

AGENDA FOR OVERVIEW AND SCRUTINY COMMITTEE



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To: All Members of Overview and Scrutiny Committee

Councillors : R Bernstein (Chair), C Birchmore, N Boroda,
L Dean, U Farooq, G McGill, K Peel, M Powell, L Smith,
D Vernon and C Walsh

Dear Member/Colleague

Overview and Scrutiny Committee

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

Date:	Wednesday, 23 March 2022
Place:	Council Chamber, Bury Town Hall
Time:	7.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 MINUTES *(Pages 3 - 10)*

The minutes from the meeting held on 08th February 2022 are attached for approval.

4 MATTERS ARISING

5 PUBLIC QUESTION TIME

A period of 30 minutes has been set aside for members of the public to ask questions on matters considered at the last meeting and set out in the minutes or on the agenda for tonight's meeting.

6 MEMBER QUESTION TIME

A period of up to 15 minutes will be allocated for questions and supplementary questions from members of the Council who are not members of the committee. This period may be varied at the discretion of the chair.

7 CORPORATE PLAN (ANNUAL OUTCOMES) *(Pages 11 - 36)*

Report attached from Councillor Tahir Rafiq, Cabinet Member, Corporate Affairs and HR.

8 ANTI-POVERTY UPDATE *(Pages 37 - 44)*

Report from Councillor Richard Gold, Cabinet Member for Communities is attached.

9 URGENT BUSINESS

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

Minutes of: OVERVIEW AND SCRUTINY COMMITTEE**Date of Meeting:** 8 February 2022**Present:** Councillor R Bernstein (in the Chair)
Councillors C Birchmore, N Boroda, L Dean, U Farooq,
G McGill, K Peel, M Powell, L Smith and D.Vernon**Also in attendance:** Councillors E O'Brien, N Jones, T Holt and S Wright
Geoff Little, Chief Executive
Lynne Ridsdale, Deputy Chief Executive
Sam Evans, Executive Director of Finance
Will Blandamer, Executive Director of Strategic
Commissioning
Donna Ball, Executive Director Operations
Jeanette Richards, Executive Director Children and Young
People
Isobel Booler, Director of Education and Skills
Steven Goodwin, Assistant Head of Financial Services
Paul Turney, Deputy Chief Finance Officer
Neil Long, Assistant Director
Jacqui Dennis, Monitoring Officer
Chloe Ashworth, Democratic Services**Public Attendance:** No members of the public were present at the meeting.**Apologies for Absence:** Councillor C Walsh**OSC.1 APOLOGIES**

Apologies for absence are listed above.

OSC.2 DECLARATIONS OF INTEREST

Councillor Dean declared an interest as a family member works for Six Town Housing and another family member works for Bury ACES.

Councillor Peel declared an interest as he is a member of the Six Town Housing Board.

OSC.3 MINUTES

It was agreed:

1. The minutes of the meeting held on the 11th January 2022 be agreed as a correct record.

OSC.4 MATTERS ARISING

There were no matters arising.

OSC.5 PUBLIC QUESTION TIME

There were no public questions.

OSC.6 MEMBER QUESTION TIME

There were no Member questions.

OSC.7 THE COUNCIL'S FINANCIAL POSITION AS AT 31 DECEMBER 2021

Councillor Bernstein introduced Councillor Holt as Chair of Health Scrutiny and Councillor Wright as Chair of Children and Young People Scrutiny as it was felt their attendance would add value to the discussion this evening on matters of the budget.

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.

The following questions and comments were raised:

- In response to a question raised regarding the projected underspend of money for potholes, the Leader advised this is related to the fact the team has been under pressure and impacted from the pandemic. However, in the last month there has been £250,000 invested in filling potholes.
- When asked about the difference between Capital Themes 'proposed revised budget' and 'forecast', he advised there are many reasons such as resources, environmental, weather conditions and access to alternative external funded all impact what and when the money is spent.
- Questions on the underspend on Children and Young People and Highways were asked of the Leader, in response Cllr O'Brien advised the Highways spend is a three-year programme so spends will be taken forward. The delay in spend has been due to pressure on the team.
- In relation to a comment on the bad debt it was confirmed work is taking place on bad debt provision in the Performance and Finance Sub-Group and provided a reassurance that work is now taking place to start proceedings on recoverable debt.
- The Leader was questioned on the value for money from the Corporate Core. In response he advised we have one of the Leanest Corporate Core's with our back-room functions. In addition, Geoff Little, Chief Executive said services were brought together into a Corporate Core from previously being departmental functions.

- In response to a question on how realistic it is that mitigations identified will be delivered the Leader advised he is confident mitigations will be achieved and if not, there will be conversations to question what else can be done.
- Questions were asked on the matter of the Manchester Airport investment. It was advised that there are two elements to airport investment: shares and subsequent dividends and a series of loans. The share investment was used to invest in the car park titled Project Apollo. £30m has been given in further investment to Manchester Airport. However, over the life of the investment it is believed it will generate income back into the council and 2025-26 is when we expect to receive the dividend.
- A question on the Business Support Review and the completion of this was questioned. In response the Leader advised the review has finished and savings can be taken from the start of the financial year on the 01st of April 2022.
- Questions on the Children and Young People overspend this year and if the budgeted amount for the next financial year is sufficient. In response the Leader advised that locally we need to add resources, capacity, and reforms around children's services. Secondly it has been recognised that prior to Ofsted the caseloads are too high, and OFSTED reinforced this. Two additional teams are currently working to reduce caseloads.
- Questions on the reserves were asked; in response the Leader advised a new reserves strategy is being brought in place. The Leader advised we should not over rely on reserves but do acknowledge things out of our control can impact us; from a huge increase in demand especially in Adult Social Care. The Leader assured the Committee that when we use reserves we do so in a way that is sustainable as pressures will only get worse. In addition, Sam Evans Executive Director of Finance advised that guidance from CIPFA which advises you should retain 10% of your revenue budget, in our case that would be £17m.
- In questions relating to Children's Services the Leader explained the DSG recovery plan will be brought back on a regular basis to ensure it is well managed. The impact on schools and management of current underspend is being managed and will regularly be reviewed.
- Councillor Peel made a request that information on the reserves is put on the Council's website to help Councillors to communicate with residents; this should include what reserves we have and why.
- It was noted that from 2019/20 the Department for Education required all councils to complete a recovery plan should their overspend on the Dedicated Schools Grant exceed 1%. Given the scale of Bury's DSG deficit, which accumulated to over £27m by the end of 2020/21, the Council has entered into a formal agreement 'Safety Valve' with the DfE. The Leader was asked to confirm by what percentage does Bury Council's overspend exceed 1%. In response the Leader advised that Bury Council is currently at a 16% overspend.

It was agreed:

1. To circulate a list of how the funding allocation and the schemes carried forward of £10.523m (page 14, paragraph 14).
2. To circulate the details of the grants contained within Table 15 (page 33)
3. To add information to the Council's website to help Councillors to communicate with residents on the reserves; this should include what reserves we have and why.
4. To note the Contents of the report.

OSC.8 HOUSING REVENUE REPORT

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which 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 establishes the Management Fee paid to Six Town Housing for 2022/23.

The following questions and comments were raised:

- Questions on external funding and schemes available to help with the need for new Council and Social Housing were asked. The Leader responded by acknowledging that a HRA does not exist in every Council. The Leader advised that there is external funding available from the Government and following COP26.
- Discussions took place on housing and the Levelling-up fund and how everyone deserves the opportunity to live in an affordable home that meets the needs of the individual. It was acknowledged that there is a huge need for social housing.
- A request was made for context on how we are with rent arrears in comparison to other organisations. In response the Leader confirmed he has a table that demonstrates how we compare to some comparable organisations and will share this to the Committee following the meeting. An additional question on the allowance of HRA balances being allowed to fall no further than £100 per property was asked. In response the Leader stated he will get some further comparative data on this matter and circulate to Committee following the meeting.
- The Performance and Finance Sub-Group requested a piece of work to be done on identifying bad debt to track debt to the person; when this work is done will it include rechargeable arrears, rent arrears and other debts from the HRA to be included. Sam Evans Executive Director of Finance confirmed the work will be done with Six Town Housing to pull all this information together.
- The Council pay Six Town Housing £13m per year in management fees; this works out at approximately £1600 per house. It was questioned if it was felt this fee is too high of a management fee. Work is currently happening

to review the management fee as this fee has been frozen for a number of years, however as more properties are sold off through RTB the fee needs to change. The Committee were assured that the quality of services received from Six Town Housing add great social value and whilst it is a higher than typical fee there is a quality difference.

It was agreed:

1. A table showing how Bury compares to other organisations with rent arrears to be circulated to members of the Committee.
2. Comparative data on the £100 per property threshold for HRA Balances to be done and circulated to the Committee following the meeting.
3. To note the contents of the report

OSC.9 BUDGET REPORTS

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the following suite of budget reports:

- The Council's Budget 2022/23 and the Medium Term Financial Strategy 2022/23 - 2025/26 (Appendix 4 attached)
- 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

The following questions and comments were raised:

- Question on what changes, if any the recent announcement by the Chancellor has on the budget papers. It was confirmed that the White Paper did not include any changes to the budget setting as we do not yet have the details if there are any further changes these will be communicated.
- Assurances were sought on the ability to deliver transformation over the next municipal year. In response the Leader confirmed the delivery is the challenge, but there is a lot of confidence in the Senior Leadership Team.
- Question took place regarding Appendix 1 of the Capital Budget. The leader advised he is open to new developments coming through and this is a live document. Further discussions on the process for taking new projects on was requested; for example, Radcliffe has a significant need for regeneration, a School and high level of deprivation. The needs considered are around deprivation and/or economic growth are key elements considered.
- Specific discussion took place regarding 'The Uplands Site' and regeneration of a Health Centre. Geoff Little, Chief Executive advised that work with the current and other practices in the Whitefield area is taking place to ensure agreed use of each building and secondly, there is work to pull together a land assembly and the Capital Programme to develop the site for that use. The main partners are Health Partners, but the Council is involved. It was

requested to note that Councillor Boroda will be keen to work on future developments in the area with the Leader.

- Assurance was sought on the confidence to deliver savings this year. The Leader stated the budget is deliverable, but monitoring is done regularly to ensure any issues are identified immediately; reports go to Cabinet quarterly and the Executive Team receive monthly updates.
- The Leader was asked what the failure standard is. In response he outlined the expectation is we deliver all expectations, but we understand things can change. When any elements cannot be delivered alternatives have to be found. In terms of what is deemed a failure this is when we give up and use reserves.
- The proposal and rationale to reduce food waste caddy liners to one roll of 52 liners per year per household to save £50,000 per year was discussed. The Committee were assured that if this proposal has a direct impact on recycling rates this will be quickly identified and considerations such as bigger than average homes will have access to further bags.
- Councillor Wright as Chair of the Children and Young People Scrutiny Committee discussed the 18% drop in budget for call out services and if further explanation can be given to parents to assist them to use the money more efficiently. Jennette Richards, Executive Director of Children's Services advised all work is conducted on a person-by-person basis and work is being conducted to look at inclusive and creative ways for efficiencies can be made.
- Discussion arose about the wording on page 81 which refers to a significant impact of staffing. It was confirmed these needs amending; the significant impact should refer to 2023/2024 and covers a wide range of differences to staffing.
- Questions on the Adult Learning Services took place. It was confirmed the Adult Learning Services merging with Bury College aims to improve the service we offer and improve accessibility not to retreat away into only the College Campus.
- Questions were raised regarding the funding proposed for Free School Meals; it was confirmed the money for this year was not needed due to Government funding, the money has been kept aside in a reserve to cover this Summer.
- Assurances on the ability to successfully deliver the Recovery Plan for Schools was sought. In response the Leader advised we have worked constructively with Government. We have regularly engaged with the Department for Education regularly on this plan. The Leader assured the Committee that he is confident the Council will deliver on the Plan. In addition, Geoff Little, Chief Executive advised the submission to the Department for Education has been signed off within the last month. Isobel Booler, Director of Education and Skills advised we have made good

progress and have agreement from our Special Educational Need's Schools to look at our highest banded funding.

- Questions took place on the 2% vacancy provision. The Committee were advised the 2% is an average and a reflection of what would happen in an organisation of our size. The decision was taken based on looking at other organisations and their provisions too.
- Discussions took place on capacity to deliver took place. The Leader assured the Committee that the right systems are in place to ensure the Council has capacity to deliver and that the strategic processes are in place to deliver the fundamental programmes required.
- Discussion on the use of Capital took place and the Committee were advised previously this was not needed as transformation monies were previously in place to support transformation at the Council. Now is the correct time to use Capital receipts to utilise them strategically to make an impact on transformation.
- Discussions took place regarding the use of reserves. Assurances were sought from Sam Evans, Executive Director of Finance regarding the Reserves being stable at this moment in time; it was confirmed that currently Reserves are fine. It was concluded that the Leader will take away an action to include a reference in the Reserves Strategy to how reserves can be used to help services with a short-term boost.

Councillor Dene put forward a proposal that the Committee recommend to Cabinet that they remove proposals for budget saving OPS 007 regarding food waste caddy liners. The proposal was not up held. It was agreed that the outcome of the discussions would be that the outcome of the proposal is taken to Portfolio meetings every three weeks and a full review takes place if there are drops in recycling rates due to the savings proposal.

Councillor Vernon requested that the Committee put forward a recommendation that OPS 007 be removed from the proposed savings. The recommendation was not upheld by the Committee.

It was agreed:

1. Cabinet Member for Communities to attend a future meeting to update on the Adult Learning Service offer;
2. the uptake on HAF figures to be circulated to Committee if they are available;
3. the Leader to include a reference in the Reserves Strategy to how reserves can be used to help services with a short-term boost;
4. 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;
5. 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;
6. and that the Leader be thanked for his reports.

OSC.10 WORK PROGRAMME

It was agreed:

1. That the work programme be noted.

OSC.11 URGENT BUSINESS

There was no urgent business.

COUNCILLOR R BERNSTEIN
Chair

(Note: The meeting started at 6.30 pm and ended at 9.00)

SCRUTINY REPORT

MEETING: Overview and Scrutiny Committee

DATE: Wednesday, 23rd March 2022 7.00 pm

SUBJECT: Corporate Plan (Annual Outcomes)

REPORT FROM: Councillor Tahir Rafiq, Cabinet Member, Corporate Affairs and HR

CONTACT OFFICER: Lynne Ridsdale, Deputy Chief Executive (Corporate Core)
l.ridsdale@bury.gov.uk

1.0 BACKGROUND

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.

This Plan has now been approved by Cabinet and Council and is being further developed by officers to create the delivery plans by directorate that will underpin the priorities.

In support of this work the previous Key Performance Indicators attached to the 2021/22 Plan are also being reviewed to ensure they remain relevant and meaningful. As part of this work officers have been working with the Performance & Finance Sub-Committee of the Overview and Scrutiny Committee to identify gaps in the current performance information. There has also been feedback on the Quarterly Reporting that is taken to Cabinet and opportunities for further co-design around finance and workforce data have been identified.

2.0 ISSUES

Overview and Scrutiny are asked for their reflection of the progress to date against the Council's priorities, including delivery against the 3R's for 2021/22.

The Committee is also asked to consider appropriate performance reporting to this Committee and recommendations for the further development of Cabinet reports.

3.0 CONCLUSION

The Overview and Scrutiny Committee are asked to reflect on the 2022/23 Corporate Plan, on the progress made over the last 12 months and on the mechanisms for reporting progress in 2022/23.

List of Background Papers:-

<https://councildecisions.bury.gov.uk/documents/s30345/Bury%20Council%20and%20CCG%20Corporate%20Plan%20202223.pdf>

Contact Details:-

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

Executive Director sign off Date:_____

JET Meeting Date:_____



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 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 the CCG Governing Body.

2 Organising our Delivery

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

Business Growth and Infrastructure	<ul style="list-style-type: none"> Provides building control and planning functions and leads on Town Centre masterplans and regeneration programmes
Children and Young People	<ul style="list-style-type: none"> Provides universal and targeted help and support for the borough's children, including support to schools and children with additional needs
Corporate Core Services	<ul style="list-style-type: none"> Provides HR, communications, performance, ICT legal and business support services. Provides a number of direct services to the borough's residents
Finance	<ul style="list-style-type: none"> 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
Operations	<ul style="list-style-type: none"> 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
One Commissioning Organisation (Health and Adult Care)	<ul style="list-style-type: none"> 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

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 sets out 15 priorities for the partnership across three strategic themes: response, recovery and renewal/regeneration.

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 and Regeneration – 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

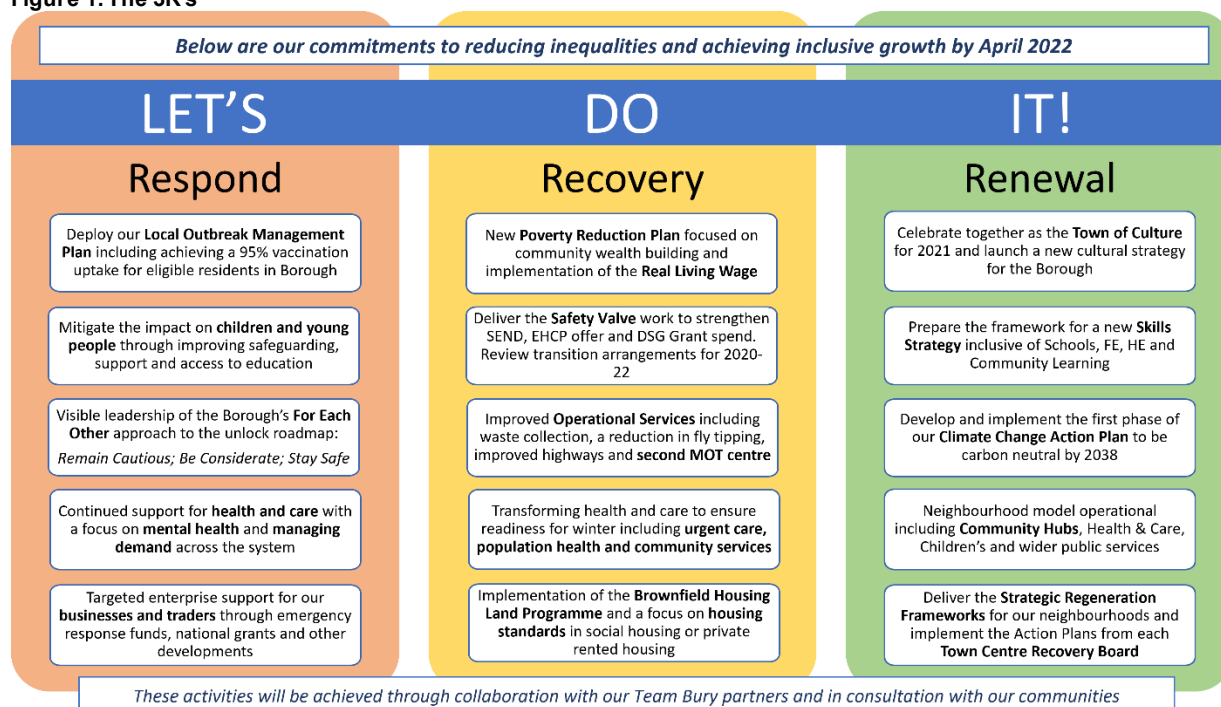
and Ramsbottom as well as ongoing delivery of the Northern Gateway vision.

- 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:

- Secured 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**. This 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 deliver 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 but will also see the development of:

- A corporate problem-solving methodology.
- An improvement plan for Operational Services.
- 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 was also agreed this year on behalf of CCG and Council. 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"> - Delivery of the COVID-19 Outbreak Management Plan including testing, vaccination and Public Health support. - Support to Bury businesses, including administration of national grants. - Supporting the Health and Care system to cope with COVID-19 and the backlog of demand, including Mental Health. 	<ul style="list-style-type: none"> - Delivery of Project Safety Valve to reduce the Dedicated Schools Grant deficit. - Programme of improvements in operational services, including environmental standards and highways. - Support to health and care transformation, including establishment of the Integrated Commissioning Board. - Developing the neighbourhood model, using a multi-agency approach, including the pilot of a Family Hub. - Update the poverty reduction strategy. - Delivery of the all-age borough skills strategy. - Delivery of the children's OFSTED improvement plan. - HRA strategy. - Developing a Corporate Landlord function to effectively manage our estate. - Clean Air and Minimum Licensing Standards. - Decarbonising the Public Estate. 	<ul style="list-style-type: none"> - Delivery of the regeneration strategies in Radcliffe, Ramsbottom, Prestwich and Bury East. - Delivery of the Levelling Up Schemes for the market flexi hall and Radcliffe SRF. - Delivery of the brownfield housing programme. - Support to the establishment of new secondary schools in Radcliffe and Unsworth. - Implementation of the Climate Change. - Delivery of the accelerated Land Disposal. - Submission of the Places for Everyone (GMSF/Plan of 9) and subsequent engagement with residents.
Strengthening the Basics		
Enablers		
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				
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	- Review and reprofile the delivery of the programme to determine a more accurate timescale for the disposal of each asset.	- 5 assets successfully sold (subject to contract)	- 10 assets successfully sold (subject to contract)	- 10 assets successfully sold (subject to contract)

	- Phase 4 Programme launched			
Delivery of Borough Wide Transport Plan	- Development of Draft Transport Plan by June 2022	- Consultation complete and a 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	- Baseline information gathered, and stakeholder events undertaken	- Consultation on Draft Economic Development Strategy	- Approval of Economic Development Strategy	- 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	- Sale of School Street (subject to planning permission) generating £1.6m (+13 properties to the value of £2.5m) - Sale of Green Street generating £1.45m	- Sale of Seedfield generating £1m	- Sale of Fletcher Fold - Sale of Wheatfields generating £300k - Sale of William Kemp Heaton (TBC)	
Delivery of HRA Strategy	- Sheltered Housing review complete - Approval of redevelopment programme for four sheltered housing developments	- 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's 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"> - Improvement Plan agreed by Ofsted and the Improvement Board and programme established - New Senior leaderships structure established - Refresh and review of the MASH. - Review of short breaks and personal budgets 	<ul style="list-style-type: none"> - Implementation of PLO Pre Proceedings work to track and monitor progress - Practice Learning Plan established - Ofsted monitoring visit complete 	<ul style="list-style-type: none"> - Launch of the Social Work Academy - 1st formal review from the DfE appointed commissioner 	<ul style="list-style-type: none"> - Ofsted monitoring visit complete - Establishment of an adolescent service - Re-launch of the IRO service
Support to deliver the Schools Capital Programme, including: <ul style="list-style-type: none"> ▪ Star Academy Trust in Radcliffe ▪ Special free school in Unsworth (in partnership with Shaw Education Trust) ▪ DfE approved SEMH Special Free school ▪ Relocate Secondary Pru 	<ul style="list-style-type: none"> - Establish Programme Infrastructure including a Schools Capital Board and associated action/ delivery Plan - Identify site and agree required specification for SEMH Free School. Begin tender process - Finalise resource provision (RP) SLA with primary/ secondary schools - Relocation of Secondary Pru - Commission Project Management/QS Services - Develop scheme, surveys & investigations, stage 2 design 	<ul style="list-style-type: none"> - Conclude SEMH Free school presumption tender process. Final decision by RSC. - Develop scheme, undertake surveys & investigations, stage 2 design. Planning Application submitted. 	<ul style="list-style-type: none"> - Engage with successful Trust & DfE in developing capital project for SEMH Free School - Tender process completed and Contractor appointed 	<ul style="list-style-type: none"> - Construction at new premises commenced
Delivery 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"> - EHCP Process: Co-produced process map and new EHCP proforma in place - Revised QA framework developed - Design EP Academy Process - Create roadmap of planned changes to LiquidLogic - Implement agreed funding changes in regard to Special School Top ups and EHCP bandings - DfE submission complete 	<ul style="list-style-type: none"> - EHCP Process: Training pathway launched - Launch live changes in first phase of LiquidLogic upgrade - Implementation following consultation of non-statutory services against the high Needs Block - Parent/ Carer network established - DfE submission complete 	<ul style="list-style-type: none"> - Undertake procurement exercise and award preferred supplier to develop integrated finance reporting system - Process in place for Resource Provision places and establish an outreach/in reach offer 	
Improve education outcomes at all Key Stages, particularly Key Stage 4	<ul style="list-style-type: none"> - Deliver Recovery of Learning Plan - Evaluate & re-broker support plans for schools judged less than good 	<ul style="list-style-type: none"> - Bury Ready Together (PVI/schools) share practice on the new EYFS framework - Evaluate the effectiveness of the self-improving school led system 	<ul style="list-style-type: none"> - Review and refresh the recovery of learning plan based on summer outcomes/ intelligence 	<ul style="list-style-type: none"> - Deliver targeted support and intervention in line with information from quality assurance & cross-service intelligence.

	<ul style="list-style-type: none"> - Deliver statutory moderation in primary schools to assure and share effective practice - Sharing of learning event from NW1 Maths Hub Y5 – Y8 continuity project 	leading to refreshed co-produced Bury Toolkit	<ul style="list-style-type: none"> - Quality assurance of school performance through analysis of outcomes - Support plans developed for Category 3 & 4 schools. 	
Response to Government White Paper (expected March 22)	<ul style="list-style-type: none"> - 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) 	<ul style="list-style-type: none"> - Develop attendance strategy - Revise Bury Toolkit 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Review service provision and map current offer through the Bury East Pilot steering group 	<ul style="list-style-type: none"> - Develop integrated approach to family support 	<ul style="list-style-type: none"> - Evaluate pilot 	- Roll out offer across Bury
Develop locality teams to a Family Hub model through Bury East pilot	<ul style="list-style-type: none"> - Develop a Bury East steering group to develop the service offer aligned to the Redvales Centre 	<ul style="list-style-type: none"> - Repurpose the centre to allow for colocation of integrated services 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Develop service specification 	<ul style="list-style-type: none"> - Agree funding and approach and identify appropriate resource to deliver 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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		<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 - Source employment opportunities by contacting local employers and promoting a SEND workforce	- Expand Bury's supported Internship programme - Develop SEND Ambassador approach	
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"> - Pitch funds fully allocated - Community Safety Plan Delivery Milestones agreed - Culture Strategy and annual programme of events agreed in Jubilee celebrations - Anti-poverty action plan implemented - Partnership risk stratification model agreed 	<ul style="list-style-type: none"> - Formative evaluation of Pitch funding (Process and Early Impact) - Bi-annual Community Safety Report to Scrutiny - Summer arts and culture events programme, inc. HAPPY 	<ul style="list-style-type: none"> - Summative evaluation of Pitch funding (Impact and ROI) - Interim evaluation of Domestic Abuse and Safe Accommodation Strategy - Autumn / Winter arts and culture events programme inc. Head to the Hills, Remembrance and Christmas - Interim evaluation of anti-poverty action plan 	<ul style="list-style-type: none"> - Interim evaluation of Community Hubs to inform Year Two planning - Bi-annual Community Safety Report to Scrutiny - Evaluation of Year One of the Culture Strategy - Demand management savings delivered
Getting the Basics right	<ul style="list-style-type: none"> - LETS Values & behaviours framework designed - Election Preparation and delivery - Customer care standards relaunched - Communications & engagement strategy finalised and implemented - Elected Members casework system launched - Switch on iTrent self-service function (absence management and pay) and Multi-Factor Authentication - Core management development programme designed - Constitutional revisions to May Council - Revised Member induction implemented - Initial targeted action plans for absence, agency and honoraria reductions in place - Media and social media policy revised and agreed 	<ul style="list-style-type: none"> - Mod.gov implemented - I-Trent Phase 2 agreed - Core Management development programme delivery begins - Internal mystery shopping for public facing services - Establish customer services working group 		

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

7.4 Finance

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

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

	<ul style="list-style-type: none"> ○ Adult Social Care ○ Long Covid <ul style="list-style-type: none"> - Participate in system wide planning (NHS) commitments for ICS 	<ul style="list-style-type: none"> - Reassess demand trajectory to reflect significant economic challenges to household income in addition to pent up demand from covid 		
Implementation of the Adult Care White Paper (subject to legislation)	<ul style="list-style-type: none"> - Dialogue with DHSC on role of Bury as potential national trailblazer subject to clarification on costs and workforce support 	<ul style="list-style-type: none"> - Fare care assessment framework development - Conduct assessments of self-funders in September 2022 - 	<ul style="list-style-type: none"> - Charging reform from January 2023 	<ul style="list-style-type: none"> - Review and development

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	<ul style="list-style-type: none"> - Launch the bike hub at Radcliffe Library to support wider Active Travel Plans 	<ul style="list-style-type: none"> - Work alongside Public Health and embed Live Well Deliverables into the Health Improvement Plans 	<ul style="list-style-type: none"> - Embed the Live Well Service into the Neighbourhood Model to increase referrals from Radcliffe 	<ul style="list-style-type: none"> - Review
Achieve carbon neutrality by 2038	<ul style="list-style-type: none"> - Distribute all Community Climate Action Funding (CCAF) - Complete PSDS1 projects - Develop business case for Go Neutral - Carbon Literacy – E-Learning rolled out - School Climate Conference delivered - Climate Action Board established - Commence Social Housing Decarbonisation Fund project if bid successful - E car club pilot commenced 	<ul style="list-style-type: none"> - Fleet EVCI installed at Bradley Fold and Bury Cemetery - Bury Means Green Business Breakfast Event - Community Environmental Forums established in each Neighbourhood - Carbon Literacy Training – rolled out for decision makers - Publish Greenhouse Gas report for 21/22 	<ul style="list-style-type: none"> - 10 public Electric Vehicle Charging Infrastructure installed - Completion of E-hub trial - Developing case studies from the (CCAF) 	<ul style="list-style-type: none"> - Community Energy Company Set up.
Highway resurfacing (delivery of Highway Investment Strategy (HIS) - Tranche 2)	<ul style="list-style-type: none"> - Develop plan with framework contractors to deliver £4million of resurfacing works in 2022-2023 - Decision made on HIS3 strategy (3-year highway programme) 	<ul style="list-style-type: none"> - If agreed, plan HIS3 	<ul style="list-style-type: none"> - Submit Cabinet report on HIS3 	<ul style="list-style-type: none"> - Completion of highway resurfacing as outlined in HIS2
Corporate landlord implementation	<ul style="list-style-type: none"> - Scoping and development of 100-day plan by external resource - Building conditions surveys completed, including health and safety 	<ul style="list-style-type: none"> - Development of an Implementation plan 		
Create a Youth Zone facility (subject to site identification and mutual approval)	<ul style="list-style-type: none"> - Decision on facility - If yes, consideration of a bid to government Youth Investment Fund for £8.2m capital 			

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

SCRUTINY REPORT**MEETING: Overview and Scrutiny Committee****DATE: Wednesday 23rd March 2022****SUBJECT: Anti-Poverty update****REPORT FROM: Councillor Richard Gold, Cabinet Member for Communities****CONTACT OFFICER: Lynne Ridsdale, Deputy Chief Executive / Chris Woodhouse, Strategic Partnerships Manager**

1.0 BACKGROUND [brief]

- 1.1 Bury Council has significantly strengthened its focus on anti-poverty over the last 18 months. A more proactive and targeted approach has been taken to identifying and supporting households in need and financial crisis support was complemented with direct referrals for benefits assessment and help with financial management, including:
- receipt of crisis payments from over £1 500 000 available this year were conditional on financial resilience advice
 - The Family Learning provision via Bury Adult Learning Centre is delivering family budgeting courses, including within community settings such as at Trinity Foodbank. Courses include, *What's Cooking? Health Eating on a Budget for Busy Parents; Family Finance -Budgeting for the Family; and Keep Calm and Budget* (for learners with mild to moderate mental health issues)
- 1.2 The national economic context means that many more of our residents may be facing financial hardship and therefore this work is increasingly important. Key issues include:
- The general increases in the cost of living. The Consumer Price Index, as a measure of inflation, rose by 5.5% in the 12 months to January 2022, to be the highest level for a decade. Key issues include rising fuel costs; transport and clothing
 - In February 2022 Ofgem announced the energy price cap is to rise to £1,971 per year.
 - Comparably low interest rates, for example a below-inflation rise in the state pension, which compounds people's relative spending power
 - the end of the £20 uplift for households receiving Universal Credit has required households to budget for a reduction in income at a time of increasing costs
- 1.3 Whilst none of the above is exclusively to Bury, such factors influence local socio-economic vulnerability. This report outlines current anti-poverty activity and the current development of an updated strategy for the Borough.

2.0 TACKLING DEPRIVATION

- 2.1 The *Let's Do It* vision to tackle deprivation requires systemic change to put people at the heart of economic growth. Progress over the last 12 months has included
- 2.1.1 In December 2021 Bury became the only Greater Manchester council to be both a Greater Manchester Good Employment Charter Member and a Real Living Wage accredited employer. This means that all council jobs and contracts will be paid at least Real Living Wage value and has given a direct increase in earnings to over 4,000 local people who are involved in the supply and delivery of Council services. The Council is now setting an example across the Bury system about high quality employment
- 2.1.2 A People and Communities Plan is being developed for Radcliffe, as a pilot of a wider approach to connect local people to the opportunities of Strategic Regeneration and Levelling Up. The Radcliffe plan includes access to employment, skills development and access to public, community and wellbeing services and is being developed as a "Blueprint" for community development as an integral part to all future regeneration strategy.
- 2.1.3 Over the past 12 months the Council has led the digital eco-system to:
- Engage over 1,177 residents in community digital activity and over 250 learners via an adult learning digital course (since February 2021). The project aims to engage 1,500 residents by June 2022.
 - Deliver 172 digital drop-in activities since June 2021, offering bespoke and reactive support 684 times. To encourage sustainability, each community partner is receiving a package of support with connectivity, to train volunteers and access digital equipment
 - Distribute over 300 refurbished Samsung tablet devices which were received via the GM Tech Fund. 175 tablets were distributed to Bury schools, the remainder have been retained by the digital eco-system for a Loan Scheme which was launched in August 2021 for Bury Council services, local partners, organisations and residents. The digital inclusion work is broader than but central to financial resilience, by ensuring that residents can access the best deals and wider advice on line.

3.0 ANTI POVERTY SUPPORT THROUGHOUT 2021/22 : A TARGETED, PROACTIVE APPROACH

- 3.1 In October 2021 Bury Council received £1.5m allocation from the Household Support Fund. Consistent with a targeted and proactive approach these funds were distributed through the approaches outlined below:
- 3.2 Direct payments and general support was given to the **food banks and pantries**, through the Bury Community Support Network (BCSN) which is a partnership of 18 organisations, as well as independent operators including Ramsbottom Pantry, L'Chaim and Gift. Funding has been provided to support general resilience; for emergency presentations, including over the Christmas and New Year period, and to purchase stocks of physical vouchers for those with limited digital opportunities, eg Aldi Orange vouchers (which can't be used for spend on alcohol or gambling products).

- 3.3 **Proactive offers of flexible financial support** eg emergency boiler repairs, essential white goods or urgent winter provisions and a £100 Edenred voucher for food or fuel, were made to potentially socio-economically vulnerable households through:
- A mailshot from Revenues and Benefits to the 5,232 residents in receipt of Universal Credit and Council Tax support who will have been affected by the removal of the £20 uplift
 - A mailshot to all Six Town Housing Residents
 - Direct referrals from public services within neighbourhood teams including Children's Early Help; school pastoral teams and housing options supporting those in temporary and traveller accommodation
 - Referrals via the Community Hubs and community partners, including BCSN foodbanks/pantries; the African-Caribbean Women's Network on the back of the race listening activity and the Jewel Foundation with whom a voucher exchange scheme has been developed for households to be able to use support at kosher shops in the Prestwich area.

- 3.4 To date 680 proactive referrals for residents in need of support have been made from 35 different organisational sources. Those accessing financial assistance were also referred to the Citizen Advice Bureau and Bury Directory for **debt and financial management advice** including benefits eligibility; affordable warmth, digital inclusion and mental wellbeing through the Getting Help helpline. The highest number of payments to date have related to households living in Moorside, East and Radcliffe West wards, the lowest being Tottington, Pilkington Park and North Manor.

In response to this demand, specialist community-sector expertise on finance and debt management is being supported and developed including:

- Ongoing support to Citizens Advice Bureau Bury and Bolton (CABB) including Money Advice advice and casework services via Money and Pensions Service (MaPS)
- Welfare Benefit (specifically Universal Credit application support) advice and casework services via our Help to Claim (HtC) contract from DWP
- Development of our specialist employment advice service

Within the third financial quarter of 2021/22, Bury and Bolton Citizens Advice had 797 direct contacts with Bury residents and the income gain for local people as a result of such interaction was £1.509m.

- 3.5 **Free School Meal vouchers** were allocated (without a need for families to apply) to cover school holidays from October 2021 to Easter 2022. This benefits 6,470 young people from 3,346 families. Families were also provided activity invitations and with details of the Holiday Activities Fund - a food and nutrition programme- which will take place over the forthcoming Easter and Summer holidays, with adaptations made for families which will be observing Ramadan during April.

- 3.6 Funding for the Local Welfare Assistance crisis scheme was also increased, to meet a 300% increase in applications. Given that demand here has exceeded planned resources, funding is to be re-balanced as described overleaf.

	Initial local funding allocation	2021/22 spend to date	Balance
Free School Meals	£582,300	£388,200	c. £194,100 Balance to Easter school holidays
Targetted support to Universal Credit & Council Tax Support Claimants	£523,200	£377,200	£146,000 Additional provision into local Welfare Crisis Fund
Additional targeting through Public Service & community networks	£305,000	£217,807	£87,193 Balance will cover equivalent demand over remaining month and provide additional provision into local Welfare Crisis Fund
Local Welfare Support Fund	£100,000	£100,000	

3.7 In addition, a further £97,000 increase was made to the **Homeless Prevention Grant** to support vulnerable renters across the social and private sectors. The Housing Options team, in consultation with the Homeless Partnership Board, have led engagement to target this funding including referrals from:

- Landlords across all sectors
- The DWP through a new process designed to utilise the duty to refer portal
- Revenue and Benefit through Discretionary Housing Payment requests
- Citizen's Advice mortgage rescue cases

Work is on track to fully spend this allocation by 31st March 2022 on a mix of Six Town Tenancies, private rented sector case and a number of registered social landlord tenancies, supporting 38 households in total. Allocation is made on the basis of sustainability, i.e. not just clearing existing rent arrears but ensuring tenancies can be sustained for at least a further 12 months. Actions include, for example, issuing new PRS tenancies and funding deposit bonds.

4. FURTHER SUPPORT AND TARGETING

4.1 Within the last month work has accelerated to increase awareness and access to the anti-poverty support. Improvements have been made to the ease of access to information on financial hardship through a consolidated page on the Council website, accessible through a single link on the homepage of www.bury.gov.uk. The page acts as a 'front door' and details support for immediate financial help available via the Council including discretionary payments and the Household Support Fund. This is complimented by the broader community based support through the Citizens Advice Bureau, local groups via the Bury Directory and Community Hubs, alongside energy efficiency support.

4.2 The webpage has been promoted through a social media campaign and shared with colleagues across public and community organisations for further cascade. This will be further updated to reflect the national government support in relation to energy bills from April 2022, including the £150 Council Tax rebate for households in Council Tax bands A-D; this equates to 73,000 households

locally, of which c. 50,000 pay by direct debit and there remains a large volume with whom further details will need to be sought for the rebate to be paid.

- 4.3 The key information included on the Hardship Help webpage has been included as a leaflet for distribution with Council Tax bills so that every household in the Borough has this information regardless of their digital access. It provides contact details into the Welfare Support Team for immediate financial support and Community Hubs for wider local advice and information.
- 4.4 Consistent with the "LET'S do it" principle of evidence-based intervention, a comprehensive piece of data analysis is underway to further target anti-poverty activity in the Borough. From analysis of the Index of Multiple deprivation, including the Lower Super Output Areas, together with community sector intelligence including the GM Poverty Action and The Co-operative Group's Community Wellbeing index, the following areas have been identified for particular targeted support:
- Bury 007E – Moorside, East neighbourhood (including the area around Kingfisher Drive/Thrush Drive)
 - Bury 016C – Radcliffe North, West neighbourhood (including the area around Coronation Road/ Westminster Avenue)
 - Bury 021B – Besses, Whitefield neighbourhood (including the area around Ribble Drive and down to Westminster Avenue)
 - Bury 007D – East ward, East neighbourhood (including the area around Hazelwood High School)
 - Bury 020C – Unsworth, Whitefield neighbourhood (including the area around Rufford Drive/ Rippon Avenue)
 - Fernhill and Pimhole, at 32.09%, have the highest percentage of households have a higher demographic risk of food insecurity in the Borough
 - Child Poverty hotspots which have been identified as Sedgley 50.4%, East ward 45.5%, Radcliffe West 42.3% (source: GM Poverty Action)
- 4.5 Such data, in conjunction with insight from public service leads and local Councillors, has informed a series of interventions which have been led by the community hubs to support people in greatest need. This has included pop-up stalls, tailored local advice and opportunities to discuss options through:
- Collaborative engagement with Six Town Housing in Chesham (including links to the Christinan Fellowship) and promotion of local anti-poverty support at the Spring into Bury East community afternoon on Sunday 20th March.
 - Citizens Advice set up a pop-up stall alongside Energyworks (energy efficiency advice by Groundworks) and Bury Adult Learning at the Radcliffe Neighbourhood Pitch event on 5th March and recent volunteering event at the Outreach Centre.
 - Engagement with Ribble Drive and Mersey Drive schools to target advice to parents in Whitefield, including opportunities for debt advice and energy cost support.
 - Drop-in sessions at Sedgley Park Children's Centre in conjunction with Jewel, alongside additional support available weekly at Prestwich Library during March.
 - Street level engaged at Peel Brow on the local support offer in the north of the Borough.

Further such actions to improve and embed the Council's approach will be harnessed in an updated anti-poverty strategy, as set out in section 5.

- 4.6 Work has also taken place with Six Town Housing and the Bury Community Support Network with regards to Manchester Credit Union. This has included feedback increasing the accessibility and scope of existing services. The Credit Union currently has 1800 members in Bury to whom it has lent over £3m to date. Partners are keen to develop the relationship and the feedback is being addressed as part of a wider development plan.
- 4.7 In February 2022 it was announced that there would be additional local hardship support in the Council's budget for 2022/23 through:
- £240,000 in grants to support parents experiencing financial hardship with school uniform costs
 - £100,000 in a new 'cost of living' support fund for those in hardship but who typically aren't eligible for existing welfare support schemes, including those experiencing in-work poverty

Details of these schemes are being finalised and promotion of access to these schemes will be broadly publicised through Council, education and community channels.

- 4.8 In addition, an awareness campaign through Bury Market highlighting how recipes and cooking approaches to eat balanced meals affordably with low energy use cooking methods. activity is being developed through Bury Market. This will be embedded into the new anti-poverty strategy including such activity in delivery of the Bury Food Strategy.

5. DEVELOPING BURY'S NEW ANTI-POVERTY STRATEGY

- 5.1 Further actions to improve and embed the increasingly targeted approach to addressing the causes and impacts of poverty will be harnessed in an refreshed anti-poverty strategy for the Borough, which is underway.
- 5.2 Following the principles of Let's Do It, the revised strategy will be evidence-led and co-produced with the Bury Voluntary and Community Faith Alliance, Citizens Advice Bureau and the Bury Community Support Network, so that the strategy is inclusive of communities of place, interest and (lived) experience.
- 5.3 As a prompt for development, a framework for the strategy is being developed based on the key areas of focus proposed by the Greater Manchester Poverty Action network, namely:
- Food and Wellbeing
 - Finance and Debt
 - Fuel Poverty
 - Housing
 - Child Poverty
 - Work and Wages
- 5.4 In addition, it is proposed to align anti-poverty work with delivery of Bury's Inclusion Strategy including
- Strengthening understanding of the socio-economic duty within the Equality Act, in sync with the deliver of Bury's Inclusion Strategy
 - Challenging and addressing stigma and unconscious bias in relation to poverty

6. RECOMMENDATIONS

6.1 Scrutiny is asked to:

- Note the significant progress that has been made in developing a proactive and targeted anti-poverty offer including the allocation of hardship support funding.
- Comment on the proposed actions to further strengthen the anti-poverty offer and form the basis of an updated strategy
- Include updates on the new anti poverty strategy in the 22/23 work programme.

List of Background Papers:-

None

Contact Details:-

Chris Woodhouse, Strategic Partnerships Manager

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