Manager from March 2022.

Throughout March, the systems, policies, and processes will be refreshed, and the new arrangements taken through appropriate governance arrangements including the Improvement Board.

A programme of workshops is being developed for March which will be delivered to the 'new team' ready for a soft launch in April 2022.

Alongside this the MASG steering group will continue to scope the additionality required and we will be seeking commitment through the improvement board partners to second, or support recruitment of key professionals into the new MASH team.

Superintendent Joanne Rawlinson from GMP has been seconded to Council to support in developing pathways to and from the police and multi-agency responses

### **3.0 Quality Assurance**

- 3.1 We have commissioned an independent auditor to undertake some baseline activity
- 3.2 The focus of the work is to ensure that the Quality Assurance Framework, auditing, and moderation are driving change and addressing areas outlined in the October 2021 Ofsted report. The Ofsted report clearly highlights areas which need to improve. Practice issues include 'getting the basics right': timely recognition and response to risk at the front door; timely interventions and drift and delay, over optimistic assessments, plans and planning, pre-proceedings and quality of supervision and management oversight. Improvements in practice, particularly in the above areas can be addressed through more regular and challenging auditing. Findings from ongoing auditing should help measure the pace of change and inform and update the improvement journey.

### **Stage 1**

The first stage is to ascertain how effective current auditing is through moderation of approximately twenty-five audits. (This is an initial exercise which can be repeated if required on a regular basis).

The moderation process will:

- Address consistency and quality of audits and auditors
- Review grading and check whether there is sufficient evidence to justify grades
- Identify whether there are gaps in auditing in terms of identifying strengths and areas for improvement
- Provide individual feedback to auditors and help them develop skills in auditing
- Identify whether there is a need for training for auditors and/or review of practice standards

3.3 It is important that auditors understand 'good practice' and are able to use their professional knowledge to support a culture of improvement, but also of learning and continuous improvement.

3.4 Initial moderation of audits – 25 cases to be completed by 4th March 2022 (5 days)

### **Stage 2**

3.5 Discussions with auditors, to include feedback from moderation but also consultation on their auditing role, use of audit form, strengths and barriers to auditing and their views on how auditing can improve practice.

3.6 Meetings with auditors on-site 9th and 10th March (2 days)

### **Stage 3**

3.7 Review of the frequency and numbers of audits completed based on discussions with managers, auditors and some front-line staff. The aim is not to re-write the Quality Assurance Framework, but to ensure that the auditing function is sufficient to (as said)

drive the levels of improvement in practice required to move from an inadequate grade.

3.8 Drawing information from meetings, discussions, and moderation by the end of March 2022 (2 days)

### **Stage 4**

3.9 Following the above, there are options to continue to moderate audits, or indeed to undertake some independent audits to help with numbers of audits. In addition, there may be a requirement to undertake training for auditors and moderators

## **4.0 Service Structures and Recruitment**

The service structures have been reviewed, and we have within the IRT team, and the Safeguarding team established teams with ratios of one manager to 6 social workers. Caseloads are reducing but are not where we would want them to be, hence we are considering commissioning a further managed team service to support the IRT team.

The rolling recruitment is underway. The December recruitment led to 5 ASYE appointments; they will join Bury in the summer when they have their qualifications confirmed and are registered. The January recruitment has led to only two applicants; however, they are experienced. Interviews are planned for 4 March. All shortlisting dates and interview dates are booked in through the year for the rolling programme.

We have sought feedback from applicants in the December recruitment drive who have expressed that they found the application process easier, and they also enjoyed the recruitment day which included introductions from all Strategic Leads and provided time for discussion amongst the applicants, written exercises along with the traditional interview process.

The recruitment working group meets every month and we are reviewing and refreshing the processes to try to reach out and make Bury the employer of choice.

The advert will be reviewed and freshened, and further short films are being produced so that we can target certain areas like the MASH and the recruitment of managers.

The recruitment task group is now focused on the recruitment of managers. A paper has been completed by the Children's HR business partner to review enhanced payments to attract managers into Bury. A recruitment drive for managers alongside another for social workers will go out in March 2022. This will be a sustained campaign throughout this year, and beyond which will be reported through to the Improvement Board.

<b>Headline Data</b>	
<b>Qualified Social Work Posts (FTE)</b>	
Filled by Perm. Staff	98.71
Filled by Fixed Term Staff	3
Established Vacancies	45.75
Agency staff engaged	55
<b>TOTAL Qualified Social Workers Engaged</b>	156.71

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

None

#### **Contact Details:-**

Jeanette Richards

Executive Director CYP

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**GENERAL REPORT OF THE MEETING HELD ON 12 JANUARY 2022**

**COUNCIL TAX ON EMPTY PROPERTIES AND SECOND HOMES**

1. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report regarding the consultation on the proposal to remove the Council Tax discount applied to empty properties and second homes. Members discussed the report, noting the majority of responses had been against the proposal but this had to be weighed against the financial context the Council was in. With regards to alternative savings, it was noted that the property portfolio brought in revenue funds and that one off savings was not a sustainable way to address revenue pressures.
2. Cabinet approved the recommendations as set out in the report.

**BURY COMMUNITY STADIUM, GIGG LANE**

3. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which sought approval for the Council to engage in negotiations with the Bury Football Supporters Society in relation to a proposed financial contribution in the Gigg Lane Stadium site. Councillor O'Brien and all those present thanked supporters and community groups for their work, as well as James Daly MP for Bury North, local Councillors, and Council officers.
4. Members discussed the report, praising the work and response from the people of Bury, and confirmed their cross-party support for the proposal. It was noted that this was just the beginning, with more work required to ensure the stadium was safe and suitable, and ongoing conversations to ensure a one-club, fan-owned club with a successful governance system.
5. Cabinet approved the recommendations as set out in the report.

**BURY TOWN CENTRE GOVERNANCE**

6. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which proposed governance arrangements for the implementation of projects planned for Bury town centre, including the Bury Market Flexi Hall. In response to Members' questions it was noted that a report on the establishment of the Regeneration Programme Board and the Programme Management Office would be brought to Cabinet before the end of the municipal year.
7. Cabinet approved the recommendations as set out in the report.

**APPROVAL OF TERMS TO DISPOSE OF THE FORMER CPU KITCHEN SITE ON WILLOW STREET, BURY FOR THE DEVELOPMENT OF SPECIALIST/SUPPORTED HOUSING FOR ADULTS WITH A PHYSICAL AND/OR SENSORY DISABILITY OR LEARNING DISABILITY - PART A**

8. Councillor Clare Cummins, Cabinet Member for Housing Services, presented the report which sought approval for the disposal of Council-owned brownfield land in Bury, which has the potential to provide much needed supported housing for young adults with a physical and/or sensory disability or learning disability. Full financial details were contained in Part B of this report.
9. Members voiced their support for this scheme and the support it provided for those with a disability. It was noted that the housing would be built to the latest low carbon and eco-friendly standards and, in response to a Member's question, Councillor Cummins undertook

to report back outside the meeting as to whether provision for electric car parking was included. It was also noted that this site would also be subject to a planning application.

10. Cabinet approved the recommendations as set out in the report.

#### **INSPECTION OF CHILDREN'S SERVICES**

11. Councillor Tamoor Tariq, Cabinet Member for Children, Young People and Skills, presented the report which informed Cabinet of the findings of an Ofsted inspection of the Council's children's services. The inspection found the services to be inadequate. The report explained the form of intervention by the Secretary of State for Education and the action already taken to implement improvements. The report also sought approval to the framework for an Improvement Plan which the Council will submit to the Department for Education by 31st March 2022.
12. Members discussed the report thoroughly, noting the less severe interventions recommended for Bury, being a DfE advisor rather than commissioner. The advisor would work with Bury to develop their improvement plan and feedback regularly to DfE on progress made.
13. In response to Members' questions it was noted that pressures had been known internally for some time with work underway before the inspection to address problems. This work was recognised in the Ofsted inspection and means the Council was in a better position to progress and implement changes. Members debated the briefings given to Opposition Members, but it was stated that these problems should be above party politics. With regards to scrutiny, this had been encouraged and a dedicated Children and Young People Scrutiny Committee set up to recognise this.
14. Councillor Tariq advised that, as Cabinet Member, he had been raising concerns for a long time and had been taking actions to improve the situation, and it was noted this was a managerial failure not a political one. Councillor Tariq advised that it was the responsibility of the Council as a whole to fix these problems, and he was confident we would do.
15. Cabinet approved the recommendations as set out in the report.

#### **GENERAL REPORT OF THE MEETING HELD ON 16 FEBRUARY 2022**

##### **THE COUNCIL'S FINANCIAL POSITION AS AT 31 DECEMBER 2021:**

16. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which outlined the forecast financial position of the Council at the end of 2021/22 based on the information known at the end of the third quarter, 31st December 2021. The report set out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.
17. In response to Members' questions, it was noted that the day-to-day operational budgets for departments were overall on target and the £1.247m underspend was largely due to one-off funding received from the Government as well as vacancies or budget savings. There were ongoing challenges for the Council, particularly around Children's Services where investment was being made into early interventions, address high levels of casework, and reduce demand on out-of-borough placements. These needed to be achieved in a sustainable way to reduce pressures on the Council's reserves. It was noted that a corporate approach to recruitment and retention of social workers was being developed which had been successful in other boroughs. With regards to civic venues, it was noted that the detail

in the report reflected the outcome of the review carried out last year and that a consultation with Unions was currently underway with regards to possible redundancies.

18. Cabinet approved the recommendations as set out in the report.

#### **HOUSING REVENUE REPORT:**

19. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which formed part of a suite of documents relating to the Council's budget setting process for 2022/23 and set out the proposed Housing Revenue Account for 2022/23 and proposals for Dwelling and Garage rents, Sheltered Support, Management, Amenities and Heating charges, Furnished Tenancy charges and Fernhill Caravan site tenancy charges. The report also established the Management Fee paid to Six Town Housing for 2022/23. It was noted that this increase would be challenging for some families and plans were in place to support those most affected.

20. Cabinet approved the recommendations.

#### **2022/23 BUDGET REPORTS:**

21. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the suite of budget papers with comprised:

- The Council's Budget 2022/23 and the Medium Term Financial Strategy 2022/23 - 2025/26
- The Dedicated Schools Grant and setting the Schools Budget 2022-23
- Capital Strategy and Capital programme 2022/23
- Flexible use of Capital Receipts Strategy 2022/23
- Treasury Management Strategy and Prudential Indicators 2022/23

22. The Leader advised that Overview and Scrutiny Committee had made two recommendations:

- That the Overview and Scrutiny Committee put forward to Cabinet that a Reserves Strategy be reviewed to look at setting out guidance for the use of the reserves within Services; and
- That the Overview and Scrutiny Committee put forward to Cabinet that the impact of budget saving OPS 007 regarding food waste caddy liners is closely monitored and Cabinet Member Portfolio meetings and if recycling rates drop due to the changes a review takes place on the budget saving proposal.

23. Both these recommendations were noted and would be taken forwards.

24. The Leader reported that the Council still faced a number of challenges which would continue in future years. A £3m smoothing fund was proposed in light of these future pressures, as was a 1.94% increase in Council Tax. He advised this was the lowest in Greater Manchester but would still be difficult for residents, however an increase in Council Tax was included in Government funding assumptions and as such this increase was necessary to balance budgets.

25. The suite of documents set out all proposed cuts and efficiency savings, as well as ambitious capital targets including historic investment in Bury's towns and highways. The papers also set out flexible use of capital receipts, and the welcome increase in schools' budgets. In response to Members' questions, it was noted that despite filling posts as soon as possible, in an organisation of this size there would always be some vacancies at any given point which was represented in the vacancy factor. With regards to trading services, a more commercial relationship was being pursued with schools, seeing them as customers to

encourage uptake. The Chief Executive advised that the effects of Covid might increase this, but the savings identified were mostly from IT efficiencies which he was confident could be achieved. .

26. Cabinet approved the recommendations as set out in the report.

**BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT QUARTER THREE 2021-22:**

27. Councillor Tahir Rafiq, the Cabinet Member for Corporate Affairs and HR, presented the report which provided a summary of key delivery and performance that occurred during quarter three 2021-22 aligned to the 3R priorities. The report also highlighted intelligence on customer contact services.
28. In response to Members' questions, it was noted that detail on the apprenticeship and skills strategies could be provided to Councillor Jones outside of the meeting, and that green rated targets were on track while amber targets were waiting on the resolution of an issue before being brought back on track. With regards to potholes, five times as many potholes were being fixed than reported during the last quarter as staff had been released from Covid-related redeployments, and as such the next quarterly report would see this spend increase. Details of this and on how the decrease in recycling rates was being mitigated would be provided to Councillor Powell outside of the meeting, and the guide price of one of the assets sold could be clarified.
29. Cabinet approved the recommendations as set out in the report.

**BURY COUNCIL AND CCG CORPORATE PLAN 2022/23:**

30. Councillor Tahir Rafiq, the Cabinet Member for Corporate Affairs and HR, presented the report which summarised the progress made in 2021/22 and includes new priorities that have been agreed with Cabinet Members based on consultation with ward members, residents and other stakeholders. In response to a Member's question regarding the impact on staff numbers, it was noted that consultations were currently ongoing. Once those had been completed further detail could be provided. The Chief Executive added that the workforce assessment included in the papers identified that circa 10 posts across the Council were directly affected, the impact of which would be mitigated through redeployment where possible, but he advised that future years might have a larger impact on staff numbers.
31. Cabinet approved the recommendations as set out in the report.

**APPOINTMENT OF A DEVELOPMENT PARTNER FOR PHASE 2 OF CHAMBERHALL BUSINESS PARK, BURY - PART A:**

32. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which sought approval regarding the results of the recent tender exercise to bring forward the development of Phase 2 of Chamberhall Business Park. The site forms part of the larger Chamberhall business park. Phase 1 which consisted of 130,000 sqft has been successfully developed by St Modwen's. The phase 2 land comprises of circa 7 acres of serviced employment land. The appointment of a development partner will ensure that a high-quality sustainable development is brought forward as well as ensuring best value is achieved for the site.
33. Cabinet approved the recommendations as set out in the report.

**GREATER MANCHESTER ONE (GMONE) ICT NETWORK - PART A:**



34. Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which set out the process for a joint procurement of ICT network services across several councils (Bury, Rochdale, Oldham, and Stockport), Greater Manchester Combined Authority including Greater Manchester Fire and Rescue Service and Transport for Greater Manchester. In response to comments from Members, it was noted that this proposal focussed on linking up public estates but might provide opportunities in the future to expand on private ones.
35. Cabinet approved the recommendations as set out in the report.

**CHILDREN'S SERVICES IMPROVEMENT PROGRAMME:**

36. Geoff Little, Chief Executive of Bury Council, provided an update on the progress of the Children's Services Improvement Programme. Following the Ofsted's judgement, the Council's Children's Services were said to be Inadequate and the Department for Education (DfE) published an improvement notice. This requires the Council to submit an improvement plan by 31 March 2022 and to establish an Improvement Board with an Independent Chair. The Council had already met that requirement following the earlier Local Government Peer Review and it will now meet monthly.
37. Also in accordance with the improvement notice, the DfE had now appointed a case officer and an independent advisor to support the Council and report to the Secretary of State on progress. Linda Clegg has been appointed to this role and as Independent Chair of the Improvement Board. She also led the Peer Challenge last year and so this appointment established consistency and continuity. It was noted that fortnightly meetings have been established between the DfE case officer and the Executive Director of Children's Services to monitor progress and to agree and establish additional support to the department via sector-led improvement partners.
38. The Improvement Board first met on 25 January 2022 and approved its Terms of Reference and membership. It also received a report setting out the work progressing the improvement plan. This was organised around 3 key themes: leadership and management, quality and impact of practice on the outcomes for children, and workforce. It was noted that a workforce board has been established to provide input from staff to the Improvement Board.
39. Immediate actions have already commenced and progress was being tracked and would be reported to future meetings of the Improvement Board. That immediate action included: action to reset the Multi Agency Safeguarding Hub following Covid, a new approach to quality assurance enabling a more qualitative approach, and a new audit framework to provide more space and time for learning, and crucially a comprehensive review of staffing with the aim of one manager to six social workers and an average caseload of 15 cases per social worker. To that end, recruitment and retention procedures have been revised and additional staff have begun to be recruited.
40. The Children and Young People's Scrutiny Committee on 20 January 2022 considered the Ofsted report and the report on the Council's response and will meet again in March to discuss the draft improvement plan. This plan will be submitted to Ofsted by 31 March, and feedback then brought to the Improvement Board. The first monitoring visit from Ofsted is expected in the summer; this first report will not be published but all subsequent reports will be.
41. The Cabinet Member for Children, Young People and Skills added that an ask would shortly go out to Opposition Members for a cross-party group to recruit an Assistant Director for

Children Social Care. This post was important to improve capacity and to strengthen the leadership team.

42. It was noted that future updates will be provided to future meetings of Cabinet and the Chief Executive was thanked for his weekly briefings for Opposition Group Leaders.
43. Cabinet noted the update.

Cabinet member	No.	Party	Question	Response
Cllr Morris	1	<b>Lib Dem</b> Cllr Powell	We understand the Council are going to make it easier to apply for a street party to celebrate HRH's Platinum Jubilee in June. Would the Leader consider waiving the application fee to close streets for the Jubilee, to encourage more applications to enable more opportunities for residents to celebrate the Jubilee?	<p>I thank the member for his question, and as he will recall, we made financial provisions available to support Jubilee celebrations in our February budget. Part of that funding will indeed be used to fund the waiver of road closure fees for those community groups who want to host street parties. The Community Hubs are working with resident and community groups to encourage and support planning for street parties, including advice on accessing funding.</p> <p>There have been 14 road closure enquiries in relation to the Jubilee. At present the enquiries are requesting more information on the process and how to apply for a closure. I suspect most if not all will result in closures if the roads are suitable.</p> <p>We now have an online application process and I will be requesting those that have made an initial enquiry to complete the formal application providing the relevant information.</p>
Cllr O'Brien	2	<b>Labour</b> Cllr Peel	What plans do the Council have to help residents with the cost of living?	<p>It is well publicised that there are considerable pressures on cost of living, with decade high inflation rates, increased in the fuel energy cap and increases in National Insurance contributions. The Council have provided a single point of information as a link of the Council website homepage of immediate financial hardship support and details of broader local advice and information, including energy efficiency, affordable warmth, and money management. This information is being circulated to households alongside Council Tax bills. Immediate hardship assistance through the Household Support Fund continues to be targeted at economically vulnerable households. Last month's budget detailed further support through £240k being made available to support families experiencing hardship with grants towards school uniforms and £100k to provide immediate assistance to households meet essential living costs who would ordinarily not be eligible for such support. No household will have to pay back any of the aforementioned grants. In addition, work is taking place to develop a new Anti-Poverty Strategy for the Borough, to focus on increasingly targeted, place based interventions whilst increasing economic resilience and reducing deprivation driven inequalities</p>

CLlr Gold	3	<b>Labour</b> <b>CLlr Staples-Jones</b>	<p>Since the Council re-signed the Armed Forces Covenant in December what has been done to support the veterans' community in Bury?</p> <p>The Armed Forces Covenant is a promise by the nation ensuring that those who serve or who have served in the armed forces, and their families, are treated with fairness and respect in the communities, economy, and society they serve with their lives. The Covenant does not intend to replace current work by public service providers, charities, and individuals, but rather formalise a commitment and build on existing sources of support. Since the re-signing of the Covenant, officers have met regularly to drive progress and identify further opportunities to support Bury's military community. This internal group is working closely with a wider community Covenant Group, which includes representatives from the armed forces and veterans' community. Work has progressed rapidly, some of the highlights are as follows:</p> <ul style="list-style-type: none"> <li>- The Council has refreshed its online portal for the military community as a one-stop-shop for access to relevant support and services</li> <li>- Free leisure passes – As of the 1st December, Bury Council delivered on its commitment to offer free leisure passes to all armed forces personnel, veterans and reservists. Bury is currently the only local authority across Greater Manchester to offer this level of free leisure passes</li> <li>- Work with primary care – A new dedicated sharepoint information hub to provide details of services, support and information related to veterans has been rolled out to GP practices by the CCG and all practices were invited to a dedicated briefing session in February to promote the hub and ambition for all surgeries in the borough to be formally classified as Veteran Friendly.</li> <li>- Working with Veterans and Tottington Councillors we are developing a strengthened memorial and a mural to George Stanley Peachment VC. George, who from Bury, was awarded the VC, the highest and most prestigious award that can be awarded. George, at only 18 years and 4 months was the youngest army recipient of the VC in World War 1. Subject to consultation we will be renaming a park after George.</li> <li>- The Council and CCG formally recognize the military community as a Protected Characteristic and the GMCA Covenant E-Learning Package has recently been made available on the Council's E-Learning portal</li> <li>- The focus for the coming months and beyond include:</li> <li>- Bury Council was awarded the Defence Employer Recognition Scheme bronze award in 2020. Given the strengthening of our commitment and our resigning of the Covenant the Council has been accepted to apply for the silver award. The application which will be formally assessed on 16th May. Subject to success at this</li> </ul>
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				<p>level and the continued positive progress, the intention will be to submit an application for Gold recognition in 2023.</p> <p>- Many events over the last two years have sadly had to be cancelled or celebrated virtually, so with restrictions lifted this year provides an opportunity to engage and attend events face to face. As always support and attendance will be given to Remembrance, Gallipoli and Armed Forces Day. This year also marks the 40th anniversary of the Falklands conflict and RAFA 75th anniversary. It is intended to mark these two occasions and plans are currently being discussed in partnership with Armed Forces personnel and Veterans.</p>
Cllr Morris	4	<b>Conservative</b> Cllr Jackie Harris	Please can you provide a breakdown of all the plans the borough has to celebrate the Platinum Jubilee?	<p>The Council has developed a programme of civic and community celebrations for the June Jubilee celebrations.</p> <p>Communities will be supported and encouraged to hold street parties by our Hubs and the normal fee for road closures will be waived. A civic celebration is planned for Sunday 5 June including an all-faith religious service, led by Rev Heaton, followed by a civic lunch with the mayor in the Drill Hall to which around 300 people will be invited from across our communities including service users from our neighbourhood teams; youth cabinet; representatives from the voluntary and community services groups; volunteers who were part of the borough's Covid response some of our homeless and refugee community. In addition the Council is supporting the "Queen's Green Canopy" campaign. A mature oak tree will be planted in commemoration each neighbourhood. Ward Members have been provided with the date for their local planting, which began on 11 March to align with the national timetable co-ordinated by the Lord Lieutenant's office</p>
Cllr Simpson	5	<b>Labour</b> Cllr Pilkington	Recently the MP for Bury North James Daly said in Prime Minister's questions that only 37% of appointments with a GP in Bury were face to face. Will the Cabinet Member join with me in condemning this misinformation and join with me in commending the hard work of our GPs in Bury over the last two years of the pandemic?	<p>I very happy to commend the hard work of the GPs and practice staff in the borough during the course of the pandemic. They have continued to deliver services in very challenging circumstances, face to face and online, have coped with a significant rise in demand, and have delivered the bulk of the outstanding vaccination programme in the borough.</p> <p>There has been a significant switch to online access to GP services, for example through the Ask my GP app, and feedback to an independent Bury Healthwatch survey has been overwhelmingly positive with many patients citing convenience and response. It will be recognised that the shift to digital access is a national imperative. We are aware of some occasions where practices have been overwhelmed with demand and the access for patients has been compromised. The CCG are working closely with practices to feedback concerns where they occur.</p> <p>The GP community in Bury have been outstanding during the pandemic and continue</p>

				to be so in what will be a long period of recovery and I am happy to commend their hard work.
Cllr O'Brien	6	<b>Labour</b> <b>Cllr McGill</b>	Can the Leader outline what help Bury Council is giving to aid the refugee crisis in Ukraine?	<p>Bury Council have been in ongoing engagement with the Ukrananian Club in Bury including to update on the latest national government guidance and information, to link into any local support offers and to monitor any specific local community tensions (or which there are none specific to Bury). At the start of March 2022 the Council provided logistical support to the Polish Integrated Support Centre, a national charity who locally are working with Bury Polish Club, given that they were inundated with donations. Direct support included the co-ordination through the Community Hub team of transport and storage logistics, including 4 Council vehicles to transport donations from the Polish Centre to distribution sites in Trafford and Wrexham for onward travel to the Poland/Ukraine border. The Council also liaised with partners including the GM Fire and Rescue Service, GMCA, Six Town Housing, Bury VCFA in relation to volunteers and Bury Business Leadership Group - through which local businesses supplied packing materials, vehicles, and storage capacity. In addition, the Council supported packing and sorting at Sedgley Hub and in total the Borough has contributed the equivalent of 8 large articulated lorries of donations. The Council has also promoted the means by which people can make financial donations to support humanitarian aid through UK-Med and the DEC Ukraine appeal. Thank you to the hundreds of volunteers at these sites, public services and local businesses for their support and the generosity of the people of Bury.</p> <p><b>Supplementary</b> - I can confirm that the main contract for the council is with Corona Energy. The Yorkshire Purchasing Organisation (YPO) have confirmed that Corona Energy do not have direct links with Russian Energy supplies (including no energy or wholesale contracts in place with Gazprom or any of its entities).</p> <p>We have identified one building that the council own that does have a contract with</p>

				<p>Gazprom. This is 14 Victoria Square which is a vacant shop. The last company that leased the building were with Gazprom Energy before they ended the lease, and this has not yet been switched over to our main energy contract. We will arrange to do this immediately.</p>
Cllr Tariq	7	<p><b>Conservative</b> <b>Cllr Jo Lancaster</b></p>	<p>Will the Cabinet Member for Environment Operations and Children, Young People and Skills meet with the Radcliffe North and Ainsworth Councillors at school pick up times at Christ Church Ainsworth C of E Primary School, to assess the area and consider reinstating the school crossing patrol?</p>	<p>The crossing at Christ Church Ainsworth has been a vacant post for some time but was covered with relief staff up to the February half term break. Work commenced in January to install a new pelican crossing which became operational just before half term, the new crossing is yards from where the patrol crossed.</p> <p>Due to the high level of sickness and cover being needed at other high priority points the patrol was moved from Christ Church Ainsworth from 21 February. The patrol reported a significant reduction in the number of children crossing since the new pelican was activated.</p> <p>As identified in the SCP Service Guidelines (2016) best practice is that it is not necessary for school crossing patrols to work on pelican, puffin, or toucan crossings, as they are, by definition, safer crossing facilities. Light controlled crossings fulfil the same purpose as a school crossing patrol; they stop the traffic so pedestrians may cross the road safely. Therefore, having both in place at the same site may be confusing to drivers and a duplication of resources.</p>

Cllr Quinn	8	<b>Lib Dem</b> <b>Cllr S Wright</b>	The street lights on the Motorway bridge on Simister Lane have not been working for a number of years now and the council position on this is that they will try to move the lights up the priority list but it may not be practical to do anything until the new financial year. Can the Leader assure us that these lights are a priority and can he give us any assurance that they will be fixed?	The repair of these street lights has been delayed because of the need to liaise with National Highways (formerly known as Highways England) due to the potential impact of the work on the motorway. Officers have now completed the design for the work, and we expect to have replacement lights installed and working by the end of April.
Cllr Gold	9	<b>Labour</b> <b>Cllr D Quinn</b>	Can the Leader of the Council confirm how much Prestwich community groups will benefit from the Parklife Community Fund this year?	The Parklife Community Fund provides grants for community groups in the proximity of Heaton Park, supporting projects that focus on using parks, open spaces and/or working with young people. It is open to all community groups in Holyrood, Sedgley and St. Mary's ward - this year saw 44 groups apply and a total of £33,848 awarded from Parklife funding, bringing the total value to over £117k. The fund will reopen later this year following Parklife 2022.
Cllr Gold	10	<b>Labour</b> <b>Cllr Hayes</b>	Please could the Council provide an update on the progress being made around community groups being able to better access and use library facilities?	<p>I'm pleased to be able to announce that as of 28th March arrangements will be in place for community groups and other organisations to be able to hire out space in their local library.</p> <p>Libraries are safe, trusted spaces at the heart of their local community, and we want to be able to open up our libraries so that the local community can have access to their libraries when they need it; even if the library is closed, such as when closed during the evening or weekend, then we have arrangements in place for groups to open them up for their meeting or activity.</p> <p>Each of our libraries has spaces that community groups can access and all have accessible facilities and access to Wi-Fi and IT. For those community groups and</p>



				organisations that are interested in utilising these facilities then please get in touch with your local library.
Cllr Quinn	11	<b>Conservative</b> <b>Cllr Roger Brown</b>	Can the Cabinet Member for Environment Operations outline what % of the highways budget will be allocated for clearing drains and gullies and will he meet with my North Manor colleagues and I to see for himself the state of the drains across the North Manor Ward?	Our Highways Revenue Works Budget for 2021/22 is £878,000. Within this we allocate a budget for gully cleansing of £235,000, which equates to approximately 26% of the overall revenue works budget. In response to the climate emergency, we allocated an additional £55,000 to gully cleansing this year, which has allowed us to provide a 3rd gully wagon and crew for 6months. This has allowed us to respond to reports of localised flooding quicker and ensure that every gully is checked annually. Although members should be aware that our teams do have difficulty in accessing gullies due to parked cars.

Cllr Simpson	12	<b>Labour</b> Cllr Boroda	What are the council/CCG doing to improve mental health services in Bury?	<p>The Council and CCG are aware of the significant challenges to mental health and well-being particularly in the light of the pandemic. In the last 3 months the Council and CCG have secured and approved additional investment in Adult Community Health Team capacity, in Tier 2 Childrens services, in Eating Disorder service, and in mental health capacity connected to the urgent care system – a programme called core 24. There has also been additional five Mental Health Practitioners recruited with one attached to each of Bury’s Integrated Neighbourhood Teams (INT), working closely with primary care.</p> <p>We also continue to strengthen the service offer outside of specialist mental health services – for example in addition to providing the peer-led Community Crisis Service, Bury Involvement Group (BIG) are also now delivering the Welcome Home scheme which is designed to support patients being discharged from a PCFT inpatient stay. A second service, the Housing and Welfare Support Scheme, delivered by the Beacon Service, will work alongside PCFT to help patients navigate social issues such as tenancies and welfare benefits. Both schemes went live recently and are funded by GM for a period of 12 months.</p> <p>We will continue to work with all partners across the breadth of our i-thrive strategy to improve prevention, early intervention, access, and service outcomes for residents.</p> <p>A further update on mental health is due at the next Health Scrutiny meeting, and an update from Pennine Care Trust as our specialist provider was available in the recent Cllrs seminar on health and care system pressures.</p>
Cllr Tariq	13	<b>Conservative</b> Cllr Russell Bernstein	Could the Cabinet Member for Children, Young People and Skills outline when Members can expect to receive the OFSTED response, as promised?	<p>Senior leaders within Children’s Services have been working upon the Improvement plan, and with this there has been consultation with our children and young people in the drafting of the plan.</p> <p>The draft improvement plan will be shared with C&amp;YP Scrutiny members and discussed at an extra-ordinary meeting of the Committee scheduled for the 23rd of March.</p> <p>The draft plan will also be shared with our partners and members of the Improvement Board, where there is cross party representation, which is scheduled for the 22nd March, during which the plan will be considered by the independent chair of the Improvement Board and our independent DfE advisor.</p> <p>The plan will be submitted to Ofsted before the 31st of March and will be finalised following approval from Ofsted and the DfE.</p>

Cllr Quinn	14	<b>Lib Dem</b> <b>Cllr S Wright</b>	In October of last year, I reported that the footpaths in St Mary's flower park needed repair and were dangerous. This was agreed by the department, however I was told the area would be cordoned off whilst financial resources were sourced for the repair. Can the Leader update us on the repair to the path and whether the necessary resources have been sourced?	Officers are developing a masterplan for St. Mary's Flower Park. This masterplan will look at options to improve the park, including the paths, in conjunction with key stakeholders such as the volunteer gardening group and volunteers in Prestwich Clough. £50,000 from our Greenspaces Manifesto funds for 22/23 will be allocated to make improvements to St. Mary's Flower Park and Prestwich Clough. Other funding sources such as Section 106 are also being explored.
Cllr O'Brien	15	<b>Conservative</b> <b>Cllr Robert Caserta</b>	Would Councillor O'Brien and all members of Bury Labour Group join with Bury Conservatives to wholeheartedly condemn the actions of Russia against the peaceful state of Ukraine and offer as much support as possible to the Ukrainian families in the Northwest who have been such a blessing to this country?	

Cllr Morris	16	<b>Conservative</b> <b>Cllr Dene Vernon</b>	<p>Can the Cabinet Member for the Cultural Economy outline what actions the Night Czar for Greater Manchester has taken to support businesses across the borough of Bury since the start of the pandemic?</p> <ul style="list-style-type: none"> <li>• Launched the Night Time Economy Office which has offered advice to businesses across GM, signposting them to licensing, business support and other charity support for owners and workers such as mental health.</li> <li>• Developed 'United We Stream' a UK first broadcasting free live music, DJs, singers /performers into people homes. 'United we Stream ran from April 2020 to New Years Eve 2021 <ul style="list-style-type: none"> <li>o Donations page raised over £477,000 for 12 regional charities and good causes</li> <li>o Was viewed by 14.5 million people with an awareness of the brand, with over seven million viewers</li> <li>o Programmed 338 globally renowned artists and local breakthrough talent who have performed for free on the channel</li> <li>o Gained Global media coverage including Billboard and Rolling Stone</li> <li>o Crucially, UWS GM was hosted at Bury Met, showcasing this amazing venue and bringing money to Bury when (as with all venues) the Met was closed and needed investment.</li> <li>o UWS also supported the most recent Purple Flag Application which saw Bury town Centre retain Purple Flag for yet another year.</li> </ul> </li> <li>• The Night Time Economy Office is proposing to host a number of NTE advice surgeries for business once the latest GM Evening and Night time Economy Strategy has been to the CA at the end of this month and will look to host these in boroughs.</li> <li>• Via the Wider Culture Team team: we fund Bury Met through the Culture and Social Impact Fund and Bury was awarded the first GM Town of Culture.</li> </ul>
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Cllr Quinn	17	<b>Conservative</b> <b>Cllr Paul Cropper</b>	Can the Cabinet Member for Environment Operations give an estimate of the number of electric vehicles in Bury	The number of Ultra Low Emission Vehicles licensed in Bury at the end of Q3 2021 is 1370
Cllr Quinn	18	<b>Conservative</b> <b>Cllr Iain Gartside</b>	Can the Cabinet Member responsible for highways update members on the number of potholes filled since the start of 2022 and amount spent of the budget, given up to December only 5% had been spent.	<p>We repaired 1,270 potholes in January and 1,002 potholes in February, bringing the total number repaired in 2022 to 2,272 potholes. 12,000 potholes will have been repaired in 21/22.</p> <p>By the end of this financial year the team is predicted to spend £1.2m on pothole repairs and planned patching. Any backlog from previous years Covid delay and this years underspend will be reprogrammed over 22/23 and 23/24.</p>

Cllr Rafiq	19	<b>Lib Dem</b> <b>Cllr Tegolo</b>	<p>What amount of the £51,000 allocated to Councillors via the discretionary grants scheme went unspent this year and how many Councillors did not spend their full £1,000 allocation?</p>	<p>Oversight of the Discretionary Grant Scheme was transferred to Democratic Services in September 2020.</p> <p>Members were encouraged to consider ways in which their spend could support the 10 point recovery plan for the Borough. Including how spend could cover tackling poverty, developing a Bury Opportunity guarantee, promoting community voice and supporting community wellbeing.</p> <p>The Community Hub network, developed in response to the pandemic, has been central to the emerging place-based neighbourhood model in Bury. The Hubs have taken responsibility for understanding issues and needs in a place. This information has been used to prioritise the use of participatory budgets for neighbourhoods and has been made available to Members to help them determine the use of their discretionary fund and thus better placed to respond to local need.</p> <p>Of the £51000 allocated to Discretionary Grants in 2021/22, £1215.30 has not been spent with 4 Councillors not spending their full allocation.</p> <p>Following agreement at Budget Council, the discretionary grant scheme has been extended for a further 12 months.</p>
Cllr Simpson	20	<b>Lib Dem</b> <b>Cllr Powell</b>	<p>What progress has there been on the second phase of the review of Emergency Care, particularly as it concerns the future of Prestwich Walk-In Centre? When will residents be informed of the future of the centre?</p>	<p>Thank you, Cllr Powell, for the question. The CCG does recognise residents' interest in the future of the services at the Walk in Centre. I can confirm the following:</p> <ol style="list-style-type: none"> <li>1) The funding associated with the WIC provision in Prestwich is secure.</li> <li>2) The Prestwich WIC is stood down due to the operation of the Vaccination Centre serving the south of the borough.</li> <li>3) We do not know how long the vaccination centre will be there – plans are developing and awaiting JCVI guidance on booster programmes. There is no immediate plan to close the vaccination centre and it could be open into the spring or summer</li> <li>4) There has been no decision about discontinuing the WIC</li> <li>5) So therefore, when the vaccination centre closes, we will need to reinstate the walk in centre</li> <li>6) It may take some time to mobilise the walk in centre in its previous form</li> <li>7) We will not fundamentally change the nature of the walk in centre without wider public consultation</li> <li>8) The CCG and partners do think there may be scope to enhance the way the WIC previously worked – particularly in providing a wider range of bookable community based services.</li> </ol>

				<p>9) We will therefore engage and consult with key stakeholders, including the GP practices, and the public on what the enhanced version of the WIC may look like</p> <p>10) There is now a positive future for health services in Prestwich because of the plans for the regeneration of the town centre. Health services are included as a central part of the plans for the future.</p>
Cllr Quinn	21	<b>Lib Dem</b> <b>Cllr Tegolo</b>	<p>The Corporate Plan Performance Report noted an increase on reports of potholes over the last three months, yet the amount of potholes repaired had decreased by 40% from the previous quarter. Can the Cabinet member provide some additional information to explain the decrease on potholes repaired and how they intend to narrow the gap between the numbers reported and those repaired?</p>	<p>The number of potholes repaired during Quarter 3 is usually less than previous quarters due to weather conditions not being conducive to repairs and leave over the festive period.</p> <p>The number of repairs completed in Quarter 2 increase as the good weather conditions allow us to use our spray injection patching machine, which is far quicker at repairing potholes.</p> <p>In the first 2 months of Quarter 4 we repaired 2,272 potholes, which puts us on course to surpass the total for Quarter 2.</p>

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<b>DECISION OF:</b>	<b>The Council</b>
<b>DATE:</b>	<b>16<sup>th</sup> March 2022</b>
<b>SUBJECT:</b>	<b>Update on Greater Manchester Combined Authority Activity</b>
<b>REPORT FROM:</b>	<b>Leader of the Council</b>
<b>TYPE OF DECISION:</b>	<b>Non key decision</b>
<b>FREEDOM OF INFORMATION/STATUS</b>	This paper is within the public domain.
<b>SUMMARY:</b>	This report provides an update on the activity of the Greater Manchester Combined Authority.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	That Council notes the report and agrees that further updates on the Combined Authority are provided to future Council meetings.
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? Yes
<b>Equality/Diversity implications:</b>	Equality Impact considerations included on the individual Combined Authority reports.
<b>Wards Affected:</b>	All Wards.
<b>Scrutiny Interest:</b>	Overview and Scrutiny

## 1 Background

- 1.1 This report provides an update on work of the Greater Manchester Combined Authority (GMCA) following an update to Council in January 2022.
- 1.2 Since the last update there have been two meetings of the Greater Manchester Combined Authority.

## **2 Mayoral General Budget and Precept Proposals**

2.1 At the [28<sup>th</sup> January 2022 meeting of GMCA](#), members decided:

- 2.1.1 To consider my proposal to increase the Mayoral General Precept to £102.95 (Band D) comprising of £71.20 for functions previously covered by the Fire and Rescue Authority precept and £31.75 for other Mayoral General functions;
- 2.1.2 To note that the proposal for the Mayoral General Precept for 2022/23 is part of a multi-year strategy for setting the Mayoral precept baseline which will be adjusted in future years as further Mayoral functions are covered by the funding raised;
- 2.1.3 To note, and comment on: i). the overall budget proposed for the Fire and Rescue Service, ii). the use of the reserves to support the revenue and capital budgets, and the assessment by the Treasurer that the reserves as at March 2023 are adequate, iii). the proposed Fire Service capital programme and proposals for funding, iv). the medium-term financial position for the Fire and Rescue Service covered by the Mayoral precept
- 2.1.4 To note and comment on the detailed budget proposals for other Mayoral functions;
- 2.1.5 To note and comment on the use of reserves as set out in Paragraph 3.3 of the report;
- 2.1.6 To consider whether they would wish to submit any written comments to the Mayor in line with the legal process and timetable described in this report; and
- 2.1.7 To note that at its meeting on 11 February 2022 there will be an updated budget submitted, consistent with the precept proposals, to reflect final tax base and collection fund calculations and the final Revenue Support Grant settlement.

2.2 The Mayoral General precept proposals include:

- 2.2.1 Continuation of the flagship A Bed Every Night scheme into the next financial year. This scheme is core to the reduction in rough sleeping by 67% in Greater Manchester since 2017 and it will continue to support local schemes and homelessness partnerships to end rough sleeping across the region.
- 2.2.2 Extension of the 'Our Pass' pilot scheme for a further 12 months from September 2022, providing free bus travel within Greater Manchester for 16-18 year olds.
- 2.2.3 Bus Reform implementation as a key step toward development of The Bee Network, an integrated 'London-style' transport system which will join

together buses, trams, cycling and walking and other shared mobility services by 2024.

- 2.3 Greater Manchester Fire and Rescue Service (GMFRS) Medium Term Financial Plan 2022/23 – 2024/25. The precept increase in relation to GMFRS is required to ensure there is no impact on frontline fire cover. The Mayor has committed to continuing with 50 fire engines throughout 2022/23 with crewing at the current level of five firefighters at one pump stations and four firefighters on each engine at two pump stations.
- 2.4 Although it is required to set a precept specifying the Band D Charge, by far the majority of properties, 82.3% in Greater Manchester, will be required to pay less than this amount. The following table outlines the amounts to be paid by each band and the proportion of properties which fall into each band.

<b>2022/23</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
Mayoral Other	21.16	24.69	28.22	31.75	38.80	45.86	52.91	63.50
Mayoral Fire	47.47	55.38	63.29	71.20	87.02	102.84	118.67	142.40
<b>Total</b>	<b>68.63</b>	<b>80.07</b>	<b>91.51</b>	<b>102.95</b>	<b>125.82</b>	<b>148.70</b>	<b>171.58</b>	<b>205.90</b>
Proportion of Properties	44.9%	19.8%	17.6%	9.4%	4.8%	2.1%	1.3%	0.2%

### 3 GM Retrofit Action Plan

- 3.1 Whilst there is an array of renewable heating systems currently available, the poor thermal efficiency of our housing and commercial building stock means that, for many residents, they are not the most affordable option. To make low carbon heating more affordable we need to both increase the thermal efficiency of our buildings by installing retrofit measures. Retrofit measures can include those which increase thermal efficiency and air tightness and moving to lower carbon heating.
- 3.2 Retrofitting our buildings will also address some of the biggest socio-economic challenges we face as a city region; supporting a fair and just transition to a net zero carbon society. If only 20% of Greater Manchester's 1.2m homes were refortified, the market size is in the region of £3-5.4bn, creating home grown and inward investment opportunities.
- 3.3 A Mayoral Retrofit Taskforce was established in June 2021, to accelerate retrofitting of our buildings by overcoming the known market failures. The retrofit market does not currently work effectively, because:
- 3.3.1 Most people do not know they need to heat their homes differently.
- 3.3.2 Most people are unaware of what they can do to make renewable heating an affordable reality.
- 3.3.3 The current supply chain is too small, with many potential suppliers having a limited or an incorrect understanding of what can be achieved.

- 3.3.4 Due to a lack of demand, the unit costs are too high, and we are lacking a suitably sized and skilled workforce.
- 3.3.5 Due to the failings of past initiatives, the supply chain has limited confidence that the market will take off.
- 3.3.6 Changing heating systems is not a priority for most people and is often an emergency purchase. As such, little thought is given to the options available.
- 3.4 The Retrofit Action Plan seeks to address these barriers. The Retrofit Task Force has highlighted three current challenges which, if addressed together, can stimulate greater retrofit activity. These were:
  - 3.4.1 Insufficient skilled operatives required to retrofit our homes, public buildings, and businesses.
  - 3.4.2 Lack of innovative funding models and solutions to support the circa 33% of GM residents willing to complete retrofit measures to their homes; and
  - 3.4.3 The lack of a local, quality assured offer which both informs and demystifies retrofit
- 3.5 The three challenges identified are complex and multifaceted, however, so are the benefits we can realise by addressing them. These benefits are not limited to carbon saving; but can also realise many wider benefits outlined in the Greater Manchester Strategy e.g., Improved health, equality, economic inclusion, and alleviation of fuel poverty
- 3.6 Priority Area 1 will focus on boosting skills to meet the current known requirements and gaps, whilst readying the region to meet the overarching opportunity over the years to come. The regions current training programme indicates that 60% of trainees are existing tradespeople and 40% new to the sector across GM. The sector sees around 1,000 apprentices and 3,000 Further Education learners completing Construction programmes every year. This needs to increase; curriculum changes are needed in existing apprenticeships and there is a need for higher level skills such as Retrofit assessors and coordinators, as well as degree level apprenticeships.
- 3.7 Priority Area 2 supports improving access to funding and finance. To enable a suitably skilled and scaled market to emerge, we need those who can 'move early' to lead by example, whether in the public, private or third sector. Enabling and supporting building renovation within all tenures, will be critical. The plan recognises some renovation activity is underway, utilising primarily government funding to target our worst performing properties and to realise wider social objectives. While socially desirable, and equitable, this approach excludes 75% of the homes that need to be improved in GM. Collectively, we need to create the conditions which allow more market-based delivery and finance mechanisms to be developed e.g., local climate bonds, property-linked financial products, green rental agreements, and green mortgages to deliver

the speed and scale required. The Plan sets out how we will investigate the feasibility of deploying such funds.

- 3.8 Priority Area 3 supports accelerated deployment. Speeding up delivery through the Greater Manchester 'Places for Everyone' planning framework, standards for new buildings and developments will be set, however, we still need to increase thermal performance, renewable energy generation and low carbon heating in existing homes and buildings. To achieve this, residents, businesses, and stakeholders will need support to help make the right decisions, making sure everyone can benefit from these changes to ensure a fair and just transition. GMCA is taking an active 'market-making' role to help drive up renovation activity.
- 3.9 At the January 2022 meeting of GMCA, members noted the plan and approved the plan for design and publication.

#### **4 Greater Manchester International Strategy 2022 to 2025**

- 4.1 The purpose of the refreshed International Strategy is four-fold:
- 4.1.1 Address the most immediate international challenges facing Greater Manchester following the pandemic and ensuring it continues to respond to any emerging challenges following the UK's formal departure from the EU.
- 4.1.2 Outline Greater Manchester's international ambitions, priorities and markets under a single framework and collective narrative, highlighting the interconnectedness of internationalisation, coordinating across key organisations on strategic activity and ensuring delivery is greater than the sum of its part.
- 4.1.3 Highlight Greater Manchester's areas of global competitiveness, identifying clear areas where Greater Manchester can play a transformational role in supporting the UK government to deliver on Global Britain.
- 4.1.4 Emphasise the transformational benefits of internationalisation for Greater Manchester, highlighting the ways in which it can deliver on the Greater Manchester Strategy vision of a greener, fairer and more prosperous Greater Manchester, bringing benefits to all of our residents.
- 4.2 At the January 2022 meeting of GMCA, members approved the strategy and noted the approach to developing the GM International Strategy Delivery Plan.

#### **5 Greater Manchester Information Strategy and CA and Executive Leadership**

- 5.1 Better use, management and sharing of information is an enabler for the delivery of the Greater Manchester Strategy. An Information Strategy will provide a cohesive ambition underpinned by a delivery plan to supporting ambitions around understanding and improving equality, ethical service delivery, and productivity.

- 5.2 The vision of the GM Information strategy is to: 'create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports GM's wider ambitions'.
- 5.3 The vision is supported by information principles, to guide our work: Doing the right things with information; Valuing information; Information-led decision-making; Reducing inequality; Forging strong relationships; Building trust and confidence; Fostering a culture of openness; Empowering the workforce; Connecting our work; and doing things differently.
- 5.4 The draft GM Information Strategy has six missions:
  - 5.4.1 Create an information governance framework for Greater Manchester that acts together as one.
  - 5.4.2 Develop and implement the tools, infrastructure and standards needed to manage and use information properly.
  - 5.4.3 Foster trust between the people, communities, and businesses of Greater Manchester through greater transparency.
  - 5.4.4 Promote and maintain the responsible and ethical use of information.
  - 5.4.5 Enhance the skills, capabilities and behaviours for good information management.
  - 5.4.6 Establish an inclusive and proactive governance framework to drive the strategy.
- 5.5 At the January 2022 meeting of GMCA, members approved the strategy, and agreed a lead Combined Authority Member (Cllr Martyn Cox) and Chief Executive (Alison McKenzie-Folan) to lead and oversee implementation of the GM Information Strategy.

## **6 Bid to the Zero Emission Bus Regional Areas (ZEBRA) Fund**

- 6.1 In order to help accelerate the decarbonisation of the bus fleets, the Department for Transport (DfT) announced a funding competition in March 2021. The DfT invited Local Transport Authorities in England (outside London), to submit expressions of interest in receiving funding to become a Zero Emission Bus Regional Area. GMCA submitted an Expression of Interest in July 2021 and were invited by the DfT (alongside 16 other LTA's) to develop the proposal further and submit a Full Business Case to the DfT by 31 January 2022.
- 6.2 The GMCA ZEBRA submission, if successful, would replace the 170 diesel buses that operate from Stockport Bus Depot to Zero Emission technology, by spring 2024.

- 6.3 The ZEBRA fund can only be accessed by Local Transport Authorities but requires full support of a named operator and specificity with regards to which bus routes operated by which bus company or companies will be converted to Zero Emission Bus technology. TfGM consulted all bus operators across Greater Manchester to gauge their interest in collaborating on a ZEBRA fund submission. The only operator who expressed an interest in pursuing this opportunity was Stagecoach.
- 6.4 Further discussions with both Stockport MBC and Stagecoach suggested that the Stockport proposal could form the basis of a compelling submission to the DfT whilst simultaneously meeting and furthering the objectives and strategic vision of each party.
- 6.5 The existing Stockport Bus Depot is located within the town centre of Stockport in an area that has been identified for redevelopment and urban renewal. This ZEBRA proposal seeks to build on the depot relocation by securing sufficient additional funds to purchase a Zero Emission, rather than a Diesel, Bus fleet of 170 Battery Electric Buses ('BEBs') for Stockport. ZEBRA funding would also ensure that the new depot facility is equipped to operate this Zero Emission fleet by covering the depot infrastructure costs associated with upgrading the grid connection and paying for charging plant and associated infrastructure works. It is anticipated that the depot could be complete in time to support the deployment of the full Zero Emission Bus ('ZEB') fleet by the end of Q1 2024.
- 6.6 The proposal will help to commence the delivery of the fleet vision contained in the GM Bus Service Improvement Plan. Specifically, the ZEBRA submission would convert approximately 10% of the GM bus fleet to Zero Emission technology and result in a reductions of CO<sub>2</sub>e emission from the bus fleet of approximately 100,000 tCO<sub>2</sub>e by 2038.
- 6.7 At the January 2022 meeting of GMCA, members decided:
- 6.7.1 That approval be delegated to the Chief Executive Officer, GMCA & TfGM, in consultation with the Mayor of Greater Manchester and the Chief Executive of Stockport MBC, to approve the GMCA ZEBRA fund bid.
- 6.7.2 That the GMCA financial contribution of £12.5m be provisionally approved, that will be financed by prudential borrowings, noting that the borrowings will be repaid to GMCA over the lifetime of the assets through a subsidy control clawback mechanism; and that it be further noted that in the event that the submission is successful, final approval would be sought once costs have been confirmed.
- 6.7.3 That it be noted that any assets created through this fund would be available for the future franchised GM bus network.

## **7 Budget Reports**

- 7.1 A collection of reports were brought to the [February 2022 meeting of GMCA](#). These included:

- 7.1.1 **Mayoral General Budget** – Funded from the Mayoral precept and statutory charge/contributions from the districts (excluding the transport levy). Fire funding is part of the Mayoral precept but also receives a revenue support grant, business rates income and a top up grant.
- 7.1.2 **GMCA Transport Revenue Budget** – This is funded from a contribution from the mayoral budget for statutory mayoral functions include Bus services and from a levy on district budgets for non-mayoral functions in relation to public transport and a contribution to Metrolink financing costs agreed previously as part of the establishment of the Greater Manchester Transport Fund. The budget also includes a number of other grants received in relation to specific activities.
- 7.1.3 **GMCA Revenue General Budget** – This includes the core cost of the Combined Authority funded by district contributions together with functions funded through the retention of business rate growth and central grants funding including the Adult Education grant.
- 7.1.4 **GM Waste and Resources Service Budget** – This is funded through a levy to the nine GM districts who participate in the GM waste service (Wigan are not part of the waste contract). The contributions are on the basis of an agreed funding mechanism (LAMA).
- 7.1.5 **GM Capital Programme** – The required capital programme to support the delivery of the GMCA and Mayoral functions is set out in Paper F and is funded from a variety of sources including, where required, external borrowing
- 7.2 The Mayoral General Precept for the financial year 2022/23 will increase to £80.07 for a Band B property split between £55.38 for the fire service and £24.69 for other Mayoral-funded services (£102.95 for a Band D property, with the fire service accounting for £71.20 and £31.75 for non-fire).
- 7.2.1 Continuation of the flagship A Bed Every Night scheme into the next financial year.
- 7.2.2 Extension of the 'Our Pass' pilot scheme for a further 12 months from September 2022, providing free bus travel within Greater Manchester for 16-18 year olds.
- 7.2.3 Bus Reform implementation as a key step toward development of The Bee Network, an integrated 'London-style' transport system which will join together buses, trams, cycling and walking and other shared mobility services by 2024.
- 7.2.4 The precept increase in relation to GMFRS is required to ensure there is no impact on frontline fire cover.



- 7.3 The transport levy is £7.082M and Statutory Charge is £5.805M equalling £12.887M which is unchanged for last 2 years.
- 7.3.1 The funding will support Bury's transport links within GM, following the impacts of levelling up bids and covid there is a need for improved bus services, zero carbon, affordable transport network. There is a need to connect people to homes, jobs, learning, leisure and culture, and create opportunities for all of Greater Manchester's communities from urban to rural, city to town and village.
- 7.4 GMCA Revenue General Budget 2022/23 - Bury's contribution is based on population as is consistent across the budget proposals. The 2022/23 contribution is £606k which is unchanged from 2021/22. There are a wide range of services and programmes detailed in the report which will be of benefit to the residents of Bury across a number of key themes such as GM Digital Strategy; economic growth, place shaping, environmental, education work and skills.
- 7.5 The waste levy for 2022/23 is £13.384m an increase of £9k (0.1%) from the 2021/22 levy of £13.375. Indicative outturn for current year shows a refund potentially payable to Bury Council based on forecast tonnage.
- 7.6 The funding will support the ongoing effective recycling and management of waste. There are no service changes identified in the report which does include capital investment for process and operational improvements alongside the replacement of an MBT site at Reliance Street.
- 7.7 The capital investment mitigates the risk of waste not being managed and recycled with the revenue budget ensuring an appropriate budget is provided to support ongoing service delivery.
- 7.8 The GMCA Capital Programme 2021/22 - 2024/25 lists over 30 different capital schemes many of which have a number of individual elements.
- 7.9 The capital programme is £421m in 2022/23 which are funded from a variety of sources with the largest element being borrowing £157m (37%), capital receipts of £94m (22%) with the majority of the remaining £170m being funded through grants.
- 7.10 Capital investment will support and benefit residents of Bury due to the wide range of schemes being delivered.
- 7.11 The Treasury Management Strategy Statement and Annual Investment Strategy is a largely technical document detailing how the financing of the capital programme will be managed.
- 7.12 The Capital Strategy maintains a strong link to the aims of the Greater Manchester Strategy (GMS) and identifies the following key priorities, transport, economic development and regeneration, fire & rescue services, waste & resourcing service and the police service.

- 7.13 The strategy provides the identification of priority areas which have identified above and whilst the strategy does not have a direct operational impact, this is contained within the capital programme and revenue budget, the priority areas will benefit Bury communities and residents.
- 7.14 The strategy will ensure key services are prioritised within the GM capital programme, for example fire & rescue and police which will have a direct impact on managing personal and community safety risks.
- 7.15 The budget reports were all approved and noted. Additional comments and amendments made by members can be viewed here:  
<https://democracy.greatermanchester-ca.gov.uk/documents/g4417/Decisions%2011th-Feb-2022%2010.30%20Greater%20Manchester%20Combined%20Authority.pdf?T=2>

## **8 A Bed Every Night (ABEN) 2022-25 Programme**

- 8.1 Leaders were asked to approve the direction of travel of the planned budget for 2023/24 and 2024/25, with the risks and uncertainties that it contains both on the income side (requiring further agreement and potentially greater or additional contributions) and the expenditure side (viability of budget reductions on maintaining bed numbers and support quality in all areas).
- 8.2 The intention is not only for bed numbers to be maintained, but also for quality to increase. This will be achieved through the continued use of evidence-based practice, with the independent review of ABEN by Herriot Watt University providing clear direction. Setting a three-year budget plan is aimed at best offsetting negative impacts of budget reduction on the A Bed Every Night service, and the response to rough sleeping more broadly, as it will enable multi-year re-commissioning in many areas. It will provide an opportunity to improve quality and responsiveness to local demand as it is now understood.
- 8.3 Expected cost savings will come from the minimum use of welfare (Local Housing Allowance) where this is not currently the case, and through the categorisation of some accommodation as 'supported exempt' allowing for higher (Housing Benefit) claims. This requires a specific landlord and support provider model which some LAs will need to re-commission for. A high proportion of 'bad debt' is modelled in order to ensure that this is not exclusive to those who do not enter the service with benefits in place or are unwilling to claim.
- 8.4 At the February 2022 meeting of GMCA, members:
- 8.4.1 Approved the ABEN budget for 2022/23.
- 8.4.2 Approved the direction of travel towards a more equitable allocation of funds to Local Authorities, pending reviews on the total budget required and

evidence of the need for variance in Local Authorities allocations for 2023/24 and 2024/25.

- 8.4.3 Supported the continuation and ongoing delivery of the Greater Manchester Housing First pilot.
- 8.4.4 Supported the submission of the Greater Manchester Rough Sleeper Initiative bid.

## **9 GMCA Corporate Plan**

- 9.1 The Corporate Plan provides a framework for GMCA's activity over the next three years. This is the organisation's first corporate plan and is an externally focused document, which will be accompanied by annual (internally focused) business plans.
- 9.2 The Corporate Plan highlights some of the achievements across the GMCA in recent years and sets the priorities and areas of focus for the next three years, based around GMCA's four corporate objectives:
  - 9.2.1 Deliver core / devolved services for the public
  - 9.2.2 Secure, and manage, funding and investment at GM level for agreed activity
  - 9.2.3 Work with the 10 local authorities in GM to drive collective activity that puts GM at the forefront of tackling social, economic and environmental issues
  - 9.2.4 Ensure Greater Manchester is speaking with one voice – developing, leading & implementing evidence-based strategies, building networks and partnerships and influencing policy
- 9.3 At the February 2022 meeting of GMCA, members endorsed the approach to develop annual business plans to sit alongside the corporate plan and an effective performance framework to monitor progress in delivering the activities, set out in the report.

## **10 The Mayor's Cycling and Walking Challenge Fund (MCF)**

- 10.1 Over the last 3 years, TfGM has been working closely with scheme promoters to set up and progress the projects in line with the agreed governance arrangements, in particular those agreed on 25 May 2018 and continues to utilise TfGM's established Cycling & Walking Infrastructure Support Team to provide collaborative support to Local Authority partners.
- 10.2 Having previously received MCF Programme Entry, the Salford Chapel Street East Phase 1 and Bury Fishpool Phase 1 schemes are now recommended for Full Approval and subsequent delivery, requiring a total MCF contribution of £5,348,358. For Local Authority-led schemes, Full Approval will enable the release of delivery funding via legal delivery agreements.

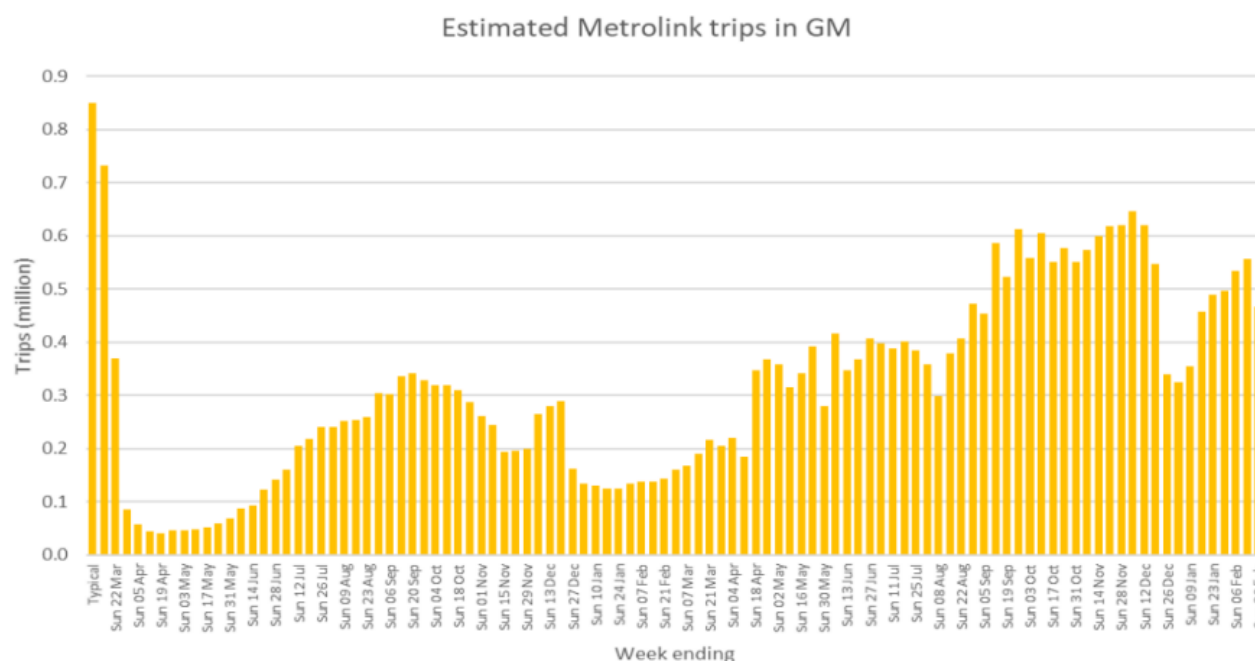
### 10.3 Bury Fishpool Phase 1

- 10.4 The Fishpool scheme is to be delivered in 2 phases and has been designed to reduce severance within Fishpool and increase the number of neighbourhood walking and cycling trips, whilst enhancing access by active travel modes to Bury town centre and Bury interchange.
- 10.5 The Phase 1 scheme includes the construction of a new bridge crossing over the River Roch, enhancing access at a point near to the closed Gigg Mills footbridge. The new crossing will provide direct access to Pilsworth Industrial Estate, connect to the Roch Valley Greenway and will help enable a network of cycling and walking routes to support active travel connections between Bury town centre and the residential areas of Fishpool and Gigg.
- 10.6 The scheme has a total cost and MCF funding ask of £1,155,948 and following a full business case review by the MCF programme team is forecast to return a very high value for money.
- 10.7 Full Approval of these schemes would result in a total of 35 MCF work packages having secured full funding approval, with an associated total full approval commitment of circa £70.1 million of MCF funding.
- 10.8 At the February 2022 meeting of GMCA, members agreed the release of up to £5.4 million of MCF funding for the Bury and Salford schemes and noted the planned continuation of the Mayor's Challenge Fund Cycling and Walking Programme into 2022/23.

## 11 TfGM update

### 11.1 Metrolink

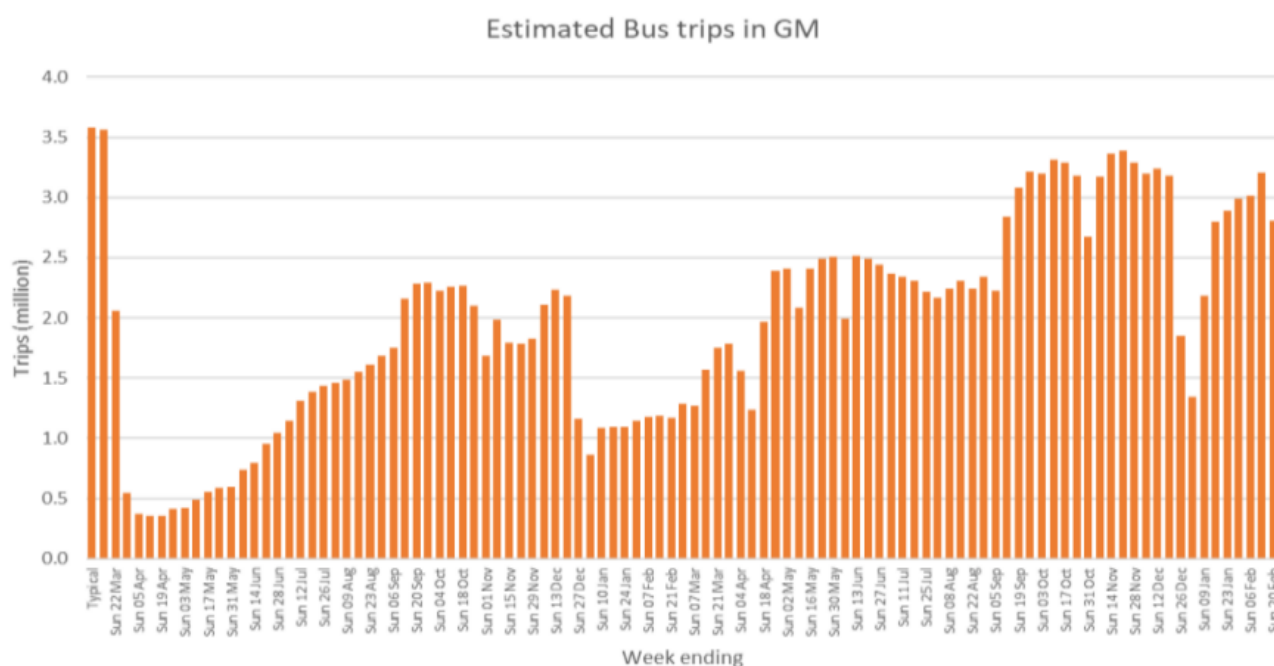
- 11.2 Rolling annual patronage for Metrolink is shown below. Patronage was 15.4% below last week, and 56% of the equivalent week during 2020.



11.3 On the Bury Line, there were 98,255 passenger journeys, 12% down on the previous week, running at 56% of the pre-Covid average. Storms brought trees down impacting, Bury, Airport, and Oldham-Rochdale lines.

#### 11.4 Bus

11.5 Bus patronage was 13% below last week, and 77% of the equivalent week during 2020. The storms had a relatively light impact on the bus network. Updates were provided to Customer function throughout the disruption.



11.6 In Bury there were an estimated 132,232 passenger trips for the week ending 20 February, with intermediate point punctuality increasing to 76%, from 73% on week ending 13 February.

#### 11.7 Clean Air Plan

11.8 The Government has withdrawn a legal direction that required Greater Manchester to implement a charging category C Clean Air Zone across the region to comply with the legal limit for nitrogen dioxide on local roads as soon as possible and by no later than 2024. A new government direction now requires Greater Manchester's 10 local authorities to bring nitrogen dioxide on local roads to within legal limits as soon as possible and by no later than 2026. Greater Manchester has until 1 July 2022 to work with government to develop a new plan.

11.9 Daily charges for the most polluting vehicles that don't meet emission standards: HGVs, buses, non- Greater Manchester licensed taxis and Private Hire Vehicles (PHVs), had been due to begin on 30 May 2022 but will now not go ahead. The withdrawn legal direction would have led to charges for noncompliant vans, Greater Manchester-licensed taxis and PHVs from June 2023.

11.10 Wording on already installed Clean Air Zone signs stating the original opening date of 30 May 2022 will be covered, applications for funding for light goods vehicles, minibuses, taxis and PHVs, and discounts or exemptions under the previous plan have been paused, but HGV and bus funding remains open to support people to upgrade and help deliver improved air quality. HGV funding for small businesses is due to open from 5pm on 28 February.

#### 11.11 **Bus funding**

11.12 Last Friday a statement was issued by the Chair and Vice Chairs of the Greater Manchester Transport Committee (GMTC) warning that around a third of Greater Manchester commercial bus services could be affected by the continuing uncertainty around ongoing central government support for public transport beyond 5 April, when the current funding arrangement expires.

11.13 This could result in wide-scale reductions in frequencies and potentially 30 routes withdrawn completely, adversely impacting on people's day-to-day lives and reducing connectivity to key places including hospitals and retail centres.

#### 11.14 **Planned Metrolink improvement works**

11.15 Planned Metrolink improvement works will take place during early March.

#### 11.16 **CRSTS progress**

11.17 Further to the submission of the City Region Sustainable Transport Settlement (CRSTS) bid to government in October last year, the award of £1.07bn capital funding to GM and the subsequent direction to include the capital funding element of the Bus Service Improvement Plan (BSIP) in the allocation, a reshaped programme, developed with Local Authorities, has been submitted. This follows the GMCA meeting on 28 January when the following report was considered: [CRSTS Bid \(greatermanchester-ca.gov.uk\)](https://greatermanchester-ca.gov.uk/crsts-bid/).

11.18 Detail of the full list of schemes included in the reshaped programme can be found in the GMCA paper and has been developed through discussions with officers including the GM Delivery Group and Directors of Place. TfGM will continue to liaise with LA transport officers through the fortnightly GM Delivery Group sessions and regular 121s over the coming weeks.

11.19 Following review by government, it is expected that DfT will make a final funding award and, once this is received, the final CRSTS Programme Case will be produced and published. Following further review by government and the announcement of the final award from government, the final Programme Case will come to GMCA for approval. Publication is expected by the end of March 2022 and TfGM will continue to provide updates on progress.

#### 11.20 **Active travel**

11.21 Following a request from DfT for further information around some schemes, it is anticipated that the announcement of the ATF 2021/22 (ATF3) bid process

will be delayed until March 2022. The TfGM ATF Infrastructure Support Team are in contact with individual district project leads to progress the request.

- 11.22 The Government's new cycling and walking body, Active Travel England (ATE) launched on 24 January with Chris Boardman as Interim Commissioner. ATE is responsible for driving up the standards of cycling and walking infrastructure and managing the national active travel budget; awarding funding for projects that meet the new national standards set out in 2020. It will inspect finished schemes and ask for funds to be returned for any that have not been completed as promised or have not started or finished by the stipulated times. ATE will also begin to inspect, and publish reports on, highway authorities for their performance on active travel, and identify particularly dangerous failings in their highways for cyclists and pedestrians.
- 11.23 ATE will support local authorities such as Bury to train staff in spreading good practice in design, implementation, and public engagement. It will be a statutory consultee on major planning applications to ensure that the largest new developments properly cater for pedestrians and cyclists.
- 11.24 Greater Manchester has been awarded £100k by DfT for feasibility studies into an active travel social prescribing pilot. This will see health professionals and community organisations investigate ways in which cycling, walking and other ways to move can be built into people's lives.
- 11.25 **eHUBs**
- 11.26 At the end of 2020 TfGM launched the eHUBS project, a year-long pilot set to give people in parts of Greater Manchester innovative electric alternatives to private cars, to help people make more sustainable travel choices. The scheme offers residents in Chorlton, Whalley Range and Ancoats electric cargo bikes for hire (a first for the UK) along with an electric car club scheme, which will also be available in Bury town centre and Prestwich in the coming months. Uptake has been good and to boost the number of first-time E-Cargo bike users, any first-time users downloading the Cargoroo app can get their first hour of hire free. TfGM will keep Bury informed of the eHUB progress within the district in future briefings.

## **12 GMCA Update on Waste and Resources Contract**

### **12.1 R4GM supports Food Waste Action Week 7<sup>th</sup> to 13<sup>th</sup> March**

- 12.2 The national Food Waste Action week campaign aims to raise awareness about the link between food waste and climate change. 70% of all food waste in the UK comes from households. The production, consumption, transportation and unnecessary disposal of food uses up a huge amount of energy which creates a huge carbon footprint. Advertising will feature on the tram network, local newspapers and will be supported by social media and digital display advertising. The R4GM website will show a campaign page of tips on how to reduce food waste including better planning and storage.

12.3 Following the 'Buy, Keep, Eat, Repeat' campaign will continue to raise awareness of the issue of food waste.

#### 12.4 **R4GM Community Fund**

12.5 The R4GM Community fund will be open for applications from 1<sup>st</sup> April to 31<sup>st</sup> May. The £220,000 fund is from money raised at the 3 Renew shops located at the household waste recycling centres. The shops sell pre-loved household items donated by residents. The Community fund is open to all schools, community groups and charities to run projects that will prevent waste, increase recycling or reuse.

12.6 More details on how to apply will be available on the Greater Manchester Environment Fund website.

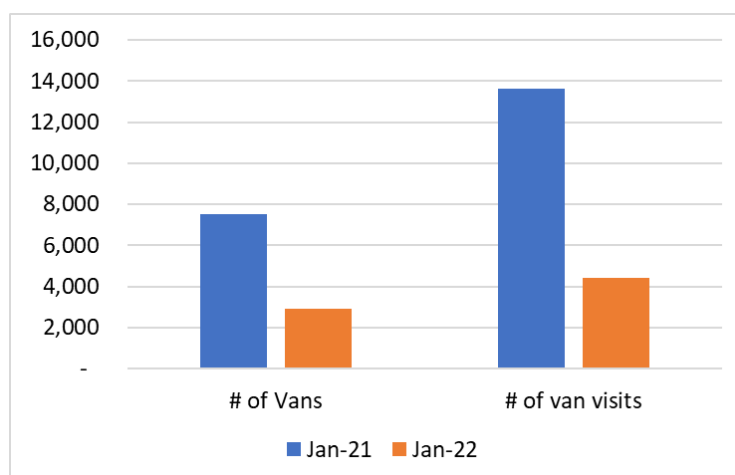
#### 12.7 **Van Permit Scheme**

12.8 As part of the GMCA's implementation of the household waste recycling centre (HWRC) access policy a permit scheme for van owners went live at the start of December 2021. In brief, if a householder owns a van and uses it to take household waste to a HWRC then they must apply for a permit through an online system.

12.9 Once accepted the resident then shows a QR code to site staff to be allowed to use one of their 18 annual allocation of visits. The purpose of the scheme is to eliminate the abuse of the HWRC network by traders who should use alternative legal disposal facilities.

12.10 To the end of January 2022, 11,531 permit applications had been made with 56% of those being approved (6,412). Reasons for a permit being declined include the applicant not living in Greater Manchester, the van is registered to a company and the user cannot obtain permission from that company for its use or the required evidence cannot be supplied (such as the van's V5C registered to the applicants' home address).

12.11 The measures of success for the scheme come in the form of reduced van visits and a consequent reduction in the amount of (particularly) non-recyclable waste delivered to the HWRCs. The below shows the reduction of van visits to R4GM HWRCs comparing January 2021 and January 2022.



12.12



12.13 The impact this reduction in van usage is being reflected in the quantities of non-recyclable waste being delivered – the graph below illustrates this showing a 21% decrease in the amounts of this costly waste stream.



12.14 The van permit scheme is an important tool in the GMCA’s approach to managing the use of the HWRC network. It is early days but does seem to be showing signs of achieving its aims and gives the Authority the opportunity to consider how the HWRCs now operate to see whether R4GM can, for example, allow residents with ‘high sided’ vehicles to return to the HWRCs rather than use the transfer loading stations to deposit their waste.

## 25 Recommendation

25.1 That Council note the updates from the Greater Manchester Combined Authority, Transport for Greater Manchester, and Recycle for Greater Manchester, with further updates to be presented to future Council meetings.

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### List of Background Papers:-

None identified

### Contact Details:-

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	Party	Question	Councillor
1	Lib Dem	If continued grant funding is not forthcoming from the Government, will Transport for Greater Manchester need to consider a reduced frequency on the Metrolink? If so, what would the proposals be on the Bury line?	Cllr S Wright
		The Secretary of State for Transport Grant Shapps recently announced a funding package of “over £150 million” for both bus and light rail operations in England. TfGM understand this is to cover a period of six months, starting from 4 April 2022, and is to be the final Covid related recovery funding package. TfGM has yet to receive detail of the precise allocation that will be awarded to Metrolink. There are currently no proposals to reduce service frequencies on the Bury Line or anywhere else on the Metrolink network	
2	Labour	With the CST report showing another increase in antisemitic hate crime, what steps are GMP taking in order to combat this?	Cllr D Quinn
		<p>The GMCA and GMP recently responded to the ‘15 Years On’ report following the first key Parliamentary report on Antisemitism conducted in 2007 which includes a focus on reporting, research, community reassurance and community engagement.</p> <p>Grant funding is provided by the Deputy Mayor to the CST to support a dedicated hotline and support services for hate crime. GMCA also continue to work with CST colleagues nationally to support the Security Advice For Everyone (SAFE) initiative aimed at encouraging faith and community leaders to attend online seminars to improve safety at places of worship.</p> <p>The increases in conflict in Israel and Palestine had a significant impact on Greater Manchester communities and as such GMP implemented a multi-agency gold structure, Operation Wildflower, to monitor tensions linked to the conflict and to protect the Jewish community. GMP undertakes a proactive role in the development of multi-agency understanding and alignment with the Jewish communities, with a particular focus upon Orthodox communities. The Greater Manchester Victim Service Co-ordinators, (VSC’s) have carried out several positive and productive ‘Facebook Live Sessions’ to engage with the</p>	

	Party	Question	Councillor
		<p>public around hate crime and incidents on an up to date, accessible platform.</p> <p>CST representatives meet regularly with the GM Deputy Mayor, GMCA and district teams, to review concerns and share details of upcoming campaigns to assess how one can support the other. In addition, GMP will also meet with the CST to review every antisemitic hate crime and incident that has been recorded over the previous month. The meeting gives GMP, CST and the Jewish communities a detailed breakdown of antisemitic incidents across Greater Manchester and helps to strengthen links between policing and communities. The Deputy Mayor also regularly attends and address the Jewish Strategic Group to highlight their commitment to tackling antisemitism and support for the community.</p> <p>To improve the quality of the hate crime/incident records, governance is in place through the Hate Crime Working Group to improve the service level and support for victims of hate. Each district now has a hate crime data Single Point of Contact (SPOC) and a hate crime lead of Inspector or above. Hate incidents and crimes can be reported by members of the public via several reporting options designed to give victims a choice of how to report that is convenient and meets their needs. All antisemitic graffiti and posters are removed as a priority within 24 hours.</p> <p>In Greater Manchester, the Crown Prosecution Service (CPS) works in partnership with GMP to review evidence for hate crime prosecutions, which has resulted in GMP achieving an 85-90% rates of successful prosecutions, making GMP the highest force in the Northwest for positive outcomes at court.</p> <p>Within our borough GMP Bury District Neighbourhood policing team have embedded joint patrols at weekend's with the CST that focus on hate crime/incident hotspots. Shomrim Prestwich have recently been invited to work alongside officers from</p>	

	Party	Question	Councillor
		the Bury South NPT as part of Operation Saturn which is GMP operation to tackle Anti-social behaviour. The Bury South Neighbourhood Policing Team Inspector meets regularly with CST to review local hate crime data and identify and tackle any emerging themes or trends and put in place comprehensive community reassurance patrols	
3	Labour	Can TFGM update Councillors on the risk to services in Bury and across GM if additional funding is not provided by the Government in recognition of the continuing impacts of Covid?	Cllr McGill
		<p>In relation to the previous question, TfGM is yet to receive detail regarding the share of the announced “over £150m” to be allocated to GM.</p> <p>The Government’s announcement requires local authorities and bus operators to work closely together to ensure effective and financially sustainable transport networks which cater for the needs of the local public are in place once recovery funding ends later this year.</p> <p>TfGM is engaging with operators on this matter and will continue to do so. This is to ensure GM is able to sustain the network and promote patronage to pre-pandemic levels where possible. The GMTc’s Transport Committee and Bus Services Sub Committee will continue to receive updates on this matter.</p>	
4	Conservative	Does Cllr. Gold share my concern that the latest HMIC report into GMP doesn't highlight much improvement?	Cllr McBriar
		<p>The inspection took place in August and September 2021, using data from June and July 2021. The Mayor appointed the new Chief Constable, Stephen Watson, in May 2021 and within months he published his long-term improvement plan, which identified his priorities for change. So the data used for the inspection does not reflect the subsequent improvements. Based on updates received by the Police and Crime Panel and the Bury Community Safety Partnership a number of these issues have now been addressed and there have been significant improvements.</p> <ul style="list-style-type: none"> <li>• 999 average speed of answer 25 seconds, a reduction by half from July 2021</li> <li>• 101 now at 3 min 47 seconds down from over 8 minutes in July 2021</li> <li>• Grade 1 incident attendance times down 4 minutes to 17 minutes</li> </ul>	

	Party	Question	Councillor
		<ul style="list-style-type: none"> <li>• Grade 2 incident attendance times down 11 hours to 7 hours</li> <li>• Crime recording now at just under 91% up from 77% and rape offences at 97% accuracy</li> <li>• Arrests up 24%</li> </ul> <p>In Bury since the inspection took place there have been significant changes to more proactive policing such as Operation Saturn, an increase in police activity and a major change in the command structure.</p> <p>Her Majesty's Inspector of Constabulary Andy Cooke has stated:</p> <p>"Greater Manchester Police has faced immense challenges, but I am pleased with the progress the force has made in the short period of time since it published its new action plan, back in September last year. However, Greater Manchester Police is still falling short of the level of service both the inspectorate and the public expect. I am particularly concerned about how the force investigates crime, its insufficient understanding of demand, and how it supports its workforce. We have made several recommendations for the force to make improvements in these areas. The challenges facing Greater Manchester Police should not be underestimated, but I am optimistic that the trajectory and pace of improvement will continue this year. We will continue to closely monitor the force's progress."</p>	
5	Labour	Can TFGM provide a summary of the investment into Bury over the past two financial years in relation to walking and cycling, and road safety schemes?	Cllr Farooq
		<p><b>Infrastructure</b></p> <p>Prioritised Mayor's Challenge Fund (MCF) budget - £13.2m, of which:</p> <p>Development (design and consultation) cost approval of £1.607m</p> <p>Full scheme approval so far: £1.155m (Fishpool). Prospective approval (at March GMCA): £2.34m</p> <p>Active Travel Fund (2) Budget – £0.74m (Fishpool – Pimhole Active Neighbourhood).</p> <p>Emergency Active Travel Fund – £295k (although this</p>	

	Party	Question	Councillor
		<p>scheme was removed following consultation with residents)</p> <p>Safer Streets Saving Lives (Covid Emergency Response actions) – £500k</p> <p>Capability Funding - £225k to develop pipeline schemes</p> <p><b>Education</b></p> <p>Congestion Deal funding: Active Travel Grant awarded to Hazel Wood High School, BL9 7QT. £5,634.90 used on Cycle parking (2 x open covered cycle parking 6 spaces e/a) and pool bikes and associated safety equipment (10 pool bikes, 23 helmets and locks)</p> <p>ATF Complementary Measures: School Streets applications approved for following three schools: Chesham Primary School, BL9 6PH; Guardian Angels RC Primary, BL8 2RH; Hazel Wood High School, BL9 7QT 2</p> <p><b>Bike libraries</b></p> <p>Bury Library (Bury MBC), BL9 0EZ</p> <p>Radcliffe Library (Bury MBC), BL9 0EZ</p> <p>The BAME Project, BL9 0ND</p> <p><b>AT Facilities Grants: due to be awarded</b></p> <p>St Gabriel's RC High School, BL9 0TZ</p> <p>Manchester Maccabi Community and Sports Club, M25 0EG Chantlers Primary, BL8 2SF</p> <p>Guardian Angels' RC Primary School, BL8 2RH</p> <p><b>London Marathon Charitable Trust funded community action</b></p> <p>Sunnywood Project, BL8 3GH</p> <p>Barnardo's, M8 0NE (covers Bury, Rochdale, Tameside)</p> <p><b>Cycle training</b></p> <p>113 people attended Learn to Ride or Road Rider Ready at Clarence Park in Bury</p> <p>18 people attended Intermediate Maintenance at Nationwide</p>	

	Party	Question	Councillor
		<p>Cycling Academy in Bury</p> <p><b>ATF “Train the Trainers”</b></p> <p>4 th September 8 people trained on Ride Leader course 18th October 6 people trained on Find and Fix course</p> <p>12th November 3 people trained on Find and Fix course</p> <p><b>Road safety schemes</b></p> <p>TfGM has supported the delivery of road speed surveys to help provide evidence to support complains managed by GMP</p>	
6	Conservative	Can Cllr. Peel outline if there are any plans to introduce concessionary Easter rates on the Metrolink?	Cllr Harris
		There are no plans to introduce an Easter concessionary ticketing scheme on the Metrolink network.	
7	Conservative	There have been numerous complaints regarding the frequency and reliability of the bus service throughout GM. The explanation is that there are shortages of drivers to cover all routes. With that in mind, what plans are in place to encourage recruitment and training for much needed additional staffing?	Cllr Rydeheard
		Currently, recruitment and training for bus staff is within the remit of the individual bus operators. The bus market is currently affected by shortages, as drivers and operational staff move to different sectors of the economy, mirroring changes seen in the wider employment market. Shortages have also been exacerbated by absences due to Covid-19. At the peak, GM operators faced staff shortages of up to 20% across the region, this resulted in the inability to cover both contracted and commercial mileage. The outcome of shortages included short notice service de-registrations to ensure reliability of the network was maintained. The industry has also faced stiff competition from other sectors such as the HGV market for labour shortfalls. The new year has seen the driver levels begin to plateau with bus companies beginning to report an increase in applications, and as problems with DVLA processes are resolved.	
8	Lib Dem	Has the Pensions Authority undertaken any assessment of any investments it has in Russian companies or other investments? Will the Authority consider a withdrawal from all Russian investments, given the recent invasion of	Cllr Tegolo



	Party	Question	Councillor
		Ukraine?	
		<p>On 28 February 2022, the Local Government Pension Scheme Advisory Board issued some advice to pension funds in the light of events in Ukraine and the resultant extent and potential sanctions by the UK government. The Board advised LGPS funds to consider the implications for their investment portfolios and to discuss with their pools and asset managers what action they should prudently take.</p> <p>GMPF is already doing this. Even before Russia invaded Ukraine, the efforts involved in managing the ESG risks of companies in countries such as Russia were significant - with such markets often trailing in terms of corporate governance, human and worker rights, political stability and environmental concerns.</p> <p>We believe in activist engagement, but only if we can achieve real-world outcomes alongside meeting our fiduciary obligation to achieve good pension returns. It is often too difficult to engage well with companies in these markets and requires significant effort. This is why GMPF has no direct Russian holdings.</p> <p>It is clear that Russia has placed itself outside of all international norms. There is very little appetite for anyone to trade with Russia under these circumstances and in face of international sanctions. Therefore, in that context, it is very hard to see how Russian investments are sound financial investments, which while completely ignoring the moral case, which is utterly compelling, is not something we can usually legally take into account when considering our fiduciary duty.</p> <p>GMPF has no direct Russian holdings, although around 0.2% of GMPF's investment portfolio is connected to Russian holdings.</p> <p>GMPF's investment managers have frozen all existing indirect holdings in Russian-domiciled investments, recognising the current lack of market for selling these assets and the fiduciary duty to act in the best interests of our members and the taxpayer.</p> <p>We note that some funds are using the word divest themselves, but unless and until the current world markets and sanctions change, they will only be able to freeze them.</p> <p>GMPF will continue to comply with all economic sanctions in force and will keep the matter under active review.</p>	

	Party	Question	Councillor
9	Lib Dem	How many hate crimes, as a result of sexual orientation or transgender issues, were reported to Greater Manchester police in each of the last three years. What proportion of complaints result in a prosecution being pursued?	Cllr M Powell
		In Greater Manchester there were around 13,100 hate crime reports made in the past 12 months of which 2,151 hate crime reports were recorded as sexual orientation and 274 transgender (so around 16% and 2% respectively). Hate crime reporting has increased in the past year compared to the previous year but this data is likely to be skewed due to the COVID-19 lockdowns. Details in relation to the previous two years and prosecution rates are being analysed by Greater Manchester Police and the information will be shared as soon as this is available. Locally hate crime, including intersectionality across protected characteristics, is a theme within the Community Cohesion priority in the refreshed Bury Community Safety Plan.	

### 3) Greater Manchester Clean Air Zone

A motion had been received and set out in the Summons in the names of:

**Bernstein, Brown, Caserta, Cropper, Dean, Gartside, Harris, Lancaster, Hurst, Hussain, N Jones, Lewis, McBriar, Rydeheard, Vernon.**

~~REMOVE [The Greater Manchester Clean Air Zone was first proposed by the Mayor of Greater Manchester, Andy Burnham, in 2019.~~

~~-~~

~~Since that date, this Council voted in favour of the Mayor's scheme, as a result, we have seen huge public criticism of the plans.~~

~~-~~

~~The Greater Manchester Clean Air Final Plan report, presented to the Greater Manchester Combined Authority (GMCA), on 25th June 2021 by Transport for Greater Manchester (TfGM) was misleading.]~~

ADD – Between 2015 and 2018 the Government lost 3 high court cases brought by Client Earth. In each case the judge found the Government to be in breach of its own air quality standards.

Following that the 10 local authorities in Greater Manchester, as well as dozens of other local authorities in England were placed under a Ministerial Direction as part of the UK Plan for tackling roadside nitrogen dioxide concentrations under 1995 Environment Act (GM Direction).

This required local authorities to undertake work to identify the preferred option to reduce NO2 levels to within legal limits in the shortest possible time and compliant by 2024 at the latest, including the development of a charging Clean Air Zone.

Labour Leaders and the Greater Manchester Mayor have argued that the 2024 deadline was no longer achievable without causing significant harm to jobs and businesses in Greater Manchester. As a result, Greater Manchester Councils took the decision to go back to the Government and request that the Ministerial Direction be lifted.

The Government argued for a one-year delay to the scheme. But the Labour Leaders and Mayor held out for a two-year delay. This was eventually agreed by the Government and is reflected in the new Ministerial Direction setting a deadline of 2026 for compliance.

This now allows for a very different scheme to be put in place and a new scheme has to be agreed by the Government by July.

#### **The Council notes:**

- Air pollution is linked to a wide range of serious illnesses and conditions. It contributes to approximately 1,200 deaths a year in Greater Manchester
- The Government has previously rejected Greater Manchester's call for an additional hardship fund

- The position of the 9 Labour Leaders and Greater Manchester Mayor, which support a non-charging zone
- The Greater Manchester Clean Air Zone (CAZ) is 493sqm which includes every district in GM
- TfGM in July 2021 stated a database sourced from The Society of Motor Manufacturers and Traders (SMMT) estimated that approximately at present 90% of non-compliant LGV's in GM, are not retrofittable
- TfGM estimates that in 2023 there will be 75,000 non-compliant LGV's based in GM out of a total fleet of 136k LGV's
- The Greater Manchester Clean Air Final Plan report was approved by all GM Districts and the Greater Manchester Combined Authority **REMOVE** – ~~[to support the Mayor of Greater Manchester's plan for Clean Air during July 2021]~~
- The 8 Greater Manchester Conservative MPs and 1 Labour MP wrote to the Secretary of State for Environment and Rural Affairs urging a delay to the rollout of the CAZ for further consultation

**The Council resolves to:**

~~REMOVE – [Call on the Chief Executive to write to the Mayor of Greater Manchester to state the Clean Air Zone is not fit for purpose and ask for the scheme to be abandoned and for a new plan to be drafted to deal with air pollution~~

~~-~~

~~Ask the Secretary of State to abandon the current scheme which was approved by Greater Manchester authorities because The Greater Manchester Clean Air Final Plan impacts tens of thousands of small businesses and charities within Greater Manchester region in addition to thousands who are based outside of the GM region but operate within the GM region contributing to the £62 billion economy~~


~~-~~


~~Ask the Mayor of Greater Manchester in conjunction with the Greater Manchester Combined Authority to draw up a new plan which does not charge but focuses solely on cleaning up the air where there are breaches.]~~

ADD – Call on the Government to cooperate with the current review of future arrangements in Greater Manchester and seek to agree a fairer approach to cleaning up our air.


Lobby the Government to ensure it provides full financial support to enable individuals and businesses to upgrade their vehicles, especially in light of the current supply-chain issues.

To also call upon the Government to fully fund the Bus Service Improvement Plan and City Region Sustainable Transport Settlement to help us improve walking, cycling and clean public transport.





ITEM	RESPONSE / ACTION REQUIRED	OFFICER LEAD	PROGRESS/DATE COMPLETED
<p>Ofsted Conservative Notice of Motion</p>  <p>OFSTED - Motion - Conservative Group</p>	<p>This Council resolves to:-</p> <ul style="list-style-type: none"> <li>• Call on the Chief Executive to schedule briefings each week with Leaders of Political Groups to update on the progress.</li> <li>• Conduct an urgent review of all cases to identify risk and ensure, as per the OFSTED report that they are not over-optimistic in their analysis.</li> <li>• Instruct the Chief Executive and the relevant Executive Director to bring a report on the progress of the programme and updated risk register to the monthly Cabinet and ordinary Council meetings.</li> </ul>	<p>Chief Executives Office</p> <p>DCS</p> <p>DCS/Chief Executive/Democratic Services</p>	<p>Weekly meetings scheduled.</p> <p>An increase in audit activity of children's records in order to provide reassurance that there had been a robust response to children that were at risk of or who had suffered significant harm.</p> <p>In MASH there is random sampling of the decisions made; audit findings indicate that decision making is appropriate and lead to proportionate responses</p> <p>Update contained within the Leaders' Report</p>

	<ul style="list-style-type: none"> <li>• Implement an Improvement Plan with progress of implementation to be monitored by the Council's Children's Scrutiny Committee as a standing agenda item until the completion of all actions.</li> </ul>	Democratic Services	An extraordinary meeting of the Children and Young People Scrutiny Committee is now Scheduled for March 23 <sup>rd</sup> at 5:00pm to discuss the Ofsted action plan prior to submission to the Department for Education.
<p>Tacking Fuel Poverty</p>  <p>LD Fuel Poverty Council Motion.doc</p>	<p>Council therefore commits to:</p> <p>Ensure that we are doing what we can as an Authority to provide advice and support to residents struggling through fuel poverty, and specifically ask for the appropriate Cabinet Member to bring a report to meetings of the Cabinet and Overview and Scrutiny Committee in the next two months providing an update on the support the Council and its partners are able to offer.</p> <p>Strengthen its procedures to enforce minimum standards of energy efficiency in the private rented sector – making sure landlords without an EPC certificate for their properties are fined, and properties with an inadequate EPC rating are prevented from being rented.</p>	<p>Democratic Services to liaise with Exec Direc re report</p> <p>Cllr Cummins</p>	<p>The Anti-Poverty Strategy is on the forward planner for the March Overview and Scrutiny Committee on the 23<sup>rd</sup> March 2022.</p> <p>Unit Manager for Private Sector Housing has negotiated funding from Foundations for 4 disabled facilities grants surveyors to undertake approximately 130 visits within the next 7 months, to provide energy efficiency advice and potentially distribute small scale energy efficiency measures. This will help potentially vulnerable disabled clients who may be in fuel poverty. The Council also refers to LEAP (Local</p>

			<p>Energy Advice Partnership) who undertake home visits and do community events. During home visits they check the property to see if any measures need to be installed and check household eligibility, they install some smaller scale energy efficiency measures such as draught proofing and low energy light bulbs, check the resident is on the cheapest energy tariff and can undertake energy bill switching if required (Switching on hold due to the national energy company crisis – not the best time to switch as could be signing up to a high price fix).</p> <p>Private Sector Housing has a pilot project in place – the Council now has a civil penalty policy and enforcement procedure to enforce the minimum standards and two members of staff externally funded by BEIS up to 31st March 2022 to test these enforcement procedures and assess the scope of the problem in Bury.</p> <p>The Council already has a statement of intent published at an appropriate GM level available at, we need to ensure we use this due to the GM collective schemes we deliver: <a href="#">Greater Manchester Energy Company</a></p>
	<p>Publish a statement of intent and set locally appropriate eligibility criteria to access Energy Company Obligation funding via Local Authority Flexibility arrangements – allowing more vulnerable and low-income households in our area</p>	Cllr Cummins	

	<p>to access funding to better insulate their homes.</p> <p>Ensure new housing is built to the highest possible energy efficiency standards through reviewing Local Plan policies and introducing additional Supplementary Planning Guidance to ensure the use of low-carbon materials, heat pumps rather than gas heating systems, and renewable energy as much as possible.</p> <p>Instruct the Chief Executive to write to the Secretary of State for Environment, Food and Rural Affairs asking that the Government adopt the recommendations relating to retrofitting homes and buildings in the Blueprint for a Green Recovery report published in January 2021.</p> <p>Request the appropriate Cabinet Members to bring a report on these wider issues to a future meeting of the</p>	<p>Cllr Morris/Planning Department</p> <p>Chief Executive Office</p> <p>Cllr Cummins and other relevant Cabinet</p>	<p><a href="https://greatermanchester-ca.gov.uk">Obligation Flexible Eligibility Statement of Intent v3 (greatermanchester-ca.gov.uk)</a> The Council will work in partnership with GM authorities to amend for the next round of ECO funding as required.</p> <p>The draft Places for Everyone plan includes policies in relation to energy efficiency of new development, and is due to be submitted to the Secretary of State in February / March 2022, to be followed by an independent Examination. This issue will also be considered as part of the next stage of the Bury Local Plan, scheduled for consultation in Summer 2022.</p> <p>Letter issued.</p> <p></p> <p>003 Environment Secretary 2022.01.27</p> <p>A note has been placed on the Forward Planner to bring a report of Fuel</p>
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	Overview and Scrutiny Committee within the next twelve months.	Member/Democratic Services	Poverty 'wider issues' at a future meeting.
<p>Save our Debt Advice Service – Lab NOM</p>  <p>FINAL Save our debt advice services.</p>	<p>Support the calls by Advice UK, the Institute of Money Advisers, the Law Centres Network, the We Are Debt Advisers campaign, the Unite Debt Advice Network and Greater Manchester Money Advice Group, among others, for the Government to:</p> <ul style="list-style-type: none"> <li>• Scrap the current procurement process entirely</li> <li>• Extend funding for 12 months for existing services to enable them to plan properly and retain staff</li> <li>• Re-examine the process and the evidence for the cut in face-to-face advice services, including the impact the proposed changes will have on the most vulnerable clients</li> <li>• Re-balance the funding so the North doesn't lose out</li> </ul> <p>Write to the Chief Executive of the Money and Pensions Service and the Secretary of State for Work and Pensions to make clear our support for the above and the continuation of face-to-face debt advice services in Bury.</p>	<p>Chief Executives Office</p>	<p>Letters issued.</p>   <p>004 CE Money and Pensions Service 2020 004 Secretary of State Work and Pen</p> <p>Response received</p>  <p>Response to NOM.docx</p>

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27 January 2022

Department for Corporate Core Services

The Rt Hon George Eustice MP  
Secretary of State for Environment, Food and Rural Affairs

Letter sent via email to [secretary.state@defra.gov.uk](mailto:secretary.state@defra.gov.uk)

Dear Secretary of State,

**Reference: Council Motion on Fuel Poverty**

Bury Council at its Full Council meeting on 19 January 2022 debated a notice of motion in relation to fuel poverty.

**The Council noted that:**

1. Research from Friends of the Earth shows that 13% of households in Bury are living in fuel poverty – and heating homes accounts for 44% of local carbon emissions.
2. Rising energy prices will make this significantly worse, and the National Energy Action charity has warned that rising household energy bills could cause at least 2 million more homes to slip into fuel poverty.
3. All housing in our borough should be insulated to a minimum of EPC C standard with good quality loft insulation, cavity wall insulation, double-glazing and draught exclusion.
4. The Government have set a target to upgrade all housing to the above standard by 2030. To meet this target a total of 5,859 homes in Bury would need insulation upgrades each year.
5. The scale of this challenge is significant but at the same time we must make a commitment to end fuel poverty and excess carbon emissions from poorly insulated homes and develop a strategy to achieve this goal.

**The Council resolved to:**

1. Ensure that we are doing what we can as an Authority to provide advice and support to residents struggling through fuel poverty, and specifically ask for the appropriate Cabinet Member to bring a report to meetings of the Cabinet and Overview and Scrutiny Committee in the next two months providing an update on the support the Council and its partners are able to offer.
2. Strengthen its procedures to enforce minimum standards of energy efficiency in the private rented sector – making sure landlords without an EPC certificate for their properties are fined, and properties with an inadequate EPC rating are prevented from being rented.

3. Publish a statement of intent and set locally appropriate eligibility criteria to access Energy Company Obligation funding via Local Authority Flexibility arrangements – allowing more vulnerable and low-income households in our area to access funding to better insulate their homes.
4. Ensure new housing is built to the highest possible energy efficiency standards through reviewing Local Plan policies and introducing additional Supplementary Planning Guidance to ensure the use of low-carbon materials, heat pumps rather than gas heating systems, and renewable energy as much as possible.
5. Instruct the Chief Executive to write to the Secretary of State for Environment, Food and Rural Affairs asking that the Government adopt the recommendations relating to retrofitting homes and buildings in the Blueprint for a Green Recovery report published in January 2021.

Accordingly, I am writing to you in relation to this matter.

I look forward to your response so that an update can be provided to Members of Bury Council.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'G P Little'.

**Geoff Little OBE**  
**Chief Executive**

27 January 2022



Department for Corporate Core Services

Caroline Siarkiewicz  
Chief Executive  
Money and Pensions Service

Letter sent via email to [Caroline.Siarkiewicz@maps.org.uk](mailto:Caroline.Siarkiewicz@maps.org.uk)

Dear Caroline,

**Reference: Council Motion on Debt Advice Services**

Bury Council at its Full Council meeting on 19 January 2022 debated a notice of motion in relation to debt advice services .

**The Council recognised that:**

1. The challenging financial situation many residents find themselves in as a result of cuts to Universal Credit and the rising costs of food, fuel and energy.
2. The increasing number of residents struggling with debt due to these financial pressures - Citizens Advice Bury & Bolton dealt with over 4,000 debt enquiries during 2021.
3. The importance of free, impartial, local debt advice services to support residents to manage their debts and get back on track.

**The Council noted that:**

1. The procurement process that was being undertaken by the Government's Money and Pensions Service to commission debt advice services beyond April 2022.
2. The loss of £3 million for debt advice services in the North under the Government's plan
3. The switch in emphasis so that two thirds of future funding would be directed to remote telephone and webchat advice services and the proposed cut of 50-60% of face-to-face debt advice.
4. The inaccessibility of remote services for some, including the most vulnerable clients, and the risk of a postcode lottery of support which this creates.
5. The vital importance of local debt advisers with relationships with councils, housing providers, foodbanks etc. and the importance of retaining this face-to-face advice and support in our local area.
6. The pause of the procurement process shortly before Christmas in the face of growing concern about the proposals and the continuation of funding for existing services for just 6 months beyond April.

7. The lack of any commitment from the Government to address the concerns raised.

**The Council resolved to:**

1. Support the calls by Advice UK, the Institute of Money Advisers, the Law Centres Network, the We Are Debt Advisers campaign, the Unite Debt Advice Network and Greater Manchester Money Advice Group, among others, for the Government to:
  - Scrap the current procurement process entirely.
  - Extend funding for 12 months for existing services to enable them to plan properly and retain staff.
  - Re-examine the process and the evidence for the cut in face-to-face advice services, including the impact the proposed changes will have on the most vulnerable clients.
  - Re-balance the funding so the North doesn't lose out.
2. Write to the Chief Executive of the Money and Pensions Service and the Secretary of State for Work and Pensions to make clear the Council's support and for the continuation of face-to-face debt advice services in Bury.

Accordingly, I am writing to you in relation to this matter. I have written in similar terms to the Secretary of State for Work and Pensions.

I look forward to your response so that an update can be provided to Members of Bury Council.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'G P Little'.

**Geoff Little OBE**  
**Chief Executive**

27 January 2022



Department for Corporate Core Services

The Rt Hon Thérèse Coffey MP  
Secretary of State for Work and Pensions  
Department for Work and Pensions

Letter sent via email to : [secretaryofstate@dwp.gov.uk](mailto:secretaryofstate@dwp.gov.uk)

Dear Secretary of State,

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Accordingly, I am writing to you in relation to this matter. I have written in similar terms to the Chief Executive of the Money and Pensions Service.

I look forward to your response so that an update can be provided to Members of Bury Council.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'G P Little'.

**Geoff Little OBE**  
**Chief Executive**



**From:** Caroline Siarkiewicz <[Caroline.Siarkiewicz@maps.org.uk](mailto:Caroline.Siarkiewicz@maps.org.uk)>  
**Sent:** 14 February 2022 16:12  
**To:** Little, Geoff <[G.Little@bury.gov.uk](mailto:G.Little@bury.gov.uk)>  
**Subject:** Re: Bury Council Motion

Dear Geoff,

Thank you for your letter of 27 January. I very much appreciate you raising these matters with me and please be assured that MaPS has considered them carefully.

Supporting people in problem debt is a priority for MaPS and we are about to put in place a settlement where funding going into frontline services is significantly higher than the last pre-pandemic year of 2019/20. This is to ensure we respond to the increasing need for debt advice, which you rightly highlight. MaPS has a statutory duty to have close regard for vulnerable people and so ensuring we can serve vulnerable people is at the heart of our commissioning approach.

In December, we announced changes in the timeline for awarding the contracts for the National Services, Business Debt and DRO Hub Lots, and that we would be implementing short-term grants to protect the ongoing delivery of advice whilst we worked with debt advice clients, advice organisations and other stakeholders to identify the best ways to deliver locally based services. I can now confirm that we will offer our current debt advice delivery providers grants for a period of ten months starting from 1 April 2022 at the same levels to the current year. Following the interim grants of ten months, we will put in place a longer-term grant for our current regional providers for a minimum of 12 months whilst we work with them and other stakeholders to shape our longer-term plans.

Over that time period, MaPS intend to work closely with debt advice clients, advice organisations and other stakeholders to inform the best ways to deliver locally based services. This will include looking at how best to serve vulnerable clients, including through face-to-face services and casework. We will share more information about how interested advisers and organisations can work with us as we take this forward.

MaPS has today issued an update on this matter and this can be found here <https://maps.org.uk/2022/02/14/update-on-debt-advice-commissioning-14-february/>.

Yours sincerely,  
Caroline

**From:** Little, Geoff <[G.Little@bury.gov.uk](mailto:G.Little@bury.gov.uk)>  
**Sent:** 31 January 2022 09:30  
**To:** Caroline Siarkiewicz <[Caroline.Siarkiewicz@maps.org.uk](mailto:Caroline.Siarkiewicz@maps.org.uk)>  
**Subject:** Bury Council Motion

Good morning,

Please find attached a letter from Geoff Little, Chief Executive, Bury Council.

Kind Regards  
Heather

(sent on behalf of Geoff Little, Chief Executive, Bury Council)

Heather Moore  
Executive Officer  
Department of Corporate Core Services



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**Caroline Siarkiewicz** | Chief Executive Officer | Money & Pensions Service, 120 Holborn, London EC1N 2TD

E: [caroline.siarkiewicz@maps.org.uk](mailto:caroline.siarkiewicz@maps.org.uk)

**Diary Secretary to the CEO: Shawna Bowles** [shawna.bowles@maps.org.uk](mailto:shawna.bowles@maps.org.uk) +44 7825114362

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## **Guide to coronavirus and your money**

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