

AGENDA FOR CABINET



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To: All Members of Cabinet

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

Dear Member/Colleague

Cabinet

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

Date:	Wednesday, 14 December 2022
Place:	Bury Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

Questions are invited from members of the public about the work of the Cabinet.

Notice of any question must be given to Democratic Services by midday on Monday, 12 December 2022. Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MEMBER QUESTION TIME

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

Notice of any Member question must be given to the Monitoring Officer by midday Friday, 9th December 2022.

5 MINUTES *(Pages 5 - 14)*

Minutes from the meeting held on 16th November 2022 are attached.

6 TRANSFORMATION STRATEGY UPDATE *(Pages 15 - 32)*

Report of the Cabinet Member for Corporate Affairs and HR is attached.

7 MILLWOOD PRIMARY SPECIAL SCHOOL: UPDATE ON REMEDIATION PROGRAMME & EXPANSION PROPOSAL *(Pages 33 - 40)*

Report of the Cabinet Member for Children and Young People is attached.

8 CHILDREN'S SERVICES EDUCATION AND EARLY HELP RESTRUCTURE PROPOSALS *(Pages 41 - 84)*

Report of the Cabinet Member for Children and Young People is attached.

9 APPOINTMENTS UPDATE *(Pages 85 - 86)*

Report of the Cabinet Member for Corporate Affairs and HR is attached.

10 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 87 - 110)*

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 28 October 2022.

11 URGENT BUSINESS

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

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Minutes of: CABINET

Date of Meeting: 16 November 2022

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

Also in attendance: Councillor R Bernstein, Leader of the Conservative Group
Councillor M Smith, Leader of Radcliffe First
Geoff Little, Chief Executive
Jacqui Dennis, Monitoring Officer
Sam Evans, Section 151 Officer
Kate Waterhouse, Chief Information Officer
Jeanette Richards, Director of Children's Services
Liz Cook, Director of Housing
Jon Hobday, Public Health Consultant
Julie Gallagher, Democratic Services

Public Attendance: 2 members of the public were present at the meeting.

Apologies for Absence: There were no apologies for absence.

CA.79 APOLOGIES FOR ABSENCE

There were no apologies received.

CA.80 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.81 PUBLIC QUESTION TIME

The following question was submitted in advance of the meeting but after the deadline:

Bury Council published the Climate Strategy and Climate Action Plan in summer 2021 with the promise to establish a Climate Action Board to oversee the progress made against the action plan. Does the Council intend to publish an update on the progress against the original targets for each action in the plan? **Glyn Heath**

Responding, Councillor Quinn reported that the Climate Action Strategy and Action Plan were adopted in October 2021 and a Climate Action Board has been set up as promised. We are currently in the process of producing an annual update of the Climate Action Plan that will detail progress against the planned actions. This should be ready to publish in the next few months.

The following question was submitted in advance of the meeting but after the deadline:

We have received complaints from residents about cars parking on the footpath at the side of the Post Office on Walmersley Road. This practice makes it unsafe for

pedestrians, particularly the elderly and disabled. Traffic wardens do not seem to patrol in this area - is there anything that can be done? **Charlie Allen**

Responding, Councillor Quinn reported that as there are highway restrictions then we are able to enforce the highway up to the back of the footway. The Council have asked that NSL (Parking service) to list the area for additional enforcement.

CA.82 MEMBER QUESTION TIME

There were no Member questions.

CA.83 MINUTES

It was agreed:

That the minutes of the meeting held on 19th October be approved as a correct record and signed by the Chair.

CA.84 QUARTER 2 MONITORING REPORT

Councillor Gold presented the Quarter two Financial monitoring report. The report outlines the forecast financial position of the Council at the end of 2022/23 based on the information known at the end of the second quarter, 30th September 2022. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

Members discussed the information and, in response to Members' questions, the following was noted:

- With regards to the progress of the Council's Capital projects; following formulation and inclusion in the budget process further work is undertaken and more detailed proposals are progressed. The detailed proposals will take account of external factors that may affect their progression including; inflation/supply chain issues.
- The Leader gave an assurance that further information in respect of the Capital programme will be shared at a future Cabinet meeting.
- The proposed savings in relation to the Admin buildings project; the Section 151 Officer reported that staff have now vacated Whittaker Street generating a part year saving; staff will vacate Humphrey House in next financial year, any savings in relation to this will not be realised until the next financial year.
- Savings predicted in relation to procurement continue to be monitored but may be allocated to departments. Star Procurement have been brought in to undertake a review of the Council's current procurement arrangements.
- There is a £2.5 billion overspend across all local authority areas.
- Members were notified that a report on the progress of transformation will be a December Cabinet item.

Recommendation(s)

1. To note the forecast overspend of £2.554m within the revenue budgets at quarter 2 and the need for Directorates to continue to work with their finance managers to maintain tight budgetary control and to ensure services work within their budgets;
2. To note that this overspend does not reflect the estimated £1.600m additional cost of the pay increase over and above what was already budgeted and set aside within reserves at last year end.
3. To note the position on the Dedicated Schools Grant, Collection Fund and the Housing Revenue Account;
4. To note the underspend of £0.144m on the capital programme;
5. To approve the additions of £0.239m and reductions of £4.596m to the capital programme;
6. To approve re-phasing of the capital programme from 2022/23 into 2023/24 and 2024/25 financial years of £85.225m from the current programme.

Reasons for recommendation(s)

To ensure the Council's budgetary targets are achieved.

Alternative options considered and rejected

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

CA.85 TREASURY MANAGEMENT UPDATE

Councillor Gold, Cabinet member for Finance and Communities presented to Members of the Cabinet a Treasury Management update. The Cabinet Member reported that it is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the half year ended 30th September 2022, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2022/23. The Director of Finance reports that no difficulties are envisaged for the current or future years in complying with these indicators.

In discussions that followed the following questions and comments were raised:

The Section 151 Officer reported that Manchester Airport would be charged late payment interest on their outstanding loan.

Recommendation(s)

Cabinet is asked to note the report.

Reasons for recommendation(s)

It is a requirement of the CIPFA Code that the Council receives an annual Treasury Management Outturn Report. It is good practice to also produce a mid-year report.

CA.86 BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT QUARTER ONE AND TWO 2022-23

Councillor Rafiq, Cabinet Member for Corporate Affairs and HR presented to Members an overview of the Bury Corporate Plan Performance and Delivery Report for Quarters One and Two 2022-23. The report provides a summary of the key delivery and performance outcomes that occurred during Quarter One and Two 2022-23, aligned to the 3R priorities.

The Cabinet Member reported that each quarterly report, includes a spotlight on an area of delivery, performance or intelligence to supplement acknowledgement of progress towards the 2022-23 Corporate Plan objectives. This quarter the focus is on the data available to assess the cost-of-living position for Bury.

In discussions that followed the following questions and comments were raised:

- Councillor Bernstein asked to further understand the cost of living issues in the Borough whether more work could be undertaken to map why there has been an increase in the number of Universal Credit claimants and the reduction in the numbers claiming Council tax support.
- With regards Education Healthcare Plans, the local offer is published online, parents can self-refer however the majority are instigated and developed together with the Local Authority, Health partners, Schools and Parents.

Recommendation(s)

That Cabinet:

- Note the performance and delivery against the 3R priorities and the 2022-23 Corporate Plan delivery objectives
- Note the spotlight on the data available to assess the cost-of-living position for Bury
- Note the ongoing developments to strengthen and improve this reporting process and functionality

Reasons for recommendation(s)

This report continues our commitment to “strengthening the basics” by embedding the corporate business planning process across all the work of the Council and NHS Bury Integrated Care Partnership (ICP). This will allow for more effective performance management at organisation, departmental and officer level.

Alternative options considered and rejected

No alternative option considered.

CA.87 PROPOSED REDEVELOPMENT OF FLETCHER FOLD FOR THE DELIVERY OF SPECIALIST ACCOMMODATION FOR OLDER PEOPLE INCLUDING THOSE WITH LONG TERM CONDITIONS

Councillor Cummins, Cabinet member for Housing Services attended the meeting to update Members on the proposal to redevelop the Fletcher Fold site.

In March 2022, Cabinet approved in principle a proposal for Six Town Housing to redevelop this site for general needs affordable housing, a mix of affordable rent and shared ownership.

The proposed course has since been reviewed and presented to Cabinet is a revised proposal for this site which will meet the Council's broader aims.

In August 2022, the Council procured a Registered Provider Partnership Framework, to maximise the delivery of affordable housing including specialist accommodation on Council owned land. Six registered providers have been appointed to the framework. This report seeks approval to dispose of Fletcher Fold to a registered provider on the framework, for the delivery of a low carbon, specialist affordable housing scheme for older people including those with long term conditions such as a learning disability, to facilitate delivery of the Housing Strategy and generate savings to the adult social care budget.

In discussions that followed the following questions and comments were raised:

- Councillor Cummins confirmed that this development will be community focused and residents at Millwood Court would be consulted on the plans for the site.
- Responding with regards to the change of direction for the site; the Chief Executive reported that the recruitment of a new Director of Housing and a detailed analysis of the health and housing need in the Borough has informed the decision to re-purpose the site.
- Councillor Cummins confirmed that the Council's preference is for social rent properties.

Recommendation(s)

That Cabinet:

1. Approve the proposals for the disposal and redevelopment of Fletcher Fold as set out within this report, to expedite delivery of the priorities within the Housing Strategy.
2. Delegate the finalised terms of this disposal to the Council's Section 151 Officer, Head of Legal Services and the Director of Housing, in consultation with the Cabinet Member for Housing Services.

Reason for recommendation(s)

- Facilitate the Councils 'brownfield first' approach to housing delivery and reduce revenue costs for holding, maintaining and securing long-term disused sites.
- Delivery of much needed, low carbon affordable homes for older people including those with long-term conditions, to reduce the need for more costly interventions and relieve pressures on housing waiting lists.
- Considerable benefits in health and community care with substantial savings on out of Borough placements and the Council's adult social care budget.
- Promote innovation and ensure that the Council meets the obligations of the best value requirements of s123 of the Local Government Act 1972.
- Retain Brownfield Housing Funding Grant allocated to this site.
- Create wider social, environmental and financial benefits including additional council tax revenue and the potential to generate a capital receipt.

Alternative options considered and rejected

1. Do nothing: Bury has high levels of need for specialist affordable housing and supply is required in the marketplace immediately. This is a brownfield site suitable for specialist housing in an area of high demand, to do nothing would not be an option.
2. Market the site: This option has been discounted as an affordable housing scheme for older people would not be delivered by a private developer in the current housebuilding marketplace.
- 3 Permit STH to redevelop this site for affordable housing, as per the original proposal set out within the Cabinet report dated 9 March 2022: This option has been rejected taking account of the factors outlined in section 7 of the report. In addition, it would preclude other registered providers on the new framework from having the opportunity to bid to redevelop this site and, prevent the Council from obtaining best value for the land in accordance with the requirements of s123 of the Local Government Act 1972.

CA.88 EAST LANCASHIRE PAPER MILL SITE UPDATE - PART A

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, provided Members of the Cabinet with an update on the proposals for the East Lancashire Paper Mill

The Leader reported that the Council has been working in partnership with Homes England since 2016, the Council has now entered in to a Collaboration Agreement with Homes England which will see Bury's land transferred to Homes England for onward lease with Morris Homes.

This report provides an update to the March 2022 Cabinet Paper 'East Lancashire Paper Site Update' and sets out changes in the original offer approved by Cabinet, resulting from a change in market conditions and viability appraisals.

Members discussed the proposals and the following comments and issues were raised:

- The Leader reported the decision to change the proposal would ensure that the Council receives a greater subsidy.
- It is proposed that the site will have a mix range tenure but this is to be determined. Proposals to be considered at the Planning Committee in December 2022.

Recommendation(s)

That Cabinet:

1. Agrees to the revised land value offer received by the Council and Homes England in October 2022, which will result in a reduced capital receipt from Morris Homes (North) Ltd based on a deferred payment basis.
2. Notes the delivery of 25% Affordable homes provision will now be undertaken via a standard S.106 agreement.
3. Notes the extensive partnership work with Homes England (as major land owner) and Morris Homes that has enabled an ambitious delivery schedule to be maintained which will result in housing, improved open space and replacement cricket facilities.
4. Delegate the finalised terms of the land sale agreement to the Executive

Director of Place in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for the decision:

To ensure that Cabinet are kept fully informed on progress regarding the delivery of the East Lancashire Paper Mill site working in collaboration with Homes England and Morris Homes as the preferred bidder.

To ensure Cabinet are aware that the previous Section 73 application made on viability grounds has been withdrawn on the basis that the scheme is deemed viable without the need for Homes England funding.

In light of the above, to ensure approval is in place for agreeing a revised land value offer and Cabinet are appraised of the capital receipt which continues to offer the Council the most attractive financial proposition.

Other options considered and rejected:

The other option considered and rejected is set out in the Part B report.

CA.89 SALE OF NEW SUMMERSEAT HOUSE, RAMSBOTTOM - PART A

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, reported the results of a recent tender exercise for the sale of New Summerseat House. The site is part of the Accelerated Land Disposal Programme and has been vacant for many years. The sale will bring forward the restoration of this listed building, end problems caused to local residents by the empty building attracting anti-social behaviour and remove ongoing liabilities to the Council for security and maintenance.

Recommendations:

That Cabinet:

1. Notes the results of the tender exercise for the sale of New Summerseat House.
2. Approves the grant of a 250 year lease to the selected purchaser.
3. Delegate the signing of all contracts required to complete the grant of the lease to the Director of Law and Democratic Services.

Reasons for recommendation(s)

To bring forward the sale of New Summerseat House.

CA.90 OFSTED MONITORING VISIT

Councillor Lucy Smith, Cabinet Member for Children's Services presented an overview of the findings from the recently undertaken Ofsted visit. An accompanying Ofsted Monitoring letter had been circulated to Members ahead of the meeting. The visit took place on the 12th and 13th of October 2022.

The Cabinet Member reported that this is the Second monitoring visit and the first to be published on the Ofsted website following Children's Services receiving an overall judgement of inadequate on the 17th December 2021.

Recommendation(s)

1. That the findings of the monitoring visit be noted by Cabinet.
2. That Cabinet note the progress made.
3. That Cabinet note the breadth of assurance mechanisms in place to

support/challenge and scrutinise the impact of improvement activity upon outcomes for children and families and therefore recommend to Council that the requirement for Chief Executive provide verbal monthly updates to cabinet is no longer required.

Reasons for recommendation(s)

The headline findings from Inspectors indicate that the strategic approach and improvement activity has delivered progress, though there is much more to do to consistently improve outcomes for children and families in Bury.

There is a comprehensive assurance system around Improvement activity both within Bury and via external Scrutiny from the DfE

Council agreed a motion on the 19th January 2022 requesting the Chief Executive provide a monthly update to Cabinet on the progress of the improvement plan. Cabinet is now asked to recommend to Council that this is no longer required due to the range of other reporting mechanisms in place as set out in the body of this report.

Alternative options considered and rejected

Consideration was given to whether to continue with monthly verbal update reports to Cabinet however following review of the mechanisms in place to track and share progress this was discounted.

CA.91 BURY COST OF LIVING AND ANTI-POVERTY APPROACH

The Cabinet Member For Finance and Communities presented to members an overview of the Council's cost of living and anti-poverty approach. and the proactive and targeted approach we are taking as part of the strategy. Given the increasing cost-of-living pressures, the paper outlines the ongoing challenge and impacts along with the approach being taken to deliver the local anti-poverty strategy.

- Councillor Smith commended the report for including support for energy bills for care leavers and that work is ongoing to support foster carers to enable them to get assistance.
- With regards to supporting the long term unemployed in to work, Councillor Morris reported that the Cabinet are working to develop and Economic Development Strategy as well as an all age skills strategy.

Recommendation

That the Cabinet

- Notes the significant impacts of the increase in the Cost of Living on local residents, and that the impacts are disproportionately affecting certain groups within the community.
- Endorse and approve the actions that have taken place, and that are planned as part of the anti-poverty strategy, including the proposals in relation to the use of the Household Support Fund.

Reasons for recommendation

The Paper sets out the wider context and the impact the cost of living is having on Bury residents. Local data and insight has been used to inform the local approach and shape the proposals related to the Household Support Fund (HSF). This local insight has helped to inform our approach to responding to this issue effectively and

efficiently, ensuring we utilise resources in a way which has a maximum impact on our residents, and a focus on reducing inequalities.

Alternative options considered and rejected

The approach has been evidence based and developed with local partners and networks to align existing and future activity and to build on existing strengths. The approach both aligns to our local strategy and action plan and the wider work across Greater Manchester. A series of long, medium- and short-term actions are identified within the plan which we are delivering on and we continue to engage with partners, communities and people with lived experience to ensure the approach is right and supporting those most in need.

CA.92 FREEDOM OF THE BOROUGH

The Leader reported at a meeting of the Democratic Arrangements Forum held on 3rd November 2022 Group Leaders considered the following nominations for Freedom of the Borough:

- Roy Walker – Nominated by Councillor Bernstein on behalf of the Conservative Group and Councillor Yvonne Wright.
- Trevor Holt – Nominated by the Labour Group
- Dorothy Gunther – Nominated by Councillor Bernstein on behalf of the Conservative Group
- Itzik Alterman – Nominated by Councillor Bernstein on behalf of the Conservative Group and Supported by Councillor Richard Gold
- Akram Baig – Nominated by the Labour Group.

The Group Leaders agreed to progress these nominations and seek further information in relation to the bestowing of the title of Freedom of the Borough on the premiership footballer, Kieran Trippier.

Recommendation(s)

The Democratic Arrangements Forum recommends to Cabinet with onward consideration at Council that all five nominations be progressed and an expediated ceremony be arranged for former Councillor, Roy Walker in December 2022 and a further ceremony for the remaining nominees, including Kieran Trippier, in January 2023.

Reasons for recommendation(s)

Group Leaders agreed that the five nominees be progressed to recognise their achievements as well as their exceptional service.

Alternative options considered and rejected

An additional nomination was considered but Group Leader

CA.93 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

It was agreed:

That the minutes of the Greater Manchester Combined Authority meeting held on 30th September be noted.

CA.94 EXCLUSION OF PRESS AND PUBLIC

Decision:

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

CA.95 EAST LANCASHIRE PAPER MILL SITE UPDATE - PART B

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, presented the report which provided the full financial details.

Recommendation(s)

That Cabinet agrees the recommendations as set out in the report.

Reasons for the decision:

As set out in the Part A report.

Alternative options considered and rejected:

As set out in the Part A report

CA.96 SALE OF NEW SUMMERSEAT HOUSE, RAMSBOTTOM - PART B

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, presented the report which provided the full financial details.

Recommendations

That Cabinet agrees the recommendations as set out in the report.

Reasons for the decision:

As set out in the Part A report.

Alternative options considered and rejected:

As set out in the Part A report

COUNCILLOR E O'BRIEN

Chair

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



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 14 December 2022
Subject:	Transformation Strategy Update	
Report of	Cabinet Member for Corporate Affairs and HR	

1 Introduction

The LET'S Do It! Strategy affirms the commitment of Bury Council and its partners to improving public services within reducing resources, by working together on a place-based approach, with a focus on prevention, partnership working and communities. Within the Council, this commitment is being realised through the delivery of our Corporate Plan and its constituent parts, one of which is our Transformation Strategy.

Recent budget reports presented to Cabinet have clearly set out that the Council continues to face significant financial pressures. This has increased the imperative to work with efficiency and purpose whilst retaining a focus on the outcomes agreed within LET'S Do It! to reduce deprivation in the borough through inclusive growth and tackling health inequalities.

At the start of the development of the Transformation Strategy, the Council engaged an external partner, Ameo, to provide the insight and approach required to identify priority areas for change and improvement. This report provides a detailed update on how that advice has been implemented to deliver the agreed savings. The report details the approach taken and the ways in which the work has evolved since the launch of the Strategy in July 2021

2 Context

Bury Council's Transformation Strategy was established in 2021/22 to deliver:

- Improved ways of working to facilitate the Council's contribution to the delivery of the borough's strategy, LET'S Do It! and the Council's Corporate Plan
- Savings of £4.937m by 2023/24 to support the delivery of the Council's Medium Term Financial Strategy.

Achieving these objectives has been delivered through:

- Three programmes of work: LET'S Do It! ... Once, Well and Flexibly.
- A parallel digital strategy to enable transformation through:
 - Promotion of a digital first approach to engagement
 - Providing a high-quality digital workplace to underpin agile working
 - Creating improved access to business intelligence

- Supporting collaboration between colleagues, partners and wider stakeholders.

An interim update report on delivery was provided to Cabinet in December 2021, which highlighted progress with the implementation of a cashless customer service and a new corporate Business and Executive Support Service. This report summarises progress since then including:

- Implementation of the digital strategy, including M365 roll out, cloud migration, a new website, i-trent development, and data warehouse design, together with extensive business change activity.
- Streamlined and digitally enabled business processes to drive savings of over £0.500m and customer service improvements. The new centralised business support function highlighted above will provide the platform for further system and process improvements building on the £0.900m of savings already delivered through this work.
- A comprehensive internal organisation development strategy including a management development offer, internal communications cycle, rhythm of staff “Pulse” surveys, annual staff awards and a values and behaviours framework which is drawn from mass staff engagement and flows from the LET’S principles.
- Forecast disposal of an initial 6 internal-facing buildings planned through effective use of an agile working model.

This report also highlights the outputs and outcomes of investment from the Transformation Reserve, as agreed with the December 2021 Cabinet Report. This reserve was agreed to provide additional capacity and specialist support to accelerate the delivery of the Transformation Strategy. This has included the use of external consultancies and specialist input, as well as strengthening internal teams whilst the organisation transitions to new ways of working.

Subject to agreement of the recommendations in this paper it is proposed that the current strategy continues through business-as-usual arrangements with focused work around digital and estates rationalisation specifically progressed as a continuation of the transformation activity.

3 Programme Delivery

3.1 Progress to date: LET’S Do It! ... Once

LET’S Do It! ... Once is the contact and transact component of the digital strategy. Building on the advice provided by Ameo, two further phases of work have been delivered to develop a Digital Customer Experience Strategy for the Council and to begin to implement a wholesale review of contact across all Council functions.

Using the initial findings from Ameo, further and more detailed discovery work was commissioned. During this phase of activity, work was undertaken with key service areas based on volume of customer interactions to identify:

- Data Insights – Identifying opportunities and gaps

- User Experience –engage internal and external users to understand their pains and frustrations
- Quick wins for improving user satisfaction and generating efficiencies

This phase provided a much greater understanding of the current operating environments, how services performed against industry best practice, what technology was being utilised and the pains and frustrations of staff and residents. Work was undertaken in the following areas:

Service Area	Priority Order
Registrars- Births, Deaths & Marriages	Tranche 1
Licensing	Tranche 1
Housing Options & Homelessness	Tranche 1
Council Tax- Recovery	Tranche 2
Planning, building control & development	Tranche 2
Education & learning- School Admissions	Tranche 2
Waste & recycling	Tranche 3
Adult Social care & support	Tranche 3
Sport, leisure & events	Tranche 4

In reporting back on this phase, whilst recognising that work had started to improve digital accessibility within the Council, significant scope for improvement was identified. Based on user experience analysis, several key customer groups tended to be more confident transacting online than many parts of the Council gave them credit for, however trust, confidence and accessibility were the main barriers to adoption for even higher numbers of more complex transactions to be carried out digitally.

Investment into upgrading Council digital, web and IT infrastructure has recently been secured, representing an excellent opportunity for customer services to be re-designed into a single operating model. The customer journey mapping supported this as it was evident that high-volume transaction service areas were not aligned when it comes to what the customer services function should focus on.

Using the output of this work a series of design principles have been adopted to inform the LET'S Do It! ... Once programme and to deliver the Council's vision "to use technology to enable the customer to help themselves to access a modern customer experience."

Digital Customer Experience Design Principles	
Help customers to help themselves	Services aim to provide the necessary information up front to allow customers to do it themselves.
Flexible customer offering	We will use existing data, to develop insights to continually adapt our customer offering and maintain alignment to changing expectations.

Designed for inclusivity, trust and confidence	Our services shall be inclusive and considerate by design, aiding vulnerable customers with their financial, digital and health related challenges
Prevent demand and resolve first time	Prevent demand from reaching the Council through proactive engagement, where it does, deal with the enquiry at first point of contact wherever possible.
Minimise resource input	We will actively seek value for money by reducing the cost of our services. We will slim down processes to the least steps possible. We will automate or eliminate low value work.
Digital channel of choice	Design of services will focus on the digital channel as the default but will not exclude those who cannot access services through that channel.
Actively breakdown silo working	We will challenge silo working. We will seek to invest in options which can be used multiple times across multiple services.
Exploit existing technology where possible	We will take advantage and maximise the use of technology and applications already used within the services.

To produce a common Target Operating Model and Toolkit for deployment across the Council, four services were selected to produce detailed customer-led service improvement roadmaps. The four service areas were selected based on a prioritisation framework which took account of factors such as scalability, replicability, benefits realisation and feasibility of implementation and were as follows:

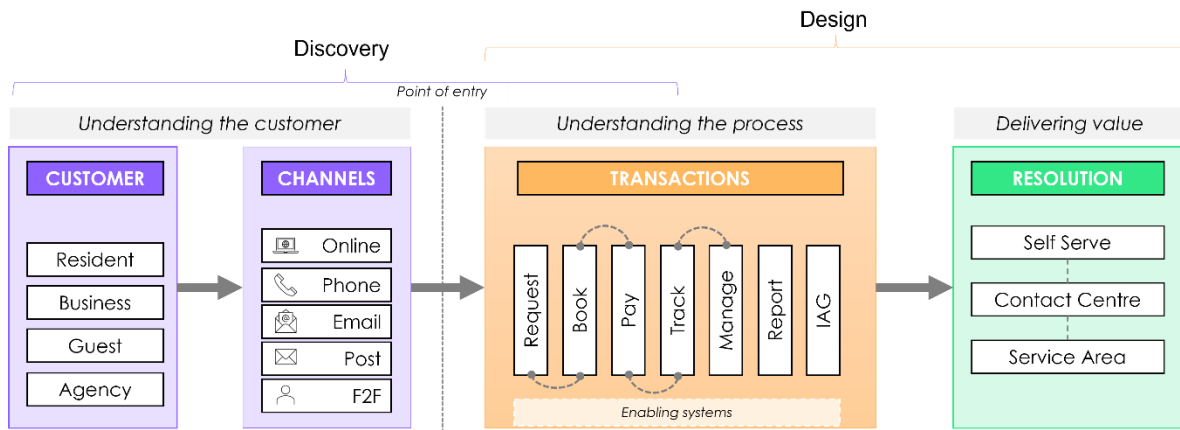
- Building Control
- Council Tax Recovery
- Housing Options
- School Admissions

In addition to these four in-depth service improvement plans, the Discovery work also resulted in over 40 “quick-win” recommendations which have been taken forward separately by the Council’s in-house team across a range of Council Services.

Through a small delivery team of business analysts and enterprise architects the vision is to use technology to enable the customer to help themselves to access a modern customer experience through:

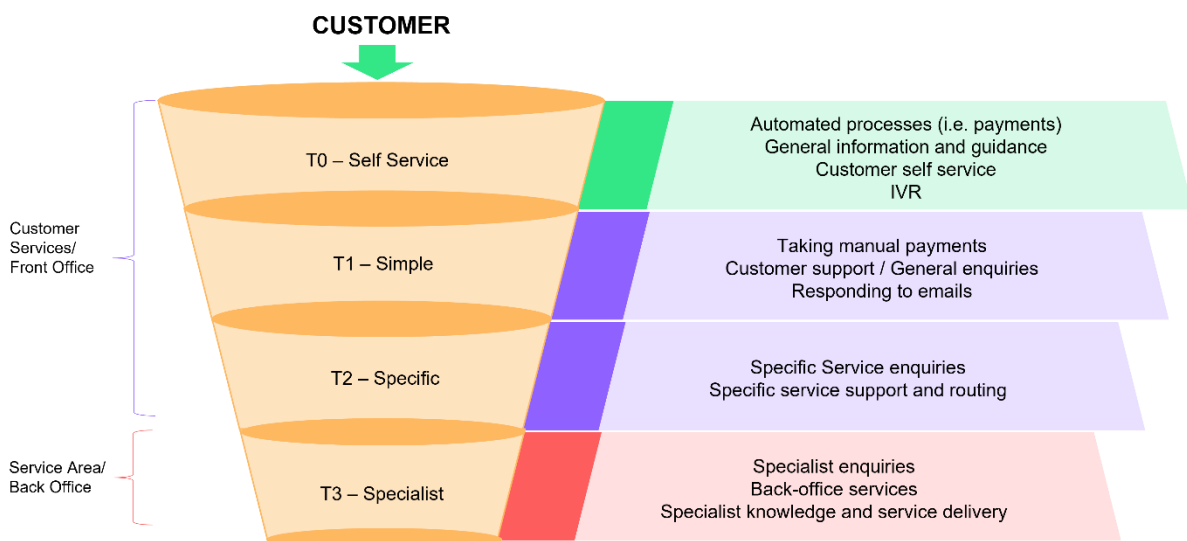
- Improved service and user experience standards through “digital-first” communication with residents on a 24/7 basis
- Automated transactions integrated with back-office systems as far as practicable, with information requested and input once

For each service area the following methodology has been adopted:



Using this analysis has informed a new and improved tiered engagement model for use across all Council services which incorporates a Target Operating Model for Customer Services built on seven “Golden Rules”:

1. Our services will be accessed via a single common site and customers will use a single common phone number.
2. A roll out of ‘Bury MyAccount’ will support customers to self-serve and enable effective enquiry support from our staff.
3. Customers will be automatically kept informed and updated on the latest status of their interaction with us.
4. In ways of working we will collaborate, fully exploit the potential of our technology, set targets and report on performance.
5. We will train and develop our staff to enhance their capability and ensure their effectiveness and productivity.
6. We will continuously improve operational efficiency by removing unnecessary duplication in our back-office processes, developing the quality of information on our website and streamlining our services against our agreed capabilities- pay for it, apply for it, request it etc.
7. We will remove our old-fashioned receptions and instead, ensure there are face to face drop-in hubs, which will help facilitate our customers using the online channels.



Over the last 12 months the LET'S Do It! ... Once programme has:

- Delivered improved digital self-service through the implementation of the One Account for residents with 3,666 sign ups in the first 5 months
- Accelerated the use of digital capabilities within existing business systems to automate high-volume manual processing in:
 - Revenues and Benefits service, where the potential has been identified for 22 high volume processes to be automated within Civica, for continued implementation within the finance restructure
 - Registrars through the implementation of self service for bookings and payments
 - Licensing through re-writing web pages, web forms and auto-replies to promote online services, the implementation of online bookings and payments for taxi compliance testing with reminders and amendments all integrated to the One Account providing taxi drivers with access to all their records. Further work in progress to include payment and booking knowledge tests.
- Designed a large-scale service re-design for Leisure Services which brings a new self-service operating model to the fore at the front door. This will be facilitated by developing a new online presence and digital offer so that customers can book and pay for sessions online, automating what is currently a face-to-face process and promoting Wellness through a range of added value membership services. This will be facilitated through the procurement of a bespoke management information system and the installation of front of house electronic gates and self-service ticket machines. Although implementation has been delayed due to supplier availability, work has now begun.
- Led the redesign of all contact for Council Tax and business rates through:
 - Process mapping customer journeys through Council Tax support and benefits changes including redesign and simplification of customer letters.
 - Updating online information and all web content to explain calculations in simple terms and added FAQ's
 - Reviewing all correspondence, announcements, and auto-replies to promote the portal and web forms
 - Making live the Council Tax 'online portal' so that customers can track changes and view bills and we can refer customers to the portal for text and email reminders for payments
 - Reviewing payment options to better suit customers
- Delivered a new approach to receiving, collating and actioning casework from Elected Members, the majority of which is now being responded to within 7.7 days against a target of 10 working days for replies.
- Commissioned a redesign of the corporate website to be compliant with Government Digital Service standards and to enable greater automation of transactions and integrated contact channels.

Whilst there is further work to be done to embed the new Target Operating Model, the overall approach to providing a Digital Customer Experience is now agreed and in the process of being implemented across high-volume contact and transact areas.

Further investment in IT & Digital Service will enable this transformation to continue at pace however future efficiencies will be used to contribute to service savings targets within the Medium-Term Financial Strategy rather than reported against the LET'S Do It! Once program.

3.2 Progress to date: LET'S Do It! ... Well

The LET'S Do It! ... Well programme is focusing on internal service improvements; culture change and efficiencies through the modernisation of ways of working across a range of interconnected areas of Council activity. The programme is being delivered through eleven specific projects which support four broader themes of activity as described below.

LET'S Do It! ... Well: Programme Overview		
Theme	Project	Activity Summary
<i>Efficiencies and improvements through streamlining and coordination within the Core</i>	Business Support	Establishment of a single business and executive support service for the Council to deliver efficiencies, improve core administrative and processes and provide a platform for further transformation
	Strategic Procurement & Contract Management	Strengthening procurement and contract management systems and processes and delivering efficiencies through better coordination of purchasing activity and stronger tighter management of contracts
<i>Strengthening our core workforce management approaches</i>	Internal Performance Improvements	Strengthening workforce management arrangements and governance in several areas including: agency spend, the use of honoraria, sickness absence, casual staffing, and workforce data
	Job Evaluation	Reviewing and strengthening our approach to job evaluation
	Policy Handbook	Modernising our core workforce policies and making these more accessible to staff and managers
	HR Transactional Improvements	Improving our day-to-day HR processes, systems and operating arrangements
<i>Embedding the LET'S Culture</i>	Organisational Development	Driving culture change and skills development through a range of activities including a new behaviour framework and strengthened leadership and management development approach
	Staff engagement	Understanding workforce engagement levels and delivering a range of initiatives to strengthen this
<i>Digital workplace</i>	i-trent	A phased programme of system improvements and self-service developments aligned with the overarching digital transformation principles set out above
	M365 training and adoption	Workforce development to enable staff to maximise the opportunities posed by Microsoft 365

	Data Management Solution	Implementation of a new approach to coordinate the management and utilisation of data to inform and support decision making across the Council
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Over the last 12 months the programme has:

- Delivered improved digital workplace delivery through:
 - The significant development of the Council's I-Trent HR management system including the launch of self-serve capability for sickness absence and leave management, single user sign-on, real-time management data and streamlined back-office processes.
 - Mass roll-out of Microsoft 365 User Adoption training for staff and Councillors to improve digital inclusion and introduce effective ways of working for improved productivity.
- Driven internal performance improvements to strengthen the consistency and quality of Human Resources to support better performance, modernise practices and deliver savings. Specifically, this has included:
 - The closure of the Council's outdated internally employed bank of casual staff (Bury Aces).
 - A structured process of review and improvement across all back-office transactional HR.
 - Work to review all areas of discretionary workforce spend and tighten management arrangements in relation to the use of honoraria, engagement of agency staff and sickness absence management.
- Established a corporate business and executive support service which brings together all administrative capabilities into a single service and provides a platform for further re-design. To date, the new service has:
 - Delivered a schedule of process improvements and surge capabilities including improvements to core information governance processes (FOIs and SARs), the elimination of several historic backlogs across services and focused work to strengthen processes as part of the Children's Improvement Plan.
 - Significantly improved workforce culture, aspirations, and core management practices across the service with a clear career pathway supporting a significant number of staff to progress internally through the service implementation.
 - The scale of change in business support caused some delay in implementing the savings, which was mitigated fully through alternative one-off efficiencies related to vacancies as detailed above.
- Introduced a new delivery model for health and safety which has significantly strengthened the Council's compliance arrangements, including the return of corporate performance reporting and the re-introduction of the Health and Safety Joint Consultative Committee.

- Developed a comprehensive internal staff engagement and development offer as the foundations for developing a new People Strategy including:
 - Creating an organisation identity and set of workforce behaviours to deliver LET'S.
 - Introducing a rhythm of staff “pulse” surveys and associated engagement activity to explore issues and ideas raised, including group sessions with the Leader and Chief Executive and management led departmental focus groups
 - Commissioning a management development programme for all people managers across the Council which will begin delivery in January.
 - Targeted development work across the Council's key leadership cohorts, the Strategic Leadership Group and Senior Managers' Forum
- Delivered the Council's first corporate Data Warehouse as part of the data management strategy as recommended by Ameo to improve access to business intelligence and support more interactive performance reporting and analysis. This work is also supporting the Council to be an early adopter of the GM Data Accelerator project to deliver the new Supporting Families programme.
- Supported Adult Social Care to Implement a major new system, Controcc, to manage all adult social care package costs in one system, to support cost control and analysis.

Further outstanding activity relates to:

- Ongoing delivery across the four core project themes which will continue, at pace, through business as usual arrangements.
- Procurement efficiencies which, despite the engagement of a specialist partner, have proven unachievable. Significant efficiency has been made in strategic commissioning, but this has been included in departmental-specific savings arrangements. For example, analysis of contract savings delivered by the One Commissioning Organisation has identified that they have delivered £0.350m this financial year and a further £0.319m that will be delivered in 2023/24.

To address this, a Procurement Savings Strategy will be launched in December 2022 following advice from the GM STAR procurement shared service. Procurement arrangements have been significantly strengthened through this collaboration, for example through refreshed contract procedure rules which will be launched in the New Year, along with training for all managers.

The identification of savings has, however, been impacted by the current economic climate and general market uncertainty, which means cost avoidance is more likely to be secured at a time of high inflation, rather than cashable revenue savings. To mitigate this, a Savings Strategy will be produced, benchmarking of unit price with other GM Local Authorities and early negotiation of contracts will take place to ensure value for money. STAR have also begun work across the Council to ensure that all contracts are recorded on the central contracts register. This will enable a

complete review of all contractual spend and potential rationalisation of contracts and the ability to move contracts onto framework agreements where this could deliver savings.

3.3 Progress to date: LET'S Do It! ... Flexibly

Within the Transformation Strategy was responsibility for establishing the agile working model and achieving revenue savings from the reduced cost base following disposal of a defined list of “administration” buildings as follows:

- St Mary's Place
- 157 Manchester Road
- Textile Hall
- Whittaker Street
- Seedfield
- Humphrey House

The successful closure and disposal from Whittaker Street; St Mary's Place and Seedfield has or is currently in delivery. Humphrey House commercial arrangements are described in a separate Cabinet report and negotiations are still ongoing with partners.

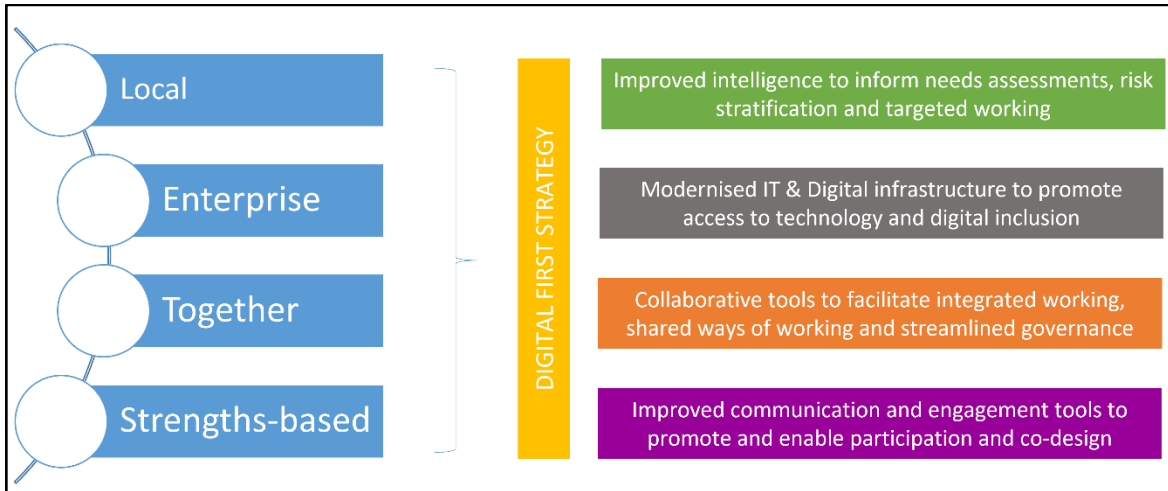
Whittaker Street successfully closed operationally on 4th November 2022 with an original savings target for 2022/23 of £98k associated with the closure of the building. Since closure it has become apparent this savings target did not include consideration of additional costs such as redundancy, ongoing costs between building closure and demolition or decommissioning costs and therefore there will be slippage on the savings target to accommodate these additional costs. Given the building is now closed, once the building is demolished, by March 2023, this will create a recurrent saving in future years.

Further work highlighted a requirement to retain Textile Hall but secure the forecast savings from an income model which is under development. Likewise, Manchester Road was not confirmed as a site for disposal, but the revenue savings target has been achieved through alternative efficiencies from within the One Commissioning Organisation.

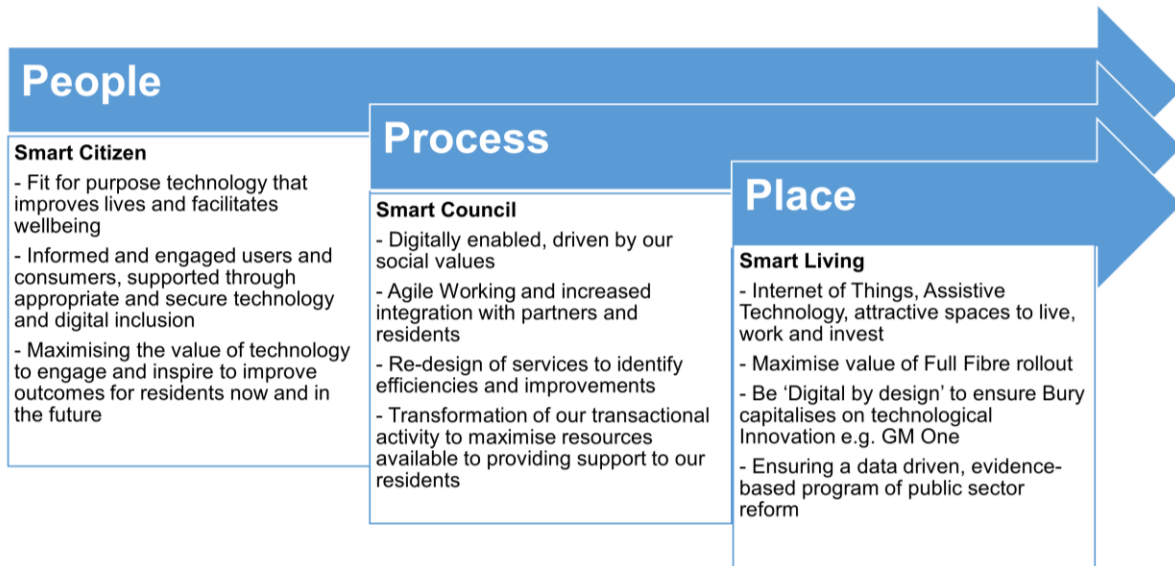
The programme is currently forecast to deliver £0.039m in 2022/23 against a target of £0.392m, this is because of slippage in delivery. Full achievement of the 2022/23 savings, in addition to the £0.500m target forecast for 2023/24, will be delivered within the next financial year. The 2023/24 target will be reached through an options appraisal of Bury Town Hall, which is scheduled to report at the start of the calendar year 2023. Considering the findings of unforeseen costs associated with Whittaker Street, there is a further need to undertake in-depth financial analysis of all buildings (based on Whittaker Street model), in the Let's Do It Flexibly Programme, to ensure all savings targets are achievable.

3.4 Delivering our Digital Strategy

In support of the transformation journey a digital strategy has been developed to the principles of LET'S Do It! This is the next step in the evolution of the Council's ICT department into a Digital, Data and Technology function:



To support the Transformation Strategy the work programme underpinning the Digital Strategy has been structured around the three areas and mapped on to the traditional drivers of a modern digital delivery model:



Alongside facilitating the delivering of projects across all three of the Transformation Programmes the IT function has also continued its work to upgrade the Council's infrastructure and reduce risks to business continuity. Over the last 12 months this has included:

- **Cyber Security:** In March 2022 Bury Council was accepted on to the Department of Levelling Up, Housing and Communities Local Digital Cyber Support Programme. This funding has enabled the Council to benefit from an

independent Cyber Security Risk assessment, resulting in a Treatment Plan and associated funding. As a result of this grant the Council has now signed a contract for a Managed Security Centre, allowing access to world class security support, underpinned by our Microsoft Enterprise Agreement product suite.

- **Cloud Migration:** The last year has seen an acceleration of the move from the Council's on-premise data centre to cloud-based services either within Azure or externally hosted environments. Work is on track to be completed by the next financial year when the residual data centre requirements will be re-scoped and re-commissioned.
- **Enterprise Agreement:** In addition to introducing the full M365 product suite which has allowed increased collaborative working and improved productivity, during the third year of our current Enterprise Agreement the Council have introduced new device management policies, threat protection, identity and access management and application management. This has helped to contribute to the application rationalisation targets.
- **Business as usual work continues** as the User Support and Service Desk Teams continue to support new starters and existing staff. In addition to system upgrades and ongoing device management, this year has seen staff migrated to a new mobile phone contract, delivering savings and improved connectivity. Further capital investment has been made into Town Hall meeting spaces with new hybrid technology now available for use.

External consultancy support has been commissioned to deliver a new Target Operating Model, aligned to current best practice within the Digital, Data and Technology sector, adopting industry standards such as the Skills for the Information Age Framework. This work is due to be completed early in 2023 with a new structure in place at the start of the next financial year.

Although the Council approved an additional minimum revenue investment requirement of £0.850m to stabilize the IT function in the budget in February 2022 it should be noted that, due to the Council's financial situation, the investment may be reduced on a risk-managed basis by £0.300m over the next Medium-Term Financial Strategy. Due to impact on the IT work programme and its ability to support future transformation work is underway to look for ways to mitigate this through increased capitalisation of digital spend or alternative commissioning arrangements.

4 Overall Financial Position

A recurring savings profile of £4.937m over the life of the programme was agreed alongside a one-off investment of £5.000m in a transformation reserve for IT & Digital infrastructure and specialist capacity. Detail regarding the £4.937m recurring savings were presented to Cabinet in December 2021 with the table below being an extract of that report for information.

Revenue	Activity	21/22 Refresh	22/23 Refresh	23/24 Refresh	TOTAL
...Once	Digitisation & channel shift	0.000	0.500	0.900	1.400
	Applications Rationalisation	0.000	0.280	0.000	0.280
...Well	Business Support	0.150	0.750	0.000	0.900
	Organisation Design	0.000	0.200	0.000	0.200
	Internal Performance Management	0.000	0.065	0.000	0.065
	Contract Management	0.000	0.500	0.500	1.000
...Flexibly	Building revenue reductions	0.034	0.358	0.500	0.892
New Mitigations (Delivered through Well programme)	Health & Safety Restructure	0.000	0.085	0.000	0.085
	Staff Travel Review	0.000	0.115	0.000	0.115
Total		0.184	2.853	1.900	4.937

An overview of the current financial position including delivery of forecast savings is summarised below.

4.1 Savings Delivery 2022/23

Revenue	Activity	Target savings 2022/23 £m	Forecast delivery 2022/23 £m
...Once	Digitisation & Channel Shift	0.500	0.301
	Applications Rationalisation	0.280	0.231
...Well	Business Support	0.900	1.100
	Organisation Design	0.200	0.100
	Internal Performance Management	0.065	0.065
	Contract Management (Procurement)	0.500	0.000
	Staff Travel	0.115	0.100
	Health & Safety Restructure	0.085	0.085
...Flexibly	Building Revenue Reductions	0.392	0.040
Total		3.037	2.022

Please note that total savings of £3.037m shown against 2022/23 below consists of the £0.184m target for 2021/22 and the 2022/23 target of £2.853m. The Business Support delivery includes £0.473m of one-off savings due to vacancies whilst the new structure was being implemented. Work is ongoing to identify all of the recurrent budgets impacted as part of this review

Undelivered savings in the 2022/23 year of £0.515m will be delivered in 2023/24, which includes all of the above with the exception of the £500k Contract Management, as shown in the table below.

4.2 Savings forecast 2023/24

Revenue	Activity	Target savings 2023/24 £m	Forecast delivery 2023/24 £m
...Once	Digitisation & channel shift	0.900	0.900
...Well	Contract Management (Procurement)	0.500	0.000
...Flexibly	Building revenue reductions	0.500	0.500
Total		1.900	1.400

Brought forward from 2022/23 (table above)	1.015	0.515
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Grand Total	2.915	1.915
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In summary for 2023/24 savings delivery as agreed in the December 2021 Cabinet report total £1.900m. In addition, the unachieved savings from 2022/23 currently forecast to be £1.105m will also need to be delivered. The result being total savings delivery of £2.915m for 2023/24.

Forecast delivery is currently £1.000m below target which relates to the Contract Management (Procurement) saving with a recommendation in Section 6 to remove Procurement as a savings target from the Transformation Strategy. The removal of this from the transformation strategy would add a further £1.000m to the Councils' overall financial gap, which has previously been reported as £29.2m for 2023/24.

4.3 Investment

A reserve of £5.000m was identified for investment in this programme. A total of £3.132m has been committed to date including the following areas of spend:

Investing in our Workforce:

- Additional time-limited capacity to support workforce transformation

- Developing an organisational set of values and behaviours
- Digital workplace developments including a comprehensive suite of specialist staff training in use of Microsoft 365 and the phased delivery of i-trent improvements.

Investing in our Digital Infrastructure:

- Developing a new target operating model for IT & Digital Service
- Commissioning a partner to design and deliver a new Council website
- Procurement of a data warehouse and consultancy to design the first suite of intelligence products
- Supporting the development and design of a digital-first customer engagement model to provide an organisation design structure
- Investment in new facilities to support remote working
- Cloud migration programme to the Azure cloud service environment and externally hosted solutions

5 Next Steps

The activity described in this report concludes delivery of the agreed initial two-year transformation strategy, including quantification of all achievable savings, progress against the ambitions of the digital strategy and recommendations for further investment.

Plans described for savings delivery next year are anticipated to complete all immediate efficiencies from streamlined back-office functions through self-service and automation. Whilst ongoing efficiencies will continue to be pursued, these will be included within service areas targets in the Medium-Term Financial Strategy, rather than being classified as Transformation Savings.

It is proposed that the overarching “transformation” strategy continues to deliver as business as usual but is reprofiled with two new, defined programmes of:

- Ongoing digital re-engineering of identified processes to drive improvements in the quality, standards and accessibility of Council services. The programme will continue to make a major contribution to budget strategy by mitigating the impacts of staffing reductions, but the scope for high value cashable savings will reduce. A Digital Board will be established, tasked with developing an annual work plan of systems development and process improvement.
- An estates programme which will include, estate rationalisation, review of leased buildings and a community asset transfer programme so that the circa 146 buildings are managed in the most cost-efficient way. This will include the reinvestment of receipts and recurrent savings in the improvement and modernisation of remaining provision and growth of staffing capacity for digital and process transformation described above. This programme, which will be led by the Executive Director BGI supported by the Executive Director of Operations through the Estates Transformation Board, will bring together:

- The “flexibly” programme from the transformation strategy, which owns the internal agile working model and disposal of administrative buildings. (Ops)
- The property component of the accelerated land and property disposal programme. (BGI)
- The commitment to establish a Facilities Management function within a reduced operational estate; user engagement and building improvements. (Ops)
- The planned activity for 2023/24 to complete an options appraisal for the Town Hall and bring forward options to reduce the cost base and tackle building repair issues. (BGI)

Over time, we will look to combining these areas of work under the leadership of one Executive Director to create a comprehensive Corporate Landlord function. It is proposed that the programmes are “pump primed” through investment of the remaining c £1.000m of the Transformation Reserve in the surveying, administration, facilities management and legal capacity required to begin this work.

The Council will bring forward a capital receipts strategy as part of its suite of documents for setting the 2023/24 budget and Medium-Term Financial Strategy, which will consider the best use of capital receipts and whether this should be through exercising the use of capital receipts for transformation flexibilities or funding of the capital programme at a time of rising borrowing costs.

6 Recommendations

It is recommended that:

- The delivery of planned activity against the three strands of the programme in 2022/23 and 2023/24 is noted.
- Work to deliver the remaining savings for 2023/24 is endorsed including staff consultation where required.
- The savings achieved from the work to date are recognised, including the in-year mitigations.
- The request to remove Procurement as a savings target is approved to be removed from the Transformation Strategy, recognising that the £1m gap that this will create will be added to the overall financial gap of the Council which will be addressed as part of setting a balanced budget for 2023/24 and beyond.
- The programme is now re-defined into the respective workstreams of digital and estates transformation as proposed.

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Links with the Corporate Priorities:

The transformation programme was established to create the internal capabilities to enable the Council to fulfil its leadership role in delivering the LET'S Do It! Borough vision

Equality Impact and Considerations:

An EIA has not been completed as this strategy does not make policy changes

Environmental Impact and Considerations:

The digital strategy as well as 'Flexibly' programme in particular will support the Council's environmental priorities by increasing on-line transactions and rationalising and improving our operational estate

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation

Legal Implications:

This report updates Cabinet on the progress in relation to the transformation agenda and the savings achieved to date and mitigations. Legal support has and will continue to be provided to each of the transformation workstreams.

Financial Implications:

The financial implications are set out in the paper. The slippage that has occurred in year has been included within the overall financial monitoring reports that are reported to Cabinet on a quarterly basis.

The recommendation to delete the procurement/contract management savings are in recognition that these savings are being delivered and reported by departments as part of their own savings programmes. Work will continue as part of the revised contract management procedures following the engagement of STAR procurement to drive through efficiencies from rationalisation of the number of contracts and moving spend onto contract frameworks where possible.

Background papers:

Transformation Report to Council Cabinet; July 2021

<https://councildecisions.bury.gov.uk/documents/s31135/Transformation%20Strategy.pdf>

Transformation Report to Council Cabinet; December 2021

<https://councildecisions.bury.gov.uk/documents/s29488/Transformation%20Update.pdf>

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

Term	Meaning



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 December 2022
Subject:	Millwood Primary Special School: Update on Remediation Programme & Expansion Proposal	
Report of	Cabinet Member for Children and Young People	

1.0 Summary

- 1.1 Millwood School is a primary special school accommodating pupils aged 2-11 with very complex medical needs; severe learning difficulties and delays; autism; challenging behaviour; epilepsy; communication difficulties; sensory and multi-sensory impairments.
- 1.2 In 2010 a replacement building was designed to provide the school with facilities based on a design comprising a central hub, three teaching wings and a hydrotherapy pool. The building was constructed in 2011/12 under a design and build contract by ISG Ltd. The Council commissioned the construction contract and funded it utilising a number of capital grants.
- 1.3 Due to increased demand for specialist provision, additional capacity was created in 2019 through a modest extension under a different contractor. There are currently 161 pupils on roll at the school. Continuing demand pressures requires further additional specialist capacity to be constructed at the school.
- 1.4 There have been ongoing issues with the building linked to the original design and construction, in particular with the roof. Following extensive investigation by specialist structural engineers, and ongoing discussions with ISG Ltd, a full programme of remediation has been developed.
- 1.5 In 2022 ISG commenced a substantial roof replacement scheme at the school, initially focused on the hydrotherapy pool, with phased works to the entrance, hub and three wings. The phasing needs to have regard to the operational needs of the school and is therefore planned to be completed over an extended period. This is due to be completed early 2025.
- 1.6 This report provides an update on the remediation programme and sets out a proposal to expand capacity at Millwood in order to meet increasing demands for local specialist provision.
- 1.7 ISG Ltd have extensive knowledge of the design and construction of the existing building and will be carrying out the works on the building over a protracted period of time. It is therefore proposed to commission ISG to construct the extension to the building to provide the necessary additional capacity, to be implemented in parallel to the remediation works.
- 1.8 In accordance with their defects obligations under the terms of the original 2011 contract, ISG Ltd are currently meeting the cost of the remedial work

to the existing building. The Council will fund the costs of constructing the extension and funding has been identified within the Children's Services capital programme for this purpose.

- 1.9 In order to enable ISG to be appointed to carry out the extension project requires a specific procurement approach on which the Council's Legal Services and Procurement Team have advised.
- 1.10 Cabinet is requested to approve the submission of a business case to the North West Construction Hub (NWCH) requesting that a direct award be made to ISG for the Millwood expansion project.
- 1.11 Cabinet is also requested to note the progress in relation to the roof remediation scheme.

Recommendation(s)

That Cabinet:

- Note the progress made to date in relation to the roof remediation scheme.
- Approve the submission of a business case to the North West Construction Hub (NWCH) requesting that a direct award be made to ISG for the Millwood expansion project

Reasons for recommendation(s)

There are extenuating circumstances applicable in this situation that support proceeding with this method. These are outlined in section 4.4/4.5 below.

Alternative options considered and rejected

It would not be possible to have two main contractors on site simultaneously from a health and safety perspective, site management, and the efficient running of the school during construction works.

If this project was not awarded to ISG the new build accommodation works would not be commenced until 2025 and completed until 2026, this does not respond to the urgent need for the additional accommodation.

2.0 Roof Remediation – Liability and Progress to Date

- 2.1 The continuing unresolved roofing issues resulted in a number of areas within the school being closed over an extended period of time. This included the hydrotherapy pool and the rebound room, with limited use of the theatre and the hall, and has reduced the facilities available for the school and the provision it was able to offer pupils.
- 2.2 In May 2021 having taken advice from structural engineering consultants, Thomasons, on remedial options and legal advice on liability from external Counsel, the decision was taken to apply pressure on ISG to accept their contractual defects obligations. ISG were informed that if they failed to do so, a third-party contractor would be appointed to carry out the necessary

works, with legal action taken to recover all costs in that connection and those previously incurred in making temporary repairs as well as consequential costs.

- 2.3 ISG agreed to do so and after some considerable delay a phased programme of remedial works to be carried out at ISG's expense was proposed and approved.
- 2.4 In the first phase the roof over the hydrotherapy pool was prioritised for replacement, with work in this area commencing in May 2022. Satisfactory progress has been made to date and completion is due in December 2022.
- 2.5 The second phase of works to the main hub which includes the main entrance, offices, kitchen, hall, and theatre has now commenced. The school will be required to vacate these areas whilst the roof replacement is undertaken, and temporary accommodation is being provided on site to enable the school to remain operational throughout the remediation programme.

3.0 Expansion of Specialist Provision

- 3.1 Working with the DfE as an initial participator in its Project Safety Valve programme, the Council has developed ambitious plans to transform its arrangements in respect of Special Educational Needs and Disabilities (SEND). This programme considers all aspects of the Council's approach to SEND, which includes a comprehensive approach to understanding the sufficiency requirements across the local area, and an extensive programme to deliver increased capacity of high quality, local specialist provision.
- 3.2 The Council has developed a SEND sufficiency strategy which seeks to respond to the lack of sufficient maintained specialist provision to meet the needs of the resident population. From this a programme has been developed to deliver increased capacity. The Council has received additional revenue and capital funding through the Safety Valve agreement to support this programme of investment.
- 3.3 The expansion of Millwood is included within the sufficiency strategy and programme of capital investment.

4.0 Legal & Procurement considerations

- 4.1 Given the current measures in place to address the roof remediation, whilst also having to address the need to expand provision at the school, the Council has explored the options available for a timely solution.
- 4.2 Extensive discussions have taken place with Legal Services and the Procurement Team, and they have provided advice regarding the appropriate course of action. The views of STAR procurement have also been sought.

- 4.3 Based on this advice, it is proposed that a business case is submitted to the North West Construction Hub (NWCH) requesting approval to make a direct award to ISG for the design and build works for the expansion project. If approved, this would be made under the medium value framework (£2m - £5m) sub-regional lot 3 Greater Manchester.
- 4.4 In agreeing to ISG provision of the additional accommodation in a combined programme with the remedial works, the Council would first have to be satisfied that there would be appropriate quality assurance. To this end there would be a number of mechanisms in place. Firstly, ISG are already pre-qualified for the NWCH framework, secondly the framework contract itself will contain very significant contractual remedies available to the Council in the event of any default and thirdly external consultants appointed by the Council will continue to have an ongoing monitoring role. The standard of performance and constructive attitude currently being shown by ISG in the first two phases of the remedial works are also encouraging factors here.
- 4.5 Regarding the proposed direct award to ISG, there are a number of extenuating circumstances applicable in this situation that support proceeding with this method without competition. These are listed below:
- a) ISG are currently on site at Millwood having commenced the substantial roof replacement scheme for the hydrotherapy pool, hub and three wings. These works are not due to be completed until early 2025. It would not be possible to have two main contractors on site simultaneously from a health and safety perspective, site management, and the efficient running of the school during construction works.
 - b) Timescales to accommodate additional pupils are an important factor both for the school and the Council. In appointing ISG an earlier completion of the extension works is achievable as logistical and co-ordination issues can be programmed by ISG accordingly. If this project was not awarded to ISG the new build accommodation works would not be commenced until 2025 and completed until 2026, this does not respond to the urgent need for the additional accommodation.
 - c) Regulation 32 (2) (c) of the Public Contracts Regulations 2015 permits a direct award to be lawfully made for reasons of extreme urgency brought about by events unforeseeable by the contracting authority, where the time limits for the open or restricted procedures or competitive procedures with negotiation cannot be complied with.
 - d) Value for money can be achieved as ISG and their designers are familiar with the school site and accommodation. ISG have already created a temporary contractor's site entrance route and have site accommodation in the vicinity as part of the ongoing works and introducing a second main contractor would merely create a duplication of resource and costs as these areas could not be shared.

- e) Health and safety of the pupils and staff is a major concern at this Special school and ISG have a good understanding of the requirements of the pupils needs during construction works and currently have an established working relationship with the school staff.

5.0 Making Alterations to Special Schools - The Statutory Process

- 5.1 The Local Authority has a statutory duty to constantly review the specialist provision available for children and young people with Special Educational Needs and Disabilities (SEND), whilst also ensuring that there are sufficient specialist places available to meet the needs of the growing SEND population.
- 5.2 The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 (*'the Prescribed Alterations Regulations'*) set out the statutory process to be followed when increasing capacity in a special school.
- 5.3 The statutory process for making prescribed alterations to maintained schools has four stages: publication of a statutory notice and proposal, followed by a formal consultation period of four weeks, determination of the proposal and subsequent implementation. Ordinarily the LA will be the decision maker on such proposals.
- 5.4 If approval is given to submit a business case to the North West Construction Hub requesting a direct award to be made to ISG, the detail and timescales for the statutory processes will be the subject of a further report to Cabinet.

Financial Implications

Funding for the expansion project will be funded through the Children's Services Capital programme.

If approval is given to submit a business case to the North West Construction Hub requesting a direct award to be made to ISG, detailed programme and expansion costs will be the subject of a further report to Cabinet.

In the event that ISG had not accepted liability for the remediation works, a contingency allocation from Children's capital programme has been retained should the engagement of a third-party contractor proved to be necessary. As set out in 2.3 above, since ISG have accepted their liability, this contingency sum can now be released to support other capital investment priorities.

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Links with the Corporate Priorities:

The proposed expansion of Millwood Primary Special School has the potential to support key ambitions of the Let's do it strategy:

- A better future for the children of the borough
- A better quality of life
- A better future for the children of the borough
- A chance to feel more part of the borough
- Building a fairer society that leaves no-one behind

Equality Impact and Considerations:

The outcomes of the initial equality analysis are positive.

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

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

eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.

advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

Environmental Impact and Considerations:

The contractor would be responsible for the design and delivery of the project and is committed to lowering the carbon footprint in all its projects.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Failure to expand capacity at Millwood will result in increasing number of pupils being placed in out of borough provision.	The recommendation to proceed with a direct award will expediate the expansion proposals,

The full extent of capital costs falling to the Council will not be known until more detailed design and planning has been completed	The expansion project will be funded through the schools capital programme. Detailed programme and capital costs will be the subject of a further report to Cabinet.
Incorporating a project to expand the school will extend the current remediation programme	The worst affected areas of the roof have been prioritised for replacement. The condition of the roof in the wings of the school is in a better condition and regular inspections are carried out

Legal Implications:

The proposed procurement route is compliant with the Public Contracts Regulations 2015 in the exceptional circumstances of this case. It offers significant advantages to the Council in terms of cost efficiency and accelerated timescales though use of a single contractor for both the remediation works and the expansion of classroom capacity in a unified programme. The legal considerations are set out in the body of the report.

Financial Implications:

Funding for the expansion project is included within the Children’s Services Capital programme, detailed programme and expansion costs will be the subject of a further report to Cabinet. The expansion is critical to the delivery of project safety valve and increasing in borough capacity for children with SEND.

The acceptance of ISG to undertake the remedial works to the roof also mean that the contingency that was being held within the Children’s Services Capital programme can also now be released.

Background papers:

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

Background Briefing Paper – available upon request

Specialist Provision Place Planning – available upon request

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

Term	Meaning
DfE	Department for Education
SEND	Special Educational Needs and Disabilities
EHCP	Education & Health Care Plan

Rebound Room	Specialist area designed to deliver rebound therapy - used to facilitate movement, promote balance, promote an increase or decrease in muscle tone, promote relaxation, promote sensory integration, improve fitness and exercise tolerance, and to improve communication skills.
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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 December 2022
Subject:	Children's Services Education and Early Help Restructure Proposals	
Report of	Cabinet Member for Children and Young People	

1. Introduction

- 1.1 This report is to seek Cabinet approval in principle to progress to formal consultation with affected staff on the next phase of the transformation of Children's Services, setting out proposed changes to the Education Directorate.
- 1.2 This builds on the first phase transformation that focused largely on changes to the Social Care Directorate, which were previously agreed by Cabinet, and are currently being implemented.
- 1.3 This second phase also impacts on elements of the existing Early Help services, given that a number of the statutory education functions are currently delivered from within the Early Help Service.
- 1.4 Whilst alignment of these services from Early Help, into the Education Directorate, was referenced in phase one, following consultation it became clear that all proposed changes relating to the education statutory functions needed to be considered together and therefore, the re-alignment is now proposed to be included in this second phase.
- 1.5 The 'Lets Do It Strategy' sets out Bury's commitment to economic growth, and for it to outstrip national economic growth. For this to be achieved, Bury's education system needs to strengthen, with a focus on improving all pupil's outcomes, including the outcomes of the most vulnerable, and those children with identified Special Educational Needs and Disabilities. There needs to be an improved proportion of good or better schools within Bury to attract residents to live and work here.
- 1.6 In order to achieve an improved education system, the directorate needs to focus on improving the delivery of its statutory functions and providing improved training, advice and model policies to influence and assure the wider school system.
- 1.7 Bury's Children's Services is committed to an improvement journey and within the Childrens and young people's plan its aspiration is that all children and young people in Bury reach their potential, are happy, healthy, and safe, and are therefore able to make the best use of their skills to lead independent and successful lives.
- 1.8 To enable this to happen, and to better safeguard all our children and young people there needs to be a robust approach towards children missing in education, children who are electively home educated, children not in full time education, children who are severely or persistently absent, and those who are excluded or at risk of exclusion.
- 1.9 In addition to improvements to Children's Social Care and safeguarding all our children, Bury's Childrens Services are committed to improvement to our Special Educational Needs and Disabilities provision.

- 1.10 The Government has recently published its SEND green paper consulting on changes to the way in which services for children and young people with Special Educational Needs and disability (SEND) and their families, are provided.
- 1.11 Phase two of the transformation programme will therefore focus on increasing the effectiveness of Bury Council's statutory education functions, including those related to SEND.
- 1.12 By necessity the second phase of the restructure will also review the current arrangements for the delivery of non-statutory and traded functions, to ensure that resources are directed to clear priorities.
- 1.13 Given the pressures on the High Needs Block (HNB) of the Dedicated Schools Grant (DSG), Phase two must consider the implications to those services that have historically been financed through the HNB. This includes both statutory and discretionary services. The Department for Education (DfE) has made clear that the HNB should not be used to support a number of these functions.
- 1.14 Additionally, grant funding that has previously been available through the DSG to support central education services is being removed incrementally, and will not be available in future years.
- 1.15 The council has also lost its ability to trade attendance services, with statutory changes to attendance guidance which are expected to come into effect from September 2023, and which states that councils must provide support, advice and guidance to all schools, including Academies and Independent schools, and cannot charge schools to deliver its statutory attendance function.
- 1.16 Taken together, this significantly reduces the resources available to support the delivery of the Council's statutory functions relating to education, but at the same time, places additional demands on the Council and for which it can no longer rely on the DSG/HNB to fund.
- 1.17 Phase two therefore looks to consolidate available resources to ensure the effective delivery of the Council's statutory education duties within a clear organisational structure that ensures clarity of responsibility and accountability, but to be achieved through the disestablishment or rationalisation of discretionary services, so that limited resources can be directed towards strengthening the delivery of the Council's statutory role.
- 1.18 The aim of the restructure is to realign services to ensure clearer lines of accountability, whilst increasing the resource available to strengthen SEND services and our approach around vulnerable children in Education, including increased effectiveness in the discharging of our statutory education duties around attendance, exclusions, Children Missing in Education, Elective Home Education and those children who are persistently absent or severely absent.
- 1.19 The financial and organisational implications are set out in detail in the accompanying appendices. The consultation will impact 72 individuals across the CLAS service, school attendance and education welfare service, admissions and pupil place planning, additional needs team, the primary SEMH team, the SEN assessment team, the Inclusion service, and the Quality Standards and Performance team.

- 1.20 The overall change is a reduction of 12.72 FTE posts and an indicative cost reduction of £964k.
- 1.21 However, there will also be an associated loss of trading income totaling £507k, a reduction in grant contribution (DSG) of £89k and the impact of the currently unfunded element of the CLAS service totaling £1,089k.
- 1.22 The £1,089k unfunded element of CLAS has arisen due to the service previously being part funded through DSG to the value of c £700k in previous years. As reported previously to Cabinet on 7th September 2022 in the 2021/22 Outturn report these costs are no longer allowable expenditure against the DSG and so this has resulted in an ongoing unfunded pressure. In 2021/22 this was funded through the one-off use of reserves.
- 1.23 In addition, baseline CLAS staffing costs were in excess of the previous DSG contribution and traded income to the value of c £400k per annum which contributed to the reported overspend position at 2021/22-year end.
- 1.24 After allowing for some additional expected income, the net result across the directorate of the proposals is an overall additional budget requirement of £694k, which includes the impact of making a number of fixed term roles permanent.

2.0 Recommendations

That Cabinet:

Agree in principle the commencement of consultation with affected staff in January 2023 on the proposed structural changes to the education division, as set out within the body of this report.

Note that this agreement is subject to identification of sufficient recurrent funding upon receipt of the Local Government Settlement in late December.

Delegates authority to the Executive Director of Children and Young People and the Cabinet Members for Children's Services and HR and Corporate Affairs, in consultation with the Director of People and Inclusion and Monitoring Officer and S151 Officer to consider responses received from the consultation and produce a final version of the structure.

2.1 Reasons for recommendation(s)

The proposal sets out a plan of transformation of Children's Services, necessary to both integrate and align services to improve the delivery of our statutory education responsibilities across education and SEND.

As Executive director of Children's Services this proposal is in my view necessary to improve outcomes for children and families in Bury and to meet the requirement to improve, and imposed upon us by the DfE, and to deliver transformation across education and SEND.

The proposal will;

- Enable the effective delivery of the Council's statutory duties in relation to education

- Strengthen the council's ability to effectively assess and meet needs of children with identified SEND
- Strengthen the role of the Bury in its duties to vulnerable children and education including those missing from education, severely or persistently absent, excluded from school or those children who are electively home educated.
- Given the scale of change proposed, the work leading up to this proposal has been developed and supported by colleagues across the executive.

2.3 Alternative options considered and rejected

The rationale for the proposal is driven by the requirement upon Bury Council to improve Children's Services, which includes the need to ensure compliance with statutory legislation and to align and strengthen our services around SEND and statutory duties in relation to Elective Home Education, Children Missing in Education, attendance and exclusions.

3 Background

- 3.1 The previously agreed Children's and Young People's Directorate restructure (Phase one), with the accompanying request for additional funding to support its implementation, was informed by the findings of the recent ILACS Inspection and therefore, largely focused on Social Care and Early Help.
- 3.2 The need to re-align all education statutory functions within the Education Directorate was recognised in the phase one report. However, the changes to funding arrangements impacting on a number of education functions has meant that a separate review of those functions has been undertaken, and the outcome from this informs phase two, as set out in this report.
- 3.3 The Council is committed to improving outcomes and life chances for all children and young people in Bury, and ensuring that all are safe, happy, healthy and have the skills to live successful and independent lives.
- 3.4 The Council's Let's Do it Strategy sets a vision for Bury to be a place in which people are helped to make the best of themselves and where everyone can explore their dreams. It is therefore important, in order to achieve this aim, and for economic growth to be accelerated, that Bury's education system improve to support a skilled workforce and ensure Bury is an attractive place to live and work.
- 3.5 The proposed restructure of functions will support the delivery of the Council's statutory duties in relation to education and will strengthen and improve the effectiveness of the delivery of those functions and provide services which deliver sustainable outcomes for our children and young people.
- 3.6 Phase two is also informed by the Council's need to better meet the needs and outcomes of all children including those with identified Special Educational Needs and Disabilities; those at risk of exclusion; and the need to improve educational outcomes for all children and young people, including ensuring an improving proportion of good or better schools.
- 3.7 The proposals must also therefore be considered in the context of Bury's broader challenges across the Local Area with regard to SEND. This follows two joint Ofsted

CQC inspections in 2017 and 2019 which identified a number of areas for improvement, and in anticipation of a further local area inspection due in early 2023.

- 3.8 The Council is one of five local authorities included in the first phase of the Department for Education Project Safety Valve. This deficit reduction intervention is focused on improving SEND outcomes whilst also addressing the financial demand pressures on the High Needs Block.
- 3.9 Bury has accumulated a financial deficit on the HNB over a number of years as a result of the high cost, and significant demand pressures in relation to the provision of services to children and young people with SEND. The agreement with the Department for Education is for the Council to eradicate the deficit on the High Needs Block by 2025. This can only be achieved by transforming the way services are delivered, and also by critically reviewing and reducing discretionary spend against the HNB.
- 3.10 The publication by Government of the SEND green paper in March 2022, and the PSV agreement demonstrate the need to review our Local Area, and highlight the need to transform SEND services in co-production with our parents.
- 3.11 Although the SEND green paper and PSV support the case for change, fundamentally, the need to urgently improve Children's Services; ensure our most vulnerable children are safeguarded through improved statutory education functions; the need to improve our SEND provision; and improve outcomes for all Bury's children, are the key drivers for the need for change.
- 3.12 In order to improve education outcomes, Bury Council needs to define its role as a Local Authority Education Directorate in a much clearer way. Its core purpose, driven by its statutory duties, will focus on a number of key areas:
- Safeguarding
 - Vulnerable children including SEND
 - Transport/travel assistance
 - Virtual School
 - Attendance – increased statutory duties
 - Elective Home Educated CYP
 - Children not in full time education
 - Children Missing in Education
 - Behaviour/Exclusions
 - Pupil place planning/sufficiency
 - Admissions
- 3.13 Bury's education directorate will focus on its role in place shaping, strategic planning of the education system to support communities, promoting growth and economic regeneration, through a strong local school system linked to a wider skills agenda, whilst being champion for all children and young people, and ensuring the most vulnerable are supported effectively.
- 3.14 In setting out these core duties, it is clear that other activities that have previously been delivered by the LA will, in future, more appropriately sit within the school system. As an example of this, the Government has published new attendance guidance which will become statutory by September 2023 which focuses on the changing duties and role of Local Authorities [Working together to improve school attendance - GOV.UK](#), and the increasing responsibilities placed on schools.

- 3.15 The funding available to the LA to support the delivery of its education functions is falling, the DSG central services grant is reducing, and the School Improvement Monitoring and Brokering Grant has been removed. Alongside this, opportunities to de-delegate funding from the DSG to support services will be lost with the transition to a national funding formula for schools, and ability to trade services with schools and Trusts will significantly reduce.
- 3.16 Moving forward, in order to ensure that the LA can focus on those areas for which it retains statutory responsibility, it will look to disestablish those services that are discretionary and focus the resources available to it on the delivery of its core, statutory function.
- 3.17 Alongside this, the LA will work with the school system, and in the context of the emerging changes from the Schools White Paper, to ensure that children and young people receive the support they need, and that this is provided from the appropriate part of the school system.
- 3.18 The functions and responsibilities of the Directorate therefore extend beyond the direct management of the teams within the organisational structure but must work with all parts of the school system, including school leaders, governing bodies and Trust CEO's. There are key roles in shaping & challenging the system, facilitating and holding to account. This requires the Council to be clear and confident in its role, have the capacity, including at sufficient seniority, to provide this challenge across an increasingly diverse school landscape.
- 3.19 The proposed team structures reflect the wider corporate strategic intention of flatter organisational tiers and spans of control of 1 – 6, where possible, but recognises that as a universal, outward facing Directorate, the relatively small number of teams have a very broad responsibility which includes working with, and holding to account over 80 schools, and the direct relationships with school leaders, governing bodies and Trust CEO's, each of which has a responsibility for the outcomes the Council is striving to achieve.

4 Education Services

4.1 Current Position

- 4.2 The Education Directorate is currently organised across two substantive divisions focused on education services, and on SEND & inclusion services. Both divisions include teams that deliver both statutory and discretionary activity.
- 4.3 Alongside this, a number of services are delivered through teams based in the Early Help and Social Care Directorates.

The education services division currently has responsibility for:

- Quality Standards Team
- School Organisation/Pupil Place Planning/sufficiency
- Admissions
- Governance
- Asset management
- School & college transport/Travel assistance
- School crossing patrols
- Curriculum Language Access Service

The SEND/Inclusion division has responsibility for:

- Education Health & care Plan assessment team
- Educational Psychology Team
- Additional Needs Team
- Children with Disabilities Team
- Strategic Special Education Needs

The Virtual School has responsibility for the education of all Children Looked after by the Local Authority and this is being increased to include those children known to Social Care.

The following functions are delivered through Early Help or Social Care:

- Attendance/Education Welfare
- Statutory enforcement – attendance/licencing
- Elective Home Education
- Children Missing Education
- Safeguarding in schools

4.4 **Quality Standards & Performance**

- 4.5 Limited resources available to support school improvement activity has resulted in a narrow focus on Quality Standards and Performance that has not fully equipped our school leaders on the wider aspects of school leadership and school improvement which are inextricably linked with the inclusion agenda.
- 4.6 The Council currently retains a duty around the quality of education however, it is likely that this duty will be removed. In addition, the Council needs to be cognisant of the removal of the school monitoring and brokerage grant which will result in a funding gap in relation to the current Quality Standards team. The value of this grant in the 2022/23 financial year is £89k.
- 4.7 In respect of Quality Standards & performance, in 2021 only 83% of primary schools were deemed to be good/better. The role of the Quality Standards team was broadened and been enhanced by the establishment of an additional 1fte fixed term post, which has had a direct impact resulting in an increase in proportion of good or better schools. However, overall Bury still has the lowest proportion of pupils attending good or better schools in the Northwest, with 51% of our secondary schools being currently judged to be less than good.
- 4.8 There are still risks within the system and, whilst our statutory responsibilities in respect of school improvement outcomes are likely to diminish as legislation changes and more schools become academies, the Council will continue to be accountable for the school system, and how effectively it supports our children and young people.
- 4.9 Whilst this transition takes place it is more important than ever that Bury retains an influencing role with our schools, and more firmly establishes its shared principles founded on ensuring increased quality and opportunities for our most vulnerable and ensuring all our children are in full time education.
- 4.10 To ensure school leaders meet the needs of our most vulnerable children, there is still a need to support and challenge schools and hold to account around safeguarding,

attendance, inclusion, SEND, exclusions, finance and currently outcomes. To do so, there needs to be a strengthening around the relationship between inclusion and the school self-improving system. Therefore, it is proposed to make the fixed term Quality Standards Officer permanent to ensure that there is increased influence in the system as we improve our proportion of good or better schools.

- 4.11 It is also proposed to change the role of the Quality Standards lead officer to a Senior School Assurance lead, who will oversee outcomes, the school improving system, attendance, exclusion and education safeguarding, elective home education and education in the community team.
- 4.12 Currently the Quality Standards and Performance Team comprise the service lead, with two Quality Standards and Performance Officers. These are linked to a locality with responsibility for improving outcomes and the overall performance of schools in that area. These posts are by necessity outward facing posts and must be of sufficient seniority to be able to challenge and support our school leaders, and Trust CEO's on standards and safeguarding, and increasingly on all aspects of inclusion.
- 4.13 Following phase one of the restructure when the Governance team was transferred to the line management of the Quality Standards and Performance Team, it is now proposed to significantly expand the Team to also include accountability for attendance and exclusions.
- 4.14 In addition, education safeguarding has been significantly under resourced with just one officer for the wider school system. The proposal includes the establishment of a Community Education and Safeguarding team to strengthen safeguarding function across our school system, and ensure better oversight over Elective Home Education, Children Missing in Education, and Alternative Provision, whilst also providing support for international New Arrivals and children not in full time education.
- 4.15 It is also proposed to move two inclusion lead posts, currently line managed within the SEND/Inclusion Service, into this team to increase lines of accountability around exclusions. These will report to the two Quality and Standards Officers to strengthen the links between leadership accountability, school improvement and inclusion. In addition, it is proposed that the two primary inclusion leads have increased responsibility for the use of Alternative Provision,

4.16 Bury Curriculum and Language Access Service (CLAS)

- 4.17 Bury Curriculum and Language Access Service (CLAS) works with schools, children and young people and their families to promote positive educational outcomes and increase the life opportunities for pupils from Minority Ethnic communities, particularly those pupils who are learning English as an additional language, are from Gypsy, Roma and Traveller communities, or are asylum seekers or refugees. This includes:

- teaching pupils in schools;
- strategic and project work with schools;
- liaising with families before children are placed in school;
- liaising between schools and families;
- professional development for education and other staff working with Minority Ethnic and EAL learners; and
- interpreting and translating for schools.

- 4.18 The primary source of funding to support the service had been the Dedicated Schools Grant High Needs Block (HNB). For 2022/23, this cost has been transferred to the Council's General Fund, to reduce the demands on the HNB, but on the basis that the costs were reduced at the earliest opportunity. This currently remains unfunded and is an ongoing cost pressure, which is being mitigated in 2022/23 by the use of reserves.
- 4.19 In addition, the Service generates income from Bury schools via a traded offer, funded from delegated school budgets. The Service also generates income through traded work with schools in other local areas. It is for individual schools to determine whether they wish to buy-back into the Service through this traded offer. The income generated does not cover the full costs of the service. The changes proposed in this paper will mean that the Council no longer generates this income.
- 4.20 Not all schools require access to the Service, and of those that potentially require access to a similar service, they determine the manner in which they make arrangements, either through the direct employment of staff, or through the procurement of support from a third party.
- 4.21 In 2022/23 Bury schools received £1.3m of funding directly in relation to English as an Additional Language (EAL) provision, but less than £200,000 of this was used by schools to buy-back the services of CLAS. In addition to schools buy-back, additional income is received for translation services of c £100k. Since 2011, the Local Authority has not received any direct funding for EAL but has continued to subsidise the service through the High Needs Block. The CLAS Service establishment is 26.47 FTE posts at a cost of £1.4 million.

4.22 Need for change

- 4.23 Many local authorities ceased to offer services similar to CLAS from 2010 onwards, when the Government removed local authority funding for many school improvement functions. Bury has continued to provide the service and has funded this through a combination of the HNB, and by initially de-delegating funding from the DSG avoiding the need for individual schools to buy-back the service through the traded offer.
- 4.24 In recent years, the ability for local authorities to de-delegate from the DSG has been removed, and the Service is now reliant on individual schools buying-back the Service to generate income. This gives individual schools the opportunity to decide if they wish to make use of the service, or access support in other ways. This reliance on buy-back places a risk on the Service, in maintaining a consistent level of income from schools. Whilst income from the traded activity presents a risk, it still only represents the minority of the funding necessary to support continued delivery of the Service.
- 4.25 Historically the High Needs Block, the primary purpose of which is to meet the costs of support and provision for children and young people with Special Educational Needs, has been used to meet the cost of a number of discretionary services, including CLAS.
- 4.26 Project Safety Valve is a DfE intervention programme in a small number of local authorities where the accumulated deficit against the HNB is significant. The programme is designed to address the factors that have driven the funding pressures resulting in the high level of deficit.
- 4.27 As part of the measures contained in Project Safety Valve, a commitment has been given to the DfE to remove discretionary spend against the HNB, where it has been

used to support non-statutory services. This includes the funding that has historically subsidised CLAS.

- 4.28 The Council is moving increasingly to a model whereby it focuses on delivery of its core statutory functions only. Consequently, it will move away from the provision of traded activity and delivery of discretionary services, including CLAS.
- 4.29 It is therefore proposed that the service will be disestablished.
- 4.30 The Council will establish two new posts to support the delivery of its core functions in relation to key vulnerable groups of children and young people. These posts will be ring-fenced to relevant individuals in those posts to be dis-established in line with Council policy. These two posts will sit within a newly established Community Education and Safeguarding team.
- 4.31 Attendance, Education Welfare, Children Missing in Education, Elective Home Education.**
- 4.32 Currently all education functions pertaining to the Ofsted ILACs framework sit in Early Help, including a number of the Council's education statutory duties.
- 4.33 Functions in relation to Attendance, Education Welfare, Children Missing in Education, and Elective Home Education are delivered by the School Attendance Team. The current team is in part traded provision with approximately 50% of schools buying the service, and which supports those schools in respect of attendance issues including direct work with parents, children, and management of parent contracts.
- 4.34 The team also provides the statutory element of court proceedings in respect of attendance across the whole cohort of schools. In addition, the team also provides the assessment and review linked to Elective Home Educated (EHE) children, children in receipt of home tutoring and monitoring of children missing education (CME). The team provide the support and statutory elements of the work related to child licensing
- 4.35 The current structure has one statutory officer post within it. The role of this one post is to carry out all the statutory functions relating to education including attendance, fixed penalty notices, exclusions, and Children Missing in Education. This one post oversees the Penalty Notice system, from authorising requests from schools right through to prosecution and undertaking all key decision making; oversees the case Management of Education Welfare Officers in the team; overseeing all legal processes and Section 444 (1A) prosecutions; chairing the Legal Enforcement Meetings to meet PACE 1984 requirements; representing the Local Authority when Permanent Exclusions are considered; attending where possible all Governors Disciplinary Meetings; and responsible for Children Missing in Education.
- 4.36 The Education Welfare Officers within the Service have been working as a team with one officer having a lead role in respect of Elective Home Education and the other officers having a case load of children and working with schools and families on individual cases as directed by schools. There have been challenges around capacity in regard to Elective Home Education initial assessment and monitoring.
- 4.37 Prior to 2021, Bury had no access to school register which made it challenging to have a targeted approach. Live attendance data continues to be a challenge. However, the DFE data base allows increased access, and the aim is to have live access to all attendance registers to ensure safeguarding and improved inclusion.

4.38 In light of the Governments guidance set out in [Working together to improve school attendance](#), taken together with the Childrens Improvement Plan, there is a need to change the core functions of the team.

4.39 In summary, the Local Authority must:

- Have a strategic approach to improving attendance for the whole area and make it a key focus
- Have a school attendance support team that works with all schools in their area
- Provide each school with named point of contact
- Offer opportunities for all schools to share good practice
- Hold termly conversations with every school to identify, discuss and signpost or provide access to services for pupils who are persistently absent

Schools must:

- Must have an attendance policy available on its website
- Develop a culture that supports and promotes good attendance
- Accurately holds admissions and attendance data
- Has a dedicated lead with responsibility for championing and improving attendance
- Uses data effectively to identify pupils at risk of poor attendance
- If there are persistent issues re attendance -schools are expected to contribute to multi agency work with the LA and partners to support families which includes acting as the lead professional when school is best placed to do so
- Offer support to families to address attendance concerns
- Put in additional targeted support in place where absence becomes persistent
- Where support is not working, work with the LA on legal intervention
- Work with schools in the area where siblings attend (whole family approach)

4.40 Proposal

4.41 The proposal is to disestablish the current 7.4 FTE Education Welfare Officer posts, then create discrete posts covering CME, EHE, Attendance and exclusions advice, and attendance advisers linked to the early help locality teams in line with government guidance.

4.42 Bury has 82 schools and the new guidance extends to independent schools of which there are 5 in Bury. Each school will need to be visited every term by an attendance officer from within the LA. In addition, the LA will need to have a point of contact for any school wanting further advice on attendance issues including pathways to support.

4.43 In order to meet the new guidance and the associated additional demands across all schools, the LA will need to commit additional resources to meet the requirement. It is proposed that

- attendance officers will be available across the 3 locality teams (which covers the 5 neighbourhoods) and will work with school clusters of approximately 27 schools. Those attendance officers will be available to support, direct and contribute to the multi-agency plans for children where there are concerns in relation to attendance
- 4 senior attendance and exclusion officers will sit within the central team and will carry out the term time meetings to quality assure the schools, strategic approach to attendance, their policies and procedures, recording as well as ensuring that

schools are progressing plans for children at risk of non-attendance or persistently absent. These senior officers will oversee the Penalty Notice system and PACE meetings in addition to the statutory officer who will provide additional expertise.

- An additional grade 5 attendance support officer will support the issuing of Penalty Notices.

4.44 It is envisaged that with increased capacity and increased assurance in the system, a greater number of penalty notices will be issued and therefore the money paid in FPN will offset the cost of the grade 5 officer.

4.45 In addition, two officers who are qualified teachers will provide the initial assessment and annual monitoring of all children educated at home (EHE) and track and monitor children missing education (CME). It is proposed that these posts work within the newly established Community Education and Safeguarding team.

4.46 Education safeguarding

4.47 Current position

4.48 Education Safeguarding and ensuring school leaders, Designated SLs and the wider school system have safeguarding as a key priority is necessary to allow our children and young people to feel safe in school. There is currently one safeguarding education officer who until the recent restructure reported into Social Care rather than the school system

4.49 Proposal

4.50 Education Safeguarding is key to ensuring a safe school system in Bury and it is proposed to move the Education safeguarding function to the Quality Standards & Performance service.

4.51 It is proposed to establish a Statutory Education safeguarding Manager, grade 14, which will be responsible for statutory duties in regard to education safeguarding and education in the community, including Elective Home Education and those children not in full time education. This post will be responsible for ensuring consistent advice, support and challenge to the school system around safeguarding in schools, to Senior Leadership Teams, Headteachers and CEOs in relation to safeguarding issues, including the role of the DSL, advice and guidance around policies and procedures, and advice around managing harmful sexual behaviour.

4.52 It is proposed that the established Statutory Education Officer grade 11 reports to the Statutory Education Safeguarding Manager. In addition, the team will include the broader four community learning officers, with responsibility for Elective Home Education, Children Missing Education and International New Arrivals and traveller education.

4.53 Education Services (Admissions, Place Planning and Transport)

4.54 Currently, the Education Services manager oversees Asset management, Admissions, Performance, statistics and planning including the school census, the Governance team, Home to school and college transport, and the school crossing patrol team.

- 4.55 Project Safety Valve and the lack of historic special school place planning, together with the issue of falling rolls within primary settings has highlighted the need to align the functions of special school place planning and mainstream pupil place planning, and to develop capacity within the team to ensure that the system is less reactive and focuses more on forward projections and planning.
- 4.56 It is therefore proposed to disestablish the statistics, planning and performance officer at a Grade 10. It is proposed to establish a place planning post to focus on both mainstream place and specialist place planning to support SEND sufficiency.
- 4.57 It is also proposed to establish a grade 10 post as an access to education officer to ensure all EHE/CME applications and notifications are logged between the two systems; the officer will support the in-year Fair Access panel for both primary and secondary and will be responsible for the development and upkeep of the statutory registers of EHE/ CME/Children not in fulltime education.

5.0 SEND and Inclusion Service

- 5.1 Currently the SEND & Inclusion Service comprises of the Education Psychology service, the inclusion partnership leads, the Inclusion Team and the Sensory Impairment team; the SEND Team and the Children with Disabilities team.
- 5.2 Bury is continuing to improve its SEND provision and has the opportunity to strengthen a multi-disciplinary approach in regard to outreach. This will support the continuum of provision and it will enable the upskilling of the wider school workforce to better meet the needs of our young people with earlier identification of SEND within our school system.
- 5.3 As a local area we need to better support our schools to meet the needs of pupils at SEN support to avoid the escalation to Education health and Care Plans and to avoid exclusions.

5.4 SEND Team

5.5 Current Provision

- 4.6 The SEND team has been enhanced by transformation monies from Project Safety Valve. The substantive structure includes one Team Manager; two Senior Caseworkers; six caseworkers; one lead Assistant Caseworker; one Assistant Caseworker. in addition, there is funding through Project Safety Valve for one senior caseworker, one Quality Assurance Officer and 5 Assistant Caseworkers.

5.7 Proposal

- 5.8 To ensure stability of the team and to enable the team continue to improve timeliness and quality within the context of increased demand it is proposed to make the fixed term project safety valve positions permanent and therefore transfer these to the core baseline general fund budget.
- 5.9 This would mean an additional one senior caseworker, one quality assurance officer and 5 assistant caseworkers to be transferred from temporary to permanent staffing.

However due to the increasing demands in SEND and to have caseloads under 300 there is a need for additional resource. There is a request to increase the casework team to 8 in light of the 2200 EHCP plans which need annual reviews and on average

50 new assessments a month and to be compliant with the new statutory reporting requirements around timeliness of annual reviews.

5.10 Inclusion Team

5.11 Currently there are three Inclusion Partnership leads, one is employed by Oak Learning Partnership. It is proposed that the two council employed posts move to more closely align with the education services in the quality Standards and Performance Team.

5.12 The Inclusion team has 3 fte Specialist Teachers; 2.2 specialist teaching assistants and then the Primary hub has 3.8 fte teachers and 2.3 Teaching Assistants.

5.13 The team still does direct work, including one to one teaching and TA support in schools as well as offering a limited training offer.

5.14 Reason for change

5.15 There is an urgent need to support mainstream schools to effectively maintain children at SEN support and those with EHCPs; and to better enable all our children to achieve improved outcomes, including attainment, improved attendance, independence goals and much reduced exclusions.

5.16 The proposed changes will better meet the needs which have arisen from the increased complexity of need within the borough.

5.17 There is also an urgent need to reduce the demand for external provision. In order for this to happen we need to better skill our schools and school staff in early identification and early support and intervention by offering training to augment the newly launched Graduated Approach.

5.18 Proposal

5.19 It is proposed to disestablish the Additional needs team posts and the primary hub team posts and to disestablish the Inclusion Service lead post and the additional team manager post.

5.20 It is proposed to establish a specialist outreach team focussed on training the teachers and teaching assistants in schools, ceasing to do direct delivery. It is proposed to augment this central offer with outreach offers from Resource Provision and from our Special Schools

5.21 It is proposed that the Outreach team will have specialisms of ADHD, positive behaviour support, ASD, Assistive technology. It is proposed to have a Specialist Outreach Team Manager and one senior SEN Outreach officer; six SEN Outreach officers and five outreach assistants.

6.0 Consultation

6.1 Should approval to progress to consultation be given on phase 2 of the Children's Services Directorate by Cabinet, agreement from the Trade Unions will be sought to undertake employee consultation.

6.2 The formal consultation is proposed to commence in January when full consultation documentation will be provided to employees and trade unions. Consultation would be

for a period of 30 days. Consultation will include a series of open sessions, one to one meetings with all the affected staff. There will be open engagement meetings for the wider directorate.

- 6.3 There will be engagement with schools around the development of the outreach offer and the changing attendance offer
- 6.4 It is anticipated that implementation of any new structure would take place between March and September 2023, with precise implementation dates dependent on operational demands and contractual obligations.
- 6.5 Employees potentially displaced under these proposals will be considered for early release under the Councils voluntary severance / voluntary early retirement scheme, where this is assessed as meeting the operational needs of the service and is in the financial interest of the Council.

7.0 Financial considerations

- 7.1 The table below summarises how the net costs have been calculated:

Department/activity	Current FTE	Proposed FTE	Net additional staffing cost (-ve means saving)	Traded income forgone	Currently forecast to be funded in 2022/23 through use of one-off reserve	Ceasing grant contribution	New income to be generated (para 3.42 of the report)	Net additional budget cost/ (-ve saving) after income considerations
Attendance & Community	11.20	16.80	£275,193	£177,000			-£28,371	£423,822
Special Educational Needs	12.00	20.00	£306,469					£306,469
Inclusion	13.85	13.00	-£192,086					-£192,086
Education Services	1.00	2.00	£44,447					£44,447
School Assurance	2.00	2.00	£22,091			£89,000		£111,091
CLAS	26.47	0.00	-£1,419,895	£330,000	£1,089,895			£0
TOTAL	66.52	53.80	-£963,782	£507,000	£1,089,895	£89,000	-£28,371	£693,742

- 7.2 The net reduction in staffing costs shown in the above table is £963,783 however there will also be an associated loss of trading income totalling £507,000, a reduction in grant contribution (DSG) of £89,000 and the impact of the currently unfunded element of the CLAS service totalling £1,089,895 (this is funded in the current year only through the use of a one-off reserve). Some new additional income is forecast against the Attendance team. The net result being an overall additional budget requirement of £693,742.
- 7.3 The £1,089,895 unfunded element of CLAS has arisen due to the service previously being part funded through DSG to the value of c £700,000 in previous years. As

reported previously to Cabinet on 7th September 2022 in the 2021/22 Outturn report these costs are no longer allowable expenditure against the DSG and so this has resulted in an ongoing unfunded pressure. In 2021/22 this has been funded through the one off use of reserves.

7.4 In addition baseline CLAS staffing costs were in excess of the previous DSG contribution and traded income to the value of c £400,000 per annum which contributed to the reported overspend position at 2021/22 year end.

7.5 With regards to the overall proposal the alternative do nothing approach would retain the currently unfunded element of CLAS (£1,089,895), would still result in the loss of trading income within Attendance & Community (£177,000) and the loss of DSG funding within School Assurance (£89,000), therefore, being an unfunded pressure of £1,355,895, which would show as an overspend.

8.0 Service Restructure Proposals

The appendices attached outline both the current structure and the details of the proposed restructure of Children's Services.

Report Author and Contact Details:

Name: Jeanette Richards
Position: Director of Children's Services
Department: Children and Young People
E-mail: j.richards@bury.gov.uk

9.0 Links with the Corporate Priorities:

9.1 Our vision for Children's Services links to the Let's Do It Strategy and our values and principals.

9.2 With the support of the wider council and its partners we have set out a plan of transformation which is ambitious and seeks to improve the lived experience of children and therefore their outcomes during childhood and beyond, to achieve this a focus upon an effective offer of help and support to those families who face complex issues is required.

9.3 A full departmental restructure is necessary to drive forward our transformation and improve the lived experience of children and young people.

10.0 Equality Impact and Considerations:

9.1 A full equality impact assessment has been drafted which aligns with that produced in support of the phase 1 restructure:

9.2 It seeks to ensure that we deliver inclusive and equitable outcomes for staff and service users which will be central to the operation of the restructured service

The proposed restructure will deliver:

- Compliance with our Statutory duties
 - More effective delivery of the Council’s duties for the most vulnerable groups of children and young people
 - Families receiving the right help and support in respect of SEND, exclusion and attendance
 - Improved engagement with schools/Trusts and improved academic attainment
 - Professional collaboration across partnership organisations which provides a holistic joined up service for children and families.
-

11.0 Environmental Impact and Considerations:

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

- N/A

12.0 Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Failure to deliver timely improvement in the quality of services will result in the DfE recommending an alternative delivery model for Children’s Services and Council control will be lost.	This proposed restructure will ensure the service has the resources to drive forward the Improvements identified within the Let’s do it for Children Improvement Plan
Our current staffing structure does not provide sufficient capacity to effectively respond to our statutory duties in a timely way. Additional staffing capacity is required across the directorate to support a more effective model of delivery.	Agreement to move forward with the proposed restructure will provide improved and focused leadership and management, along with sufficient capacity across the directorate to support effective delivery of services. The proposed realignment of services would establish a more coherent and Children’s services.

	It will provide additional capacity in critical areas with the additionality of new services coming on stream to deliver more inclusive and effective services in a timely way, preventing escalation and dependence, with the aim of improving outcomes for our children and families.
--	---

13.0 Legal Implications:

13.1 This report sets out proposals to strengthen the delivery statutory services and withdrawing from discretionary service areas. Members are asked at this point to agree in principle to these proposals, further work will be required to identify and confirm the recurrent funding streams.

13.2 These proposals constitute significant changes. All staff consultation will be carried out in accordance with the consultation tool kit, policies and procedures, legal advice and support will be provided throughout. Following consultation, the outcomes will be reviewed and used to inform the structure.

14.0 Financial Implications

14.1 Whilst this restructure results in a reduction in the establishment, due to historic funding arrangements between the Dedicated schools Grant and the General Fund, receipt of non recurrent grants and changes in services which can be traded, thereby resulting in a loss of income this will actually result in an increase in costs of circa £700k to the Councils general fund.

14.2 The October Cabinet report on the Medium Term Financial Strategy identified a recurrent budget gap of £29.2m for 2023/24 of which circa £25m of savings and efficiencies had been identified at that time. It was noted at the time there was still a lot of variables and sensitivities that needed to be worked through in terms of the size of the gap, further emerging pressures, the deliverability and robustness of the identified savings proposals, some of which required consultation and the further identification of more savings proposals. Work has continued to identify further proposals to close the financial gap and whilst the Autumn Statement offered some potential options these will not be fully understood until receipt of the Local Government Funding Settlement later this month.

14.3 These proposals would add a further £694k to that financial gap and whilst it is believed from the work to date that circa £450k-£500k may be available from favourable variables the full value of these proposals has not yet been identified and is subject to recurrent funding being available through the settlement later this month.

15.0 Background papers:

- Appendix 1 – Current Structure
- Appendix 2 – Proposed Structure
- Appendix 3 - CYP Proposed Restructure Costings



Children
Restructure spreads

- Appendix 4 – Equality Impact Assessment
- Children services restructure proposals 13 July 2022 - (Insert link)

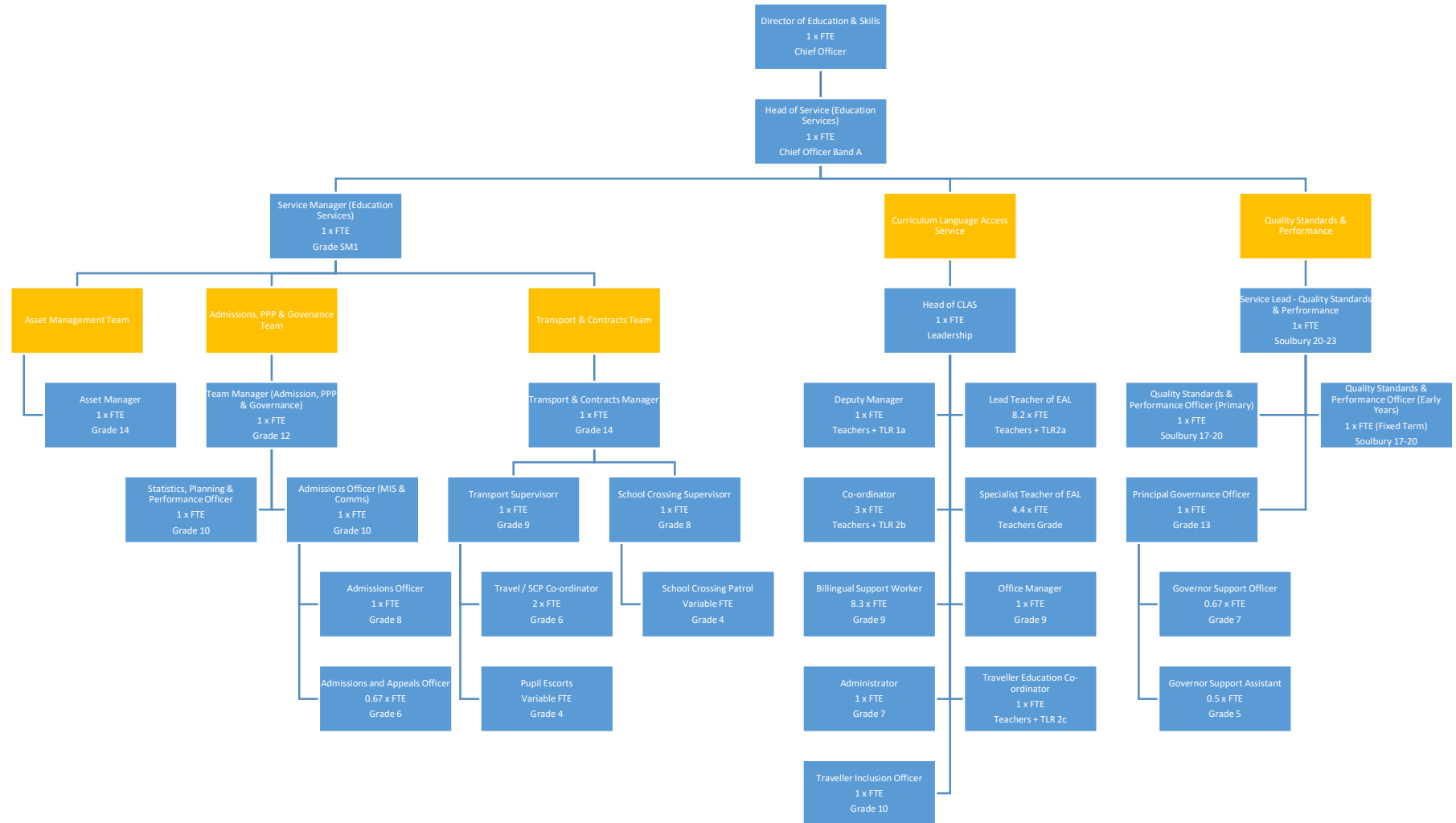
Please include a glossary of terms, abbreviations and acronyms used in this report.

Glossary	
DSG	Dedicated Schools Grant
HNB	High Needs Block
SEND	Special educational Needs and Disability
CLAS	Curriculum Language Access Services
DfE	Department for Education
ILACS	Inspecting Local Authority Children’s Services framework
EAL	English as an Additional Language
EHE	Elective Home Educated
CME	Children Missing Education

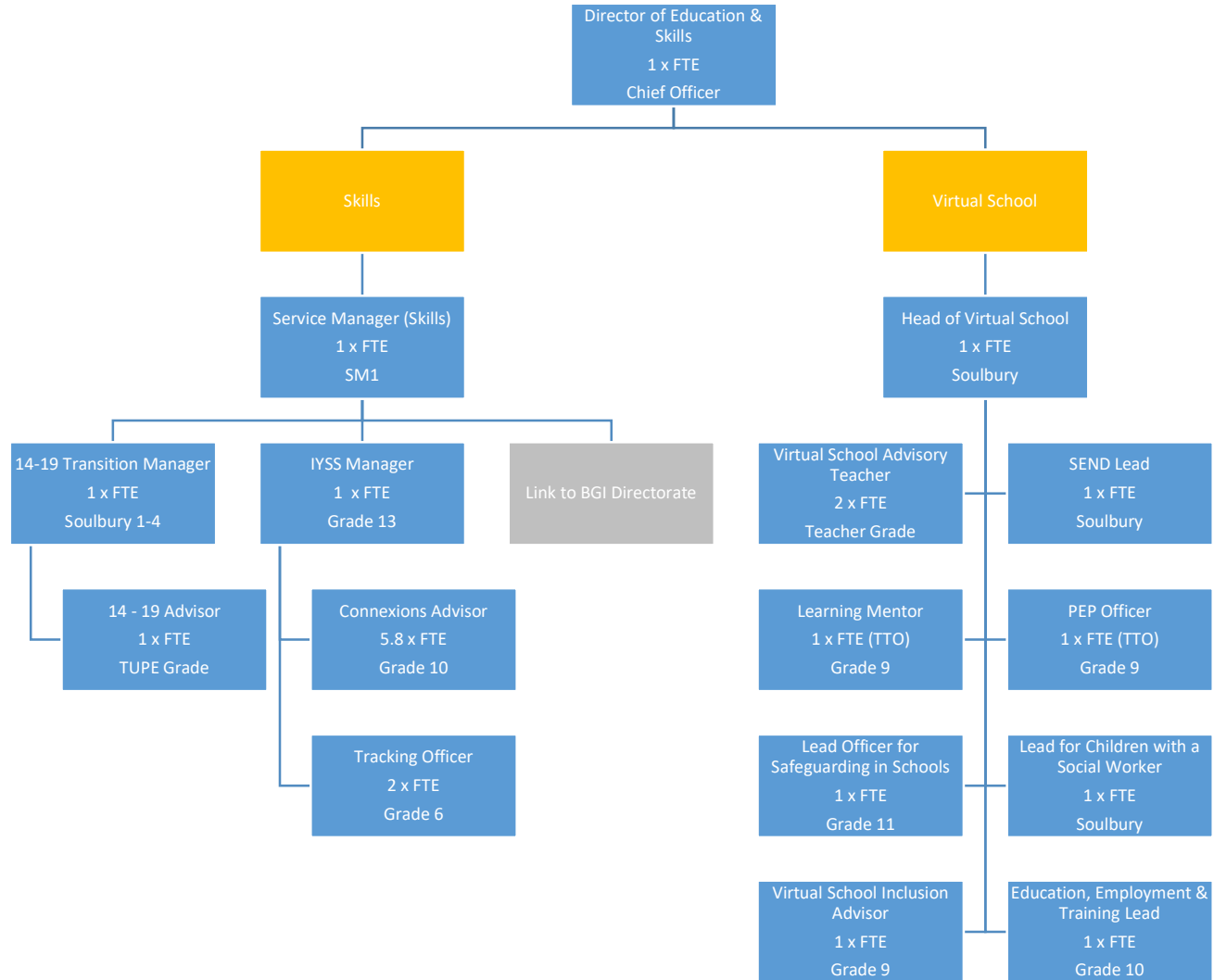
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Children & Young People Directorate 2022
Current Structures

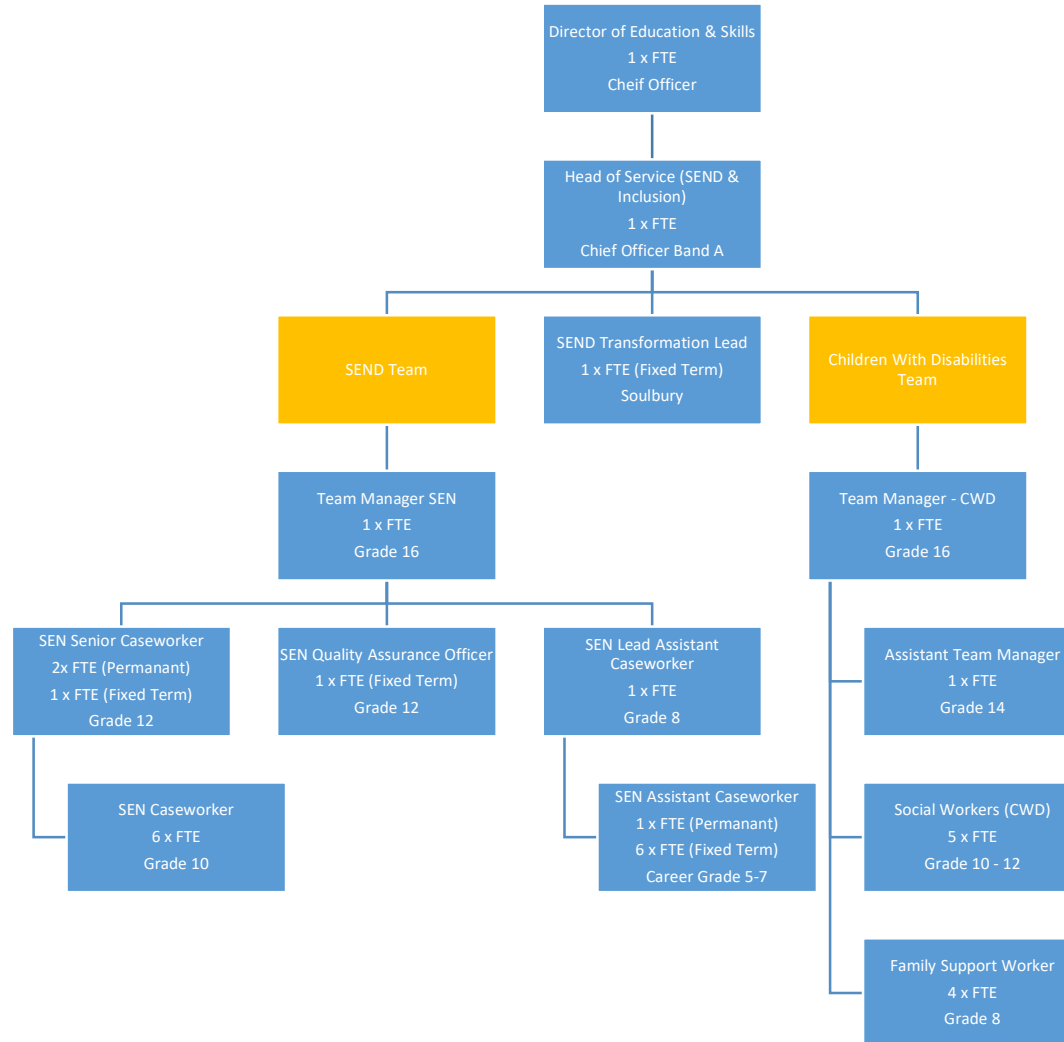
Education & Skills: Education Services



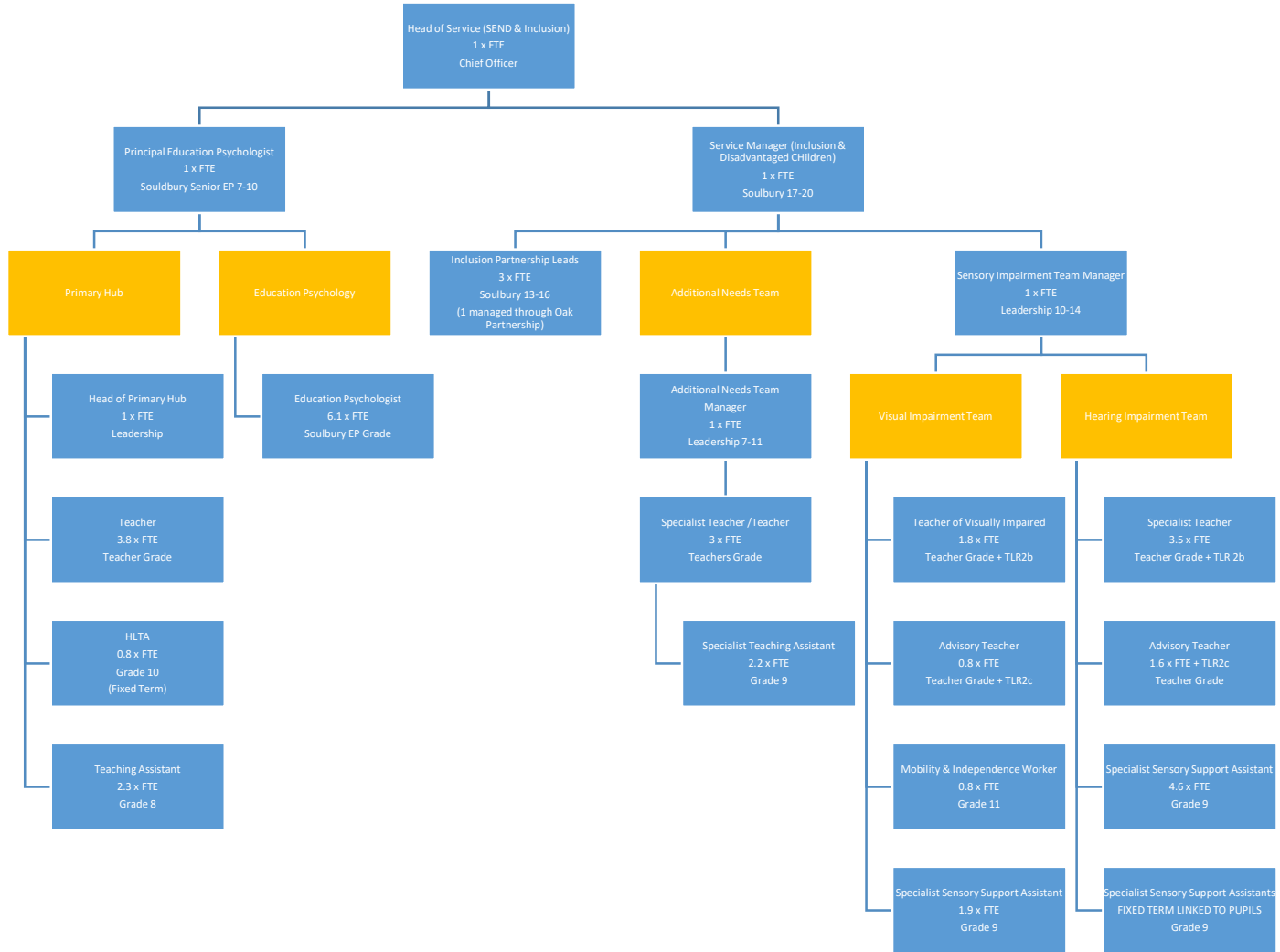
Education & Skills: Quality Standards, Skills & Virtual School



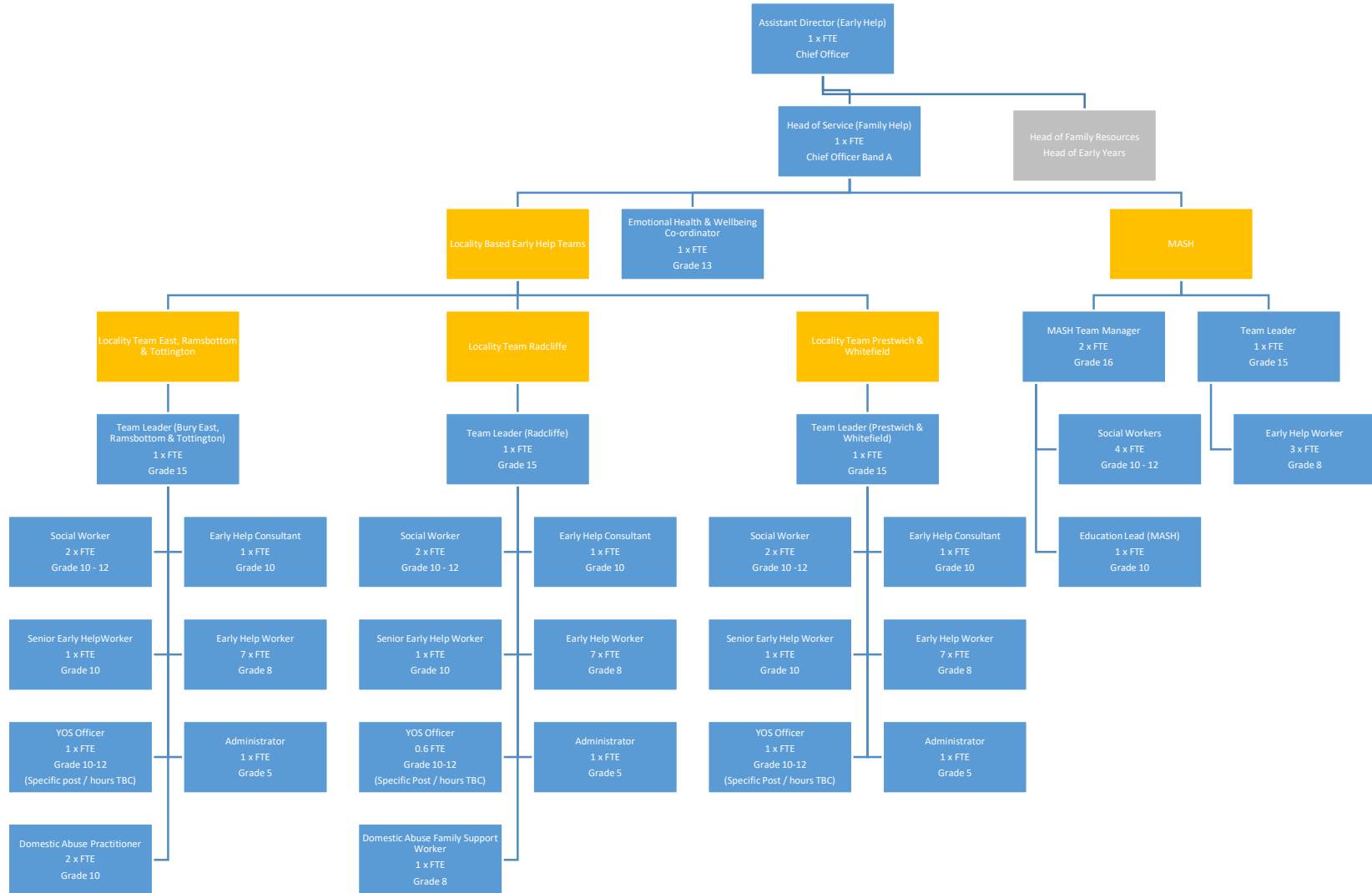
Education & Skills: Special Educational Needs



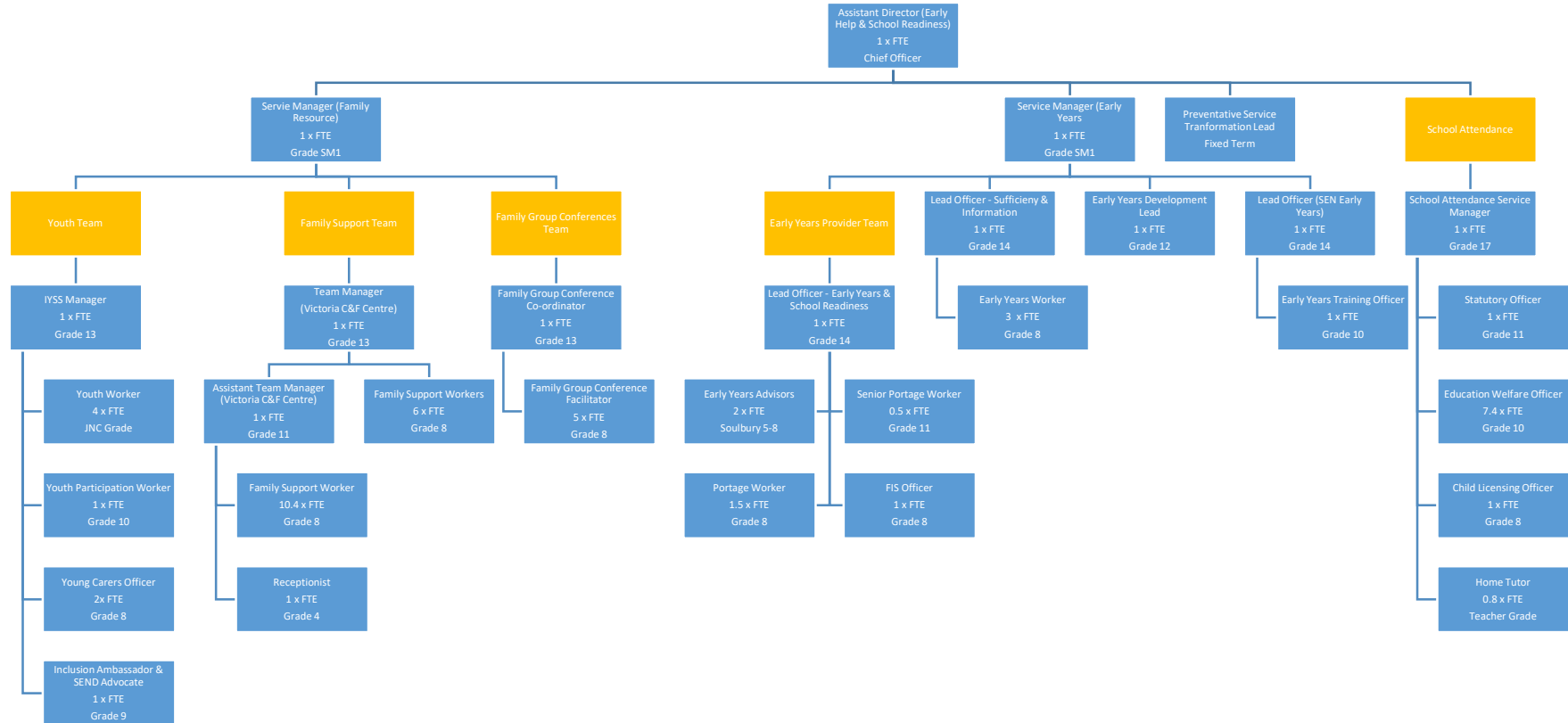
Education & Skills: Inclusion & Disadvantaged Children



Early Help (Family Help)



Early Help (Family Resource & Early Years)



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Education & Skills / Early Help Division 2022
Proposed Structures

Key

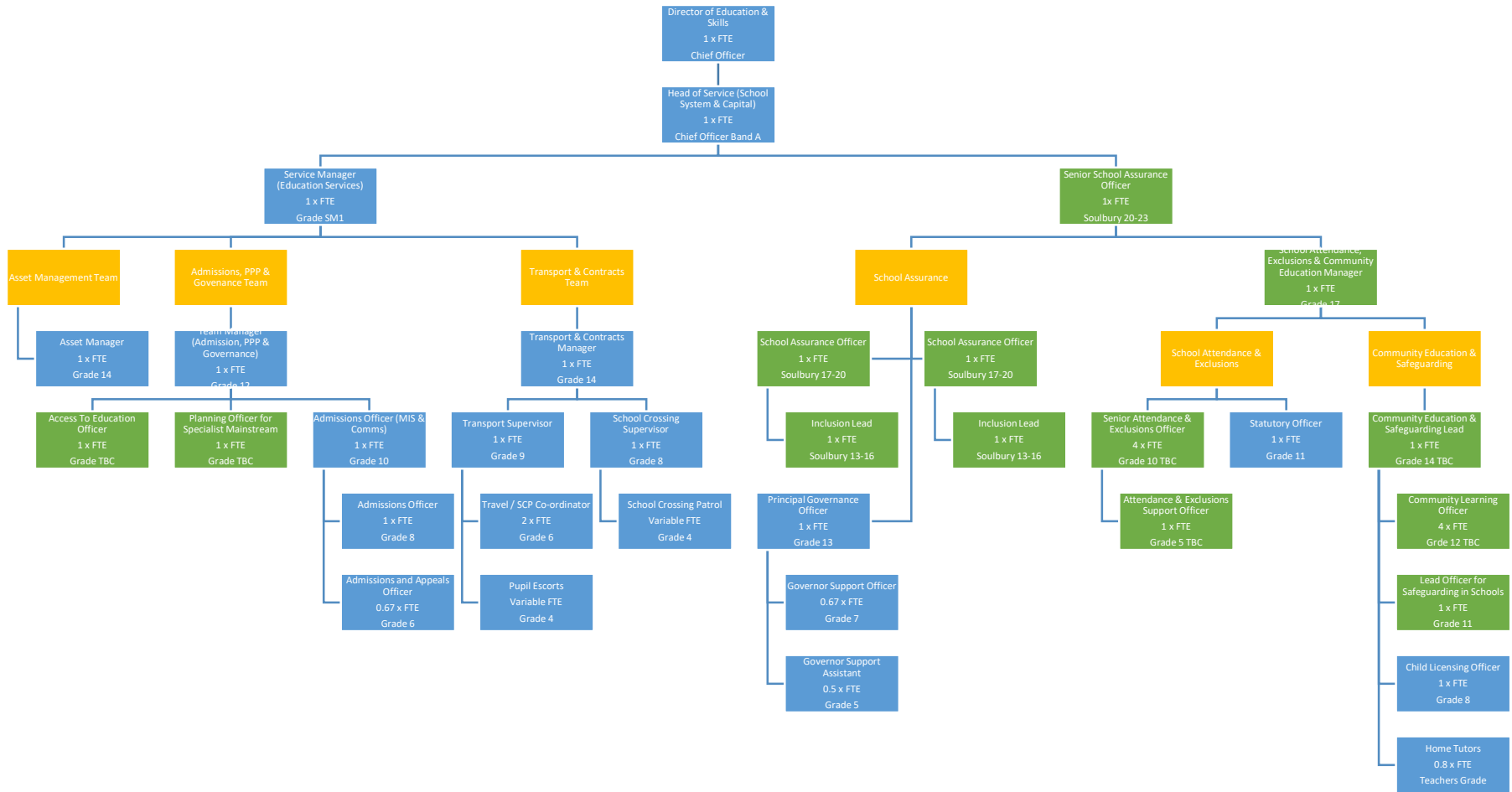
Posts highlighted in **Blue** are established posts not materially impacted by the proposals

Posts highlighted in **Green** are new posts or posts significant impacted by the proposals

Posts highlighted in **Purple** are hosted by other organisations

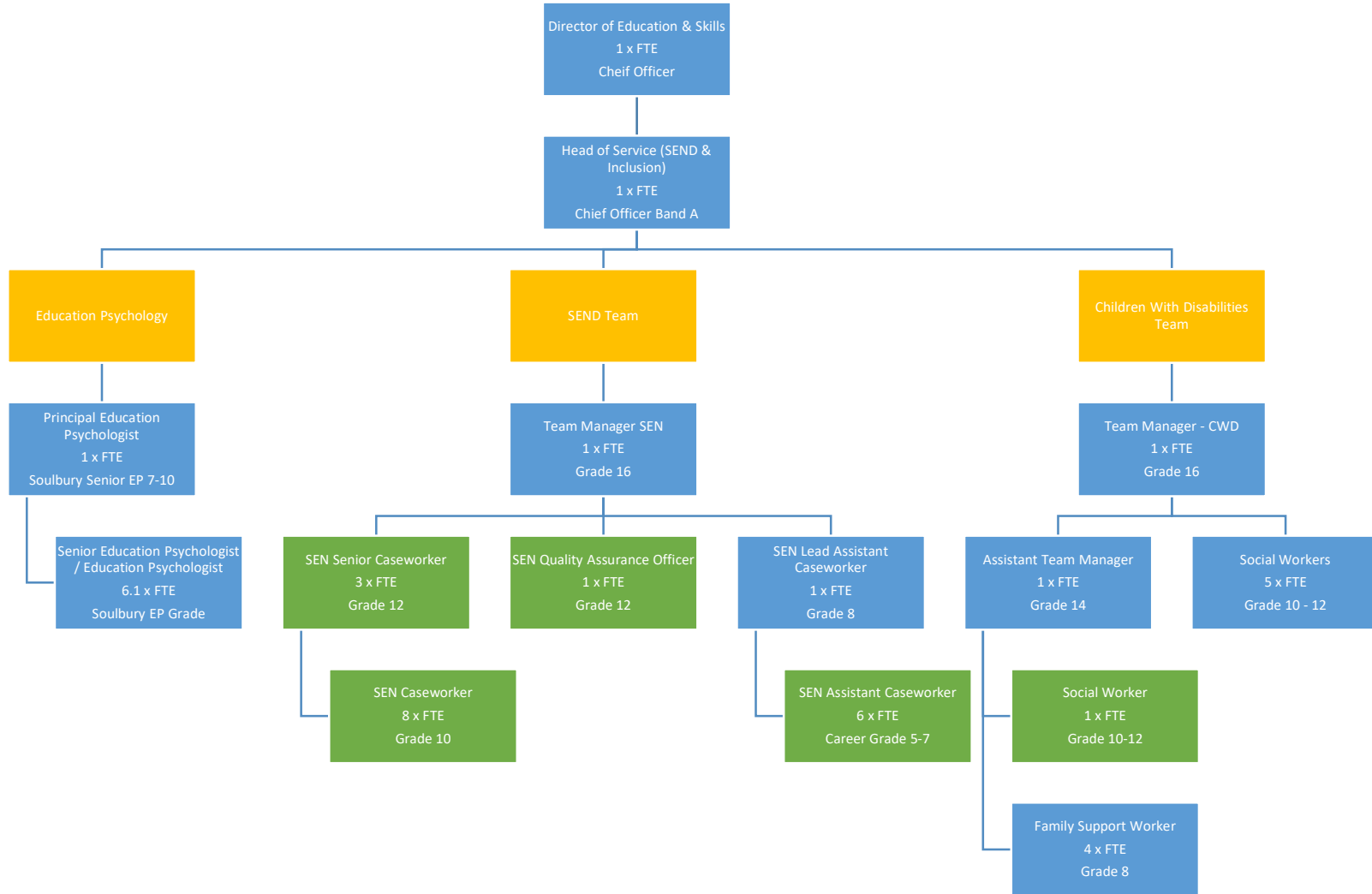
Education & Skills / Early Help Division Proposed Structures

Education & Skills: Education Services



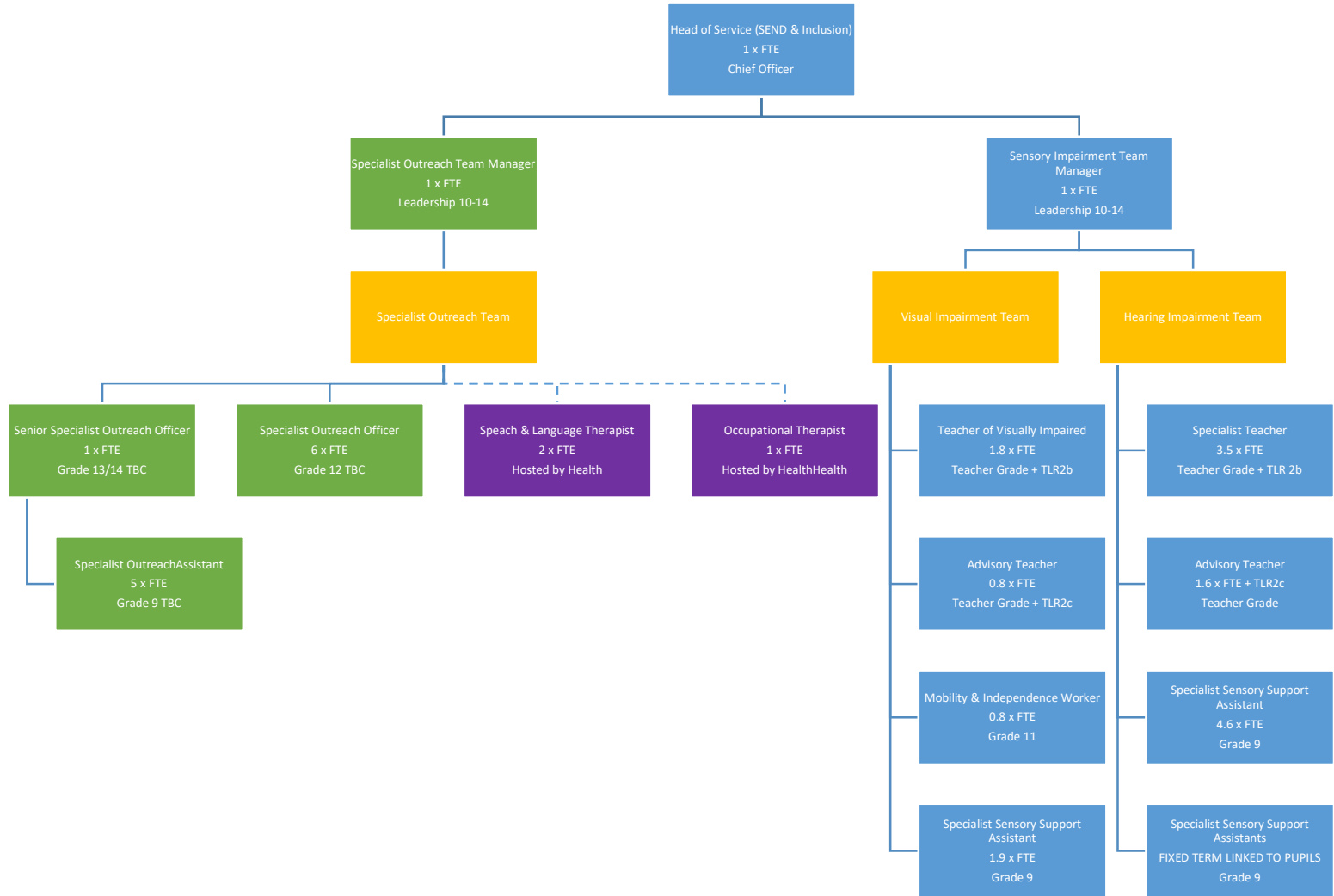
Education & Skills / Early Help Division Proposed Structures

Education & Skills: Special Educational Needs

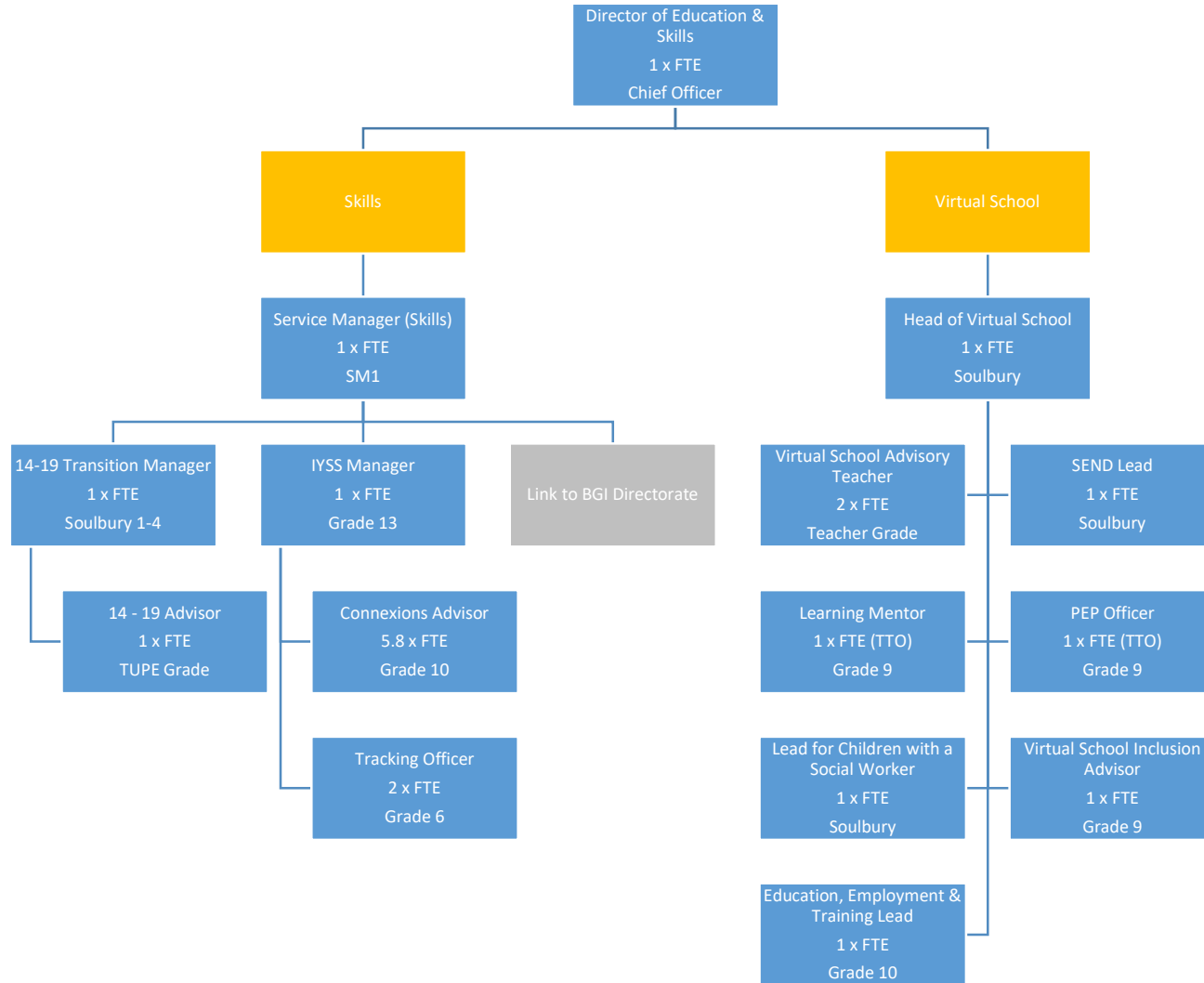


Education & Skills / Early Help Division Proposed Structures

Education & Skills: Inclusion & Disadvantaged Children

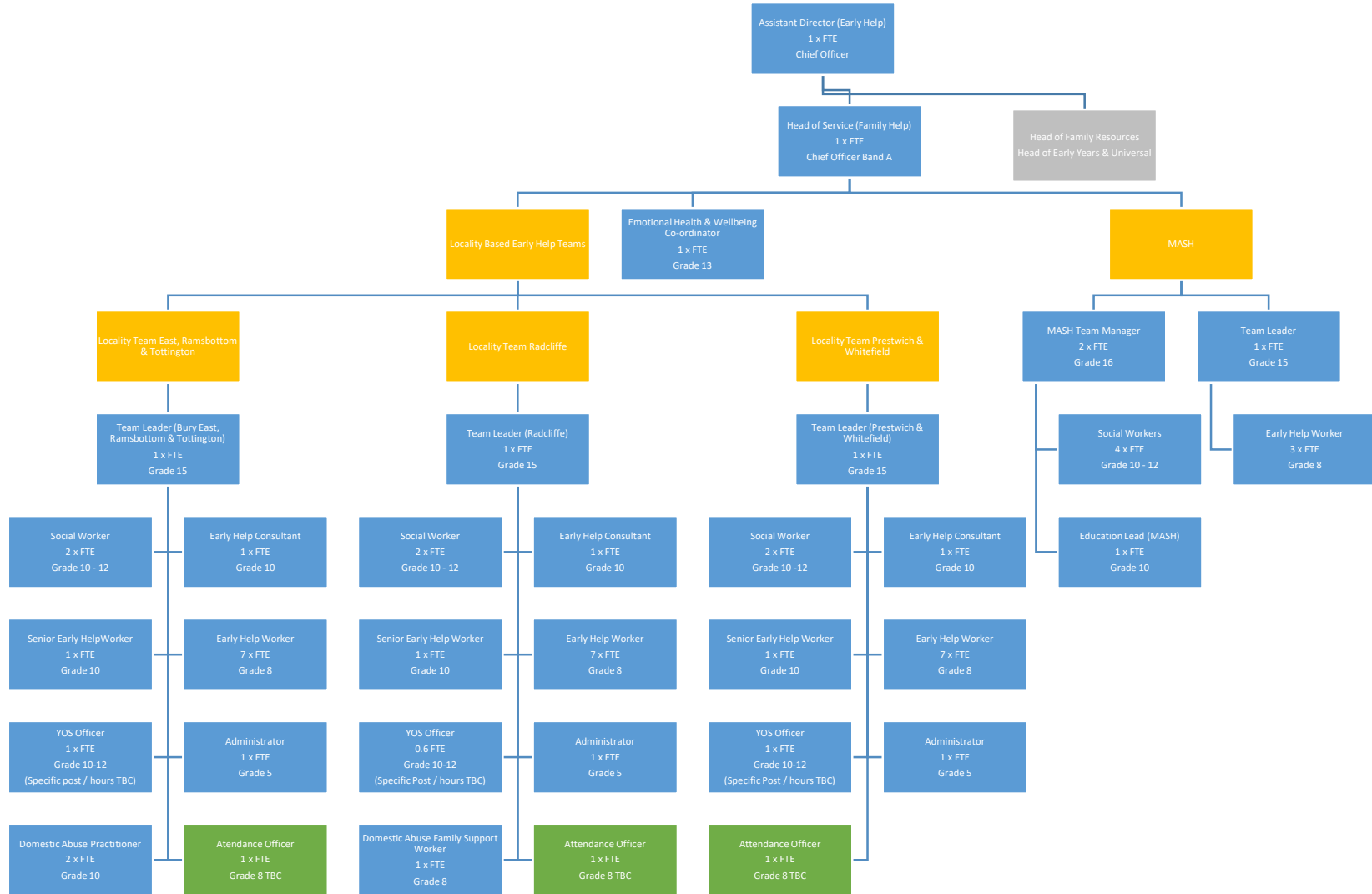


Education & Skills: Skills & Virtual School



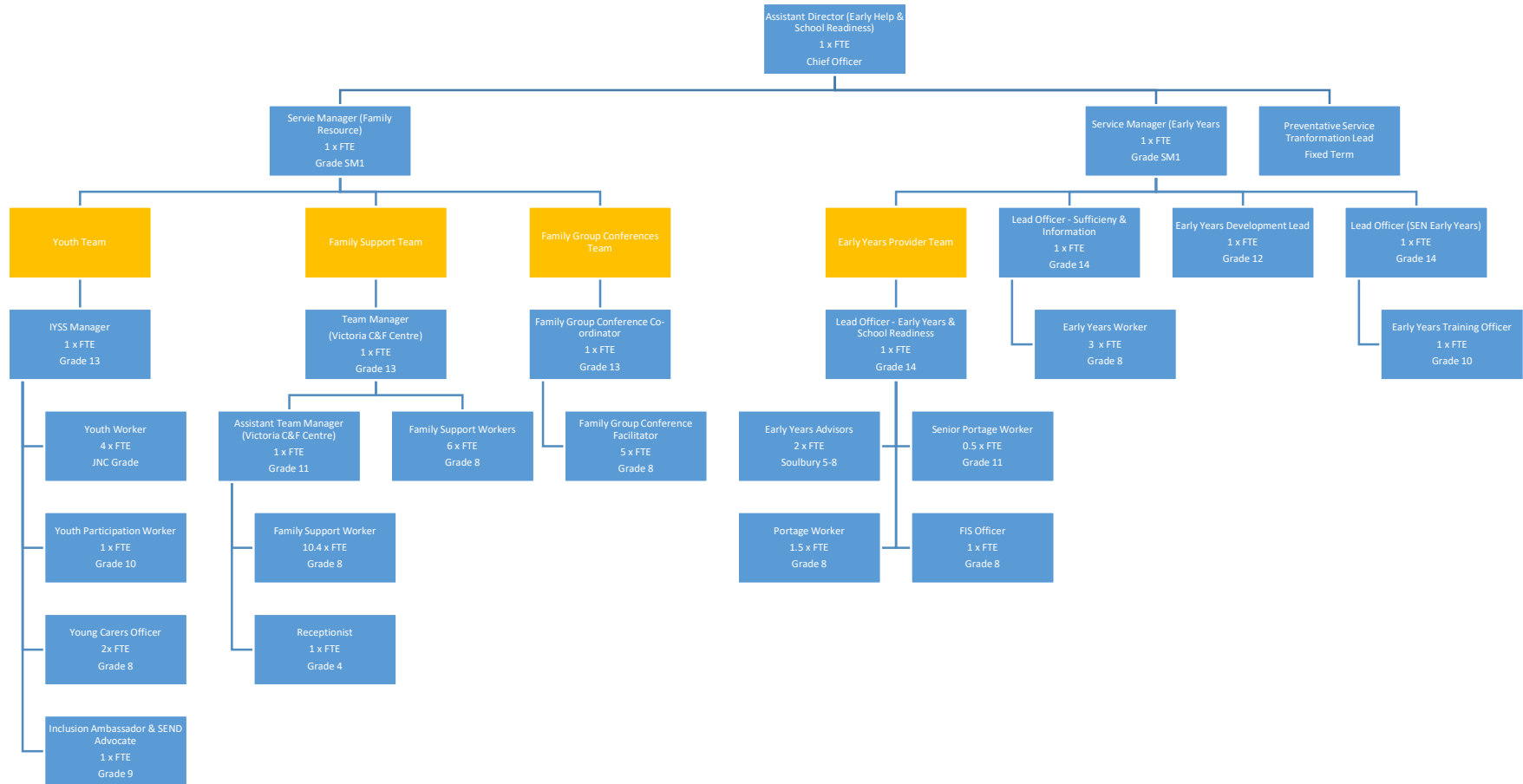
Education & Skills / Early Help Division Proposed Structures

Early Help (Family Help)



Education & Skills / Early Help Division Proposed Structures

Early Help (Family Resource & Early Years)



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EQUALITY ANALYSIS

This Equality Analysis considers the effect of Bury Council/ Bury CCG activity on different groups protected from discrimination under the Equality Act 2010. This is to consider if there are any unintended consequences for some groups from key changes made by a public body and their contractor partners organisations and to consider if the activity will be fully effective for all protected groups. It involves using equality information and the results of engagement with protected groups and others, to manage risk and to understand the actual or potential effect of activity, including any adverse impacts on those affected by the change under consideration.

For support with completing this Equality Analysis please contact corporate.core@bury.gov.uk / 0161 253 6592

SECTION 1 – RESPONSIBILITY AND ACCOUNTABILITY	
Refer to Equality Analysis guidance page 4	
1.1 Name of policy/ project/ decision	Children’s Services Restructure – Phase 2
1.2 Lead for policy/ project/ decision	Lead Member, Children and Young People
1.3 Committee/Board signing off policy/ project/ decision	Cabinet
1.4 Author of Equality Analysis	<i>Name: Jeanette Richards Role: DCS Contact details: j.richards@bury.gov.uk</i>
1.5 Date EA completed	
1.6 Quality Assurance	<i>Name: Role: Contact details: Comments:</i>
1.7 Date QA completed	
1.8 Departmental recording	<i>Reference: Date:</i>
1.9 Next review date	

SECTION 2 – AIMS AND OUTCOMES OF POLICY / PROJECT	
Refer to Equality Analysis guidance page 5	
2.1 Detail of policy/ decision being sought	<p>This proposed restructure is phase 2 of the transformational changes to the Children’s Services Department, focusing on the Education Directorate and those activities in the Early Help Service responsible for the delivery of education statutory functions.</p> <p>The proposed restructure establishes clear organisational accountability for the delivery of the Council’s statutory duties in relation to education. In doing so, it consolidates the available resources to enable effective delivery of this activity, but by necessity, critically reviews the discretionary and trade services currently provided to schools.</p>

	<p>The proposals are designed to provide a system wide focus on driving improved service delivery and transformation.</p> <p>The proposed team structures reflect the wider corporate strategic intention of flatter organisational tiers and spans of control of 1 – 6, where possible, but recognises that as a universal, outward facing Directorate, the relatively small number of teams have a very broad responsibility which includes working with, and holding to account over 80 schools, and the direct relationships with school leaders, governing bodies and Trust CEO’s, each of who has a responsibility for the outcomes the Council is striving to achieve.</p> <p>The strategic approach is aligned to our Let’s Do It Strategy, and is a phased approach of initially doing the basics well focusing upon the statutory responsibilities and functions of Children’s Services to evolving into more ambitious transformation, reflecting the public services reform agenda.</p>
<p>2.2 What are the intended outcomes of this?</p>	<p>This proposed restructure aims to provide a restructured service which can deliver on statutory requirements and provide a service which delivers sustainable outcomes for our children; better safeguards our children in the school system and supports improved education outcomes for all</p> <p>This proposal strengthens management lines of accountability and promotes stronger staff relationships, and support improved practice in line with expectations from Ofsted</p>

SECTION 3 – ESTABLISHING RELEVANCE TO EQUALITY & HUMAN RIGHTS

Refer to Equality Analysis guidance pages 5-8 and 11

Please outline the relevance of the activity/ policy to the Public Sector Equality Duty

General Public Sector Equality Duties	Relevance (Yes/No)	Rationale behind relevance decision
3.1 To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by Equality Act 2010	Yes	As with any restructure of services, we need to ensure that staff are treated fairly and are not discriminated against; considering our equal opportunities policy and equal pay policy.
3.2 To advance equality of opportunity between people who share a protected characteristic and those who do not.	Yes	It is vital that we retain strong and experienced staff within Children's Services, and support the continued development of those staff.
3.3 To foster good relations between people who share a protected characteristic and those who do not	Yes	This proposed restructure responds to the recently published SEND green paper, and is designed to deliver a more effective and accountable service, for the benefit of all children and young people across the borough, but with an emphasis on those more vulnerable. A communications plan has been developed with regular communication activity having commenced in order to ensure regular communication with staff
3.4 Please outline the considerations taken, including any mitigations, to ensure activity is not detrimental to the Human Rights of any individual affected by the decision being sought.		
Human Rights Flow Chart has been followed with a response to no at all areas, however formal consultations will be carried out to ensure there is no unlawful discrimination in the appointment / slotting in of individuals to new roles		

SECTION 4 – EQUALITIES DATA

Refer to Equality Analysis guidance page 8

Protected characteristic	Outcome sought	Base data	Data gaps (to include in Section 8 log)
4.1 Age	A workforce of experienced staff with allows for progression	The Recruitment and retention policy will assist with this	
4.2 Disability	No discrimination in recruitment process	Fair Recruitment Policy in place	
4.3 Gender	No discrimination in recruitment process	Fair Recruitment Policy in place	
4.4 Pregnancy or Maternity	No discrimination	Council Policy in place	
4.5 Race	No discrimination	Council Policy in place	
4.6 Religion and belief	No discrimination	Council Policy in place	
4.7 Sexual Orientation	No discrimination	Council Policy in place	

4.8 Marriage or Civil Partnership	No discrimination	Council Policy in place	
4.9 Gender Reassignment	No discrimination	Council Policy in place	
4.10 Carers	No discrimination	Council Policy in place	
4.11 Looked After Children and Care Leavers	To support our looked after children and Care Leavers	Council Policy in place	
4.12 Armed Forces personnel including veterans	No discrimination	Council Policy in place	
4.13 Socio-economically vulnerable	No discrimination	Council Policy in place	

SECTION 5 – STAKEHOLDERS AND ENGAGEMENT

Refer to Equality Analysis guidance page 8 and 9

	Internal Stakeholders	External Stakeholders
5.1 Identify stakeholders	Children's Services Staff	Wider council staff, School Staff, Partner Agencies, Service Users
5.2 Engagement undertaken	The proposals have been developed by the DCS and Director of Education & Skills, supported by the Assistant Director of Early Help, HR Business Partner and the Finance Business Partner Initial proposal taken to Council Executive. Not undertaken any further consultation until agreement to progress is received	Not undertaken until agreement to progress is received
5.3 Outcomes of engagement	Initial proposals have been agreed in principle by Executive and progress to Cabinet	n/a
5.4 Outstanding actions following engagement (include in Section 8 log)	Full staff consultation	Final proposals to be shared with Wider council staff, School Staff, Partner Agencies, Service Users

SECTION 6 – CONCLUSION OF IMPACT

Refer to Equality Analysis guidance page 9

Please outline whether the activity/ policy has a positive or negative effect on any groups of people with protected inclusion characteristics

Protected Characteristic	Positive/ Neutral Negative/	Impact (include reference to data/ engagement)
6.1 Age	Positive	This proposal will improve the well being of all young children
6.2 Disability	Positive	This proposal will improve the well being of all young children
6.3 Gender	Positive	This proposal will improve the well being of all young children

6.4 Pregnancy or Maternity	Positive	This proposal expands on our early help approach and PSR and will provide help and support to the parents of unborn children
6.5 Race	Positive	This proposal will improve the well being of all young children
6.6 Religion and belief	Positive	This proposal will improve the well being of all young children
6.7 Sexual Orientation	Positive	This proposal will improve the well being of all young children
6.8 Marriage or Civil Partnership	Positive	This proposal will improve the well being of all young children
6.9 Gender Reassignment	Positive	This proposal will improve the well being of all young children
6.10 Carers	Positive	This proposal will improve the well being of all young children; it also provides additional support to our foster carers
6.11 Looked After Children and Care Leavers	Positive	This proposal expands our support to children in care and care leavers, and seeks to reduce the numbers of children coming into local authority care
6.12 Armed Forces personnel including veterans	Positive	This proposal will improve the well being of all young children and their families,
6.13 Socio-economically vulnerable	Positive	This proposal will improve the well being of all young children and their families
6.14 Overall impact - What will the likely overall effect of your activity be on equality, including consideration on intersectionality?	Positive	

SECTION 7 – ACTION LOG			
Refer to Equality Analysis guidance page 10			
Action Identified	Lead	Due Date	Comments and Sign off (when complete)
7.1 Actions to address gaps identified in section 4			
n/a			
7.2 Actions to address gaps identified in section 5			
Full Staff Consultation	DCS/ HR Busine ss Partner		
7.3 Mitigations to address negative impacts identified in section 6			
n/a			
7.4 Opportunities to further inclusion (equality, diversity and human rights) including to advance opportunities and engagements across protected characteristics			
n/a			

SECTION 8 - REVIEW			
Refer to Equality Analysis guidance page 10			
Review Milestone	Lead	Due Date	Comments (and sign off when complete)
Agreement by Cabinet	Lead Member Children's Services	November 2022	
Consultation documents to be drawn up	DCS & HR Business Partner	January 2023	
Communication & Consultation with staff	DCS & HR Business Partner	TBC	
Communicate the outcome of the consultation	DCS & HR Business Partner	TBC	
Implementation	DCS & HR Business Partner	TBC	

Please make sure that every section of the Equality Analysis has been fully completed. The author of the EA should then seek Quality Assurance sign off and departmental recording.

SECTION 9 – QUALITY ASSURANCE		
Refer to Equality Analysis guidance page x		
Consideration	Yes/No	Rationale and details of further actions required
Have all section been completed fully?		
Has the duty to eliminate unlawful discrimination, harassment, victimization and other conducted prohibited by the PSED and Equalities Act been considered and acted upon?		
Has the duty to advance equality of opportunity between people who share a protected characteristic and those who do not been considered and acted upon		
Has the duty to foster good relations between people who share a protected characteristic and those who do not, been consider and acted upon		
Has the action log fully detailed any required activity to address gaps in data, insight and/or engagement in relation to inclusion impact?		

Have clear and robust reviewing arrangements been set out?		
Are there any further comments to be made in relation to this EA		

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Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 14 December 2022
Subject:	Appointments Update	
Report of	Cabinet Member for Corporate Affairs and HR	

Summary

This report sets out amendments to the appointments made at the Annual Meeting of the Council held on 25th May 2022.

Recommendation(s)

That: Cabinet notes the appointments and amendments to appointments made since the Annual Meeting of Council as set out in paragraph 1.2

Reasons for recommendation(s)

N/A

Alternative options considered and rejected

N/A

Report Author and Contact Details:

Name: Julie Gallagher

Position: Head of Democratic Services

E-mail: Julie.gallagher@bury.gov.uk

1. Key Considerations

1.1. At the Annual Meeting of the Council held on 25th May 2022 the Council resolved, in respect of the various appointments made at that meeting, that the Chief Executive, in consultation with the Leaders of the political groups on the Council, be authorised to determine any appointments to bodies which remain to be filled and any changes in appointments or any new appointments to be made during the 2022/2023 Municipal Year and that any such appointments be reported to the Cabinet for information.

1.2. Since that meeting, the following appointments and amendments to appointments have been made:-

Corporate Parenting Board

Councillor Y Wright be appointed in place of Councillor N Frith.

Links with the Corporate Priorities:

N/A

Equality Impact and Considerations:

N/A

Environmental Impact and Considerations:

N/A

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
N/A	N/A

Legal Implications:

Any changes in appointments subsequent to the Annual Council meeting are authorised to be determined by the Chief Executive in consultation with the Leaders of the political groups on the Council. These are minor changes and are reported to the Cabinet for information.

Financial Implications:

There are no financial implications.

Background papers:

Annual Appointments Report 2022.23

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON FRIDAY, 28 OCTOBER, 2022 AT BURY COUNCIL, BURY
TOWN HALL, KNOWSLEY PLACE, BURY.**

PRESENT:

GM Mayor	Andy Burnham (in the Chair)
Bolton	Councillor Martyn Cox
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Bev Craig
Oldham	Councillor Amanda Chadderton
Rochdale	Councillor Neil Emmott
Salford	Mayor Paul Dennett
Tameside	Councillor Gerald Cooney
Wigan	Councillor David Molyneux

OFFICERS IN ATTENDANCE:

Chief Executive Officer, GMCA & TfGM	Eamonn Boylan
GMCA Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Gillian Duckworth
GMCA Treasurer	Steve Wilson
Bolton	Sue Johnson
Bury	Geoff Little
Manchester	Joanne Roney
Oldham	Harry Catherall
Salford	Charlotte Ramsden
Stockport	Caroline Simpson
Tameside	Sandra Stewart
Trafford	Sarah Saleh
Wigan	Sonia Halliwell
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor

GMCA	Sylvia Welsh
GMCA	Lee Teasdale
TfGM	Steve Warrener

ALSO IN ATTENDANCE:

Chair of GMCA Overview & Scrutiny	Cllr John Walsh
GM Disabled People's Panel	Rick Burgess
GM Disabled People's Panel	Michelle Scattergood
Greater Manchester Mayor's Charity	Rev. Ian Rutherford
The Growth Company	Mark Hughes

GMCA 181/22 APOLOGIES

RESOLVED/-

That apologies be received and noted from Deputy Mayor, Police Fire & Crime, Bev Hughes, Councillor Mark Hunter (Stockport), Councillor Andrew Western (Trafford) and Steve Rumbelow (Rochdale), Tom Stannard (Salford), Sara Todd (Trafford) and Alison McKenzie-Folan (Wigan)

GMCA 182/22 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED/-

1. That the GMCA record its thanks to Charlotte Ramsden for her time working in Greater Manchester and wished her the best of luck in her new role at Bradford Children and Families Trust.
2. That the GMCA welcomes Sue Johnson to her first meeting as the Chief Executive of Bolton Council.
3. That the update provided by the GM Mayor on the successful implementation of the GM Green Summit on Monday 17th October 2022 be received, with thanks recorded to Councillor Martyn Cox for his work leading on the event.

4. That the news that Rt Hon Michael Gove MP had returned to the role of Secretary of State for Levelling Up be welcomed with the GMCA looking forward to resuming working with him in the near future.
5. That the GMCA formally record its congratulations to Greater Manchester Police following the welcome news that HMICFRS has confirmed that it will not only be released from special measures, but also that it currently ranks as the most improved force in the country.
6. That the news that the L.S. Lowry painting 'Going to the Match' will be retained by The Lowry Collection for display at the Lowry Art Gallery be welcomed.

GMCA 183/22 DECLARATIONS OF INTEREST

RESOLVED/-

There were no declarations received in relation to any item on the agenda.

**GMCA 184/22 MINUTES OF THE GMCA MEETING HELD ON 30
SEPTEMBER 2022**

RESOLVED/-

That the minutes of the GMCA meeting held on 30 September 2022 be approved as a correct record.

**GMCA 185/22 MINUTES OF THE GMCA AUDIT COMMITTEE HELD ON 19
OCTOBER 2022**

RESOLVED/-

That the minutes of the meeting of the GMCA Audit Committee held on 19 October 2022 be noted.

**GMCA 186/22 GMCA OVERVIEW AND SCRUTINY COMMITTEE - MINUTES
OF THE MEETING HELD ON 28 SEPTEMBER 2022**

RESOLVED/-

That the minutes of the meeting of the GMCA Overview & Scrutiny Committee held on 28 September 2022 be noted.

**GMCA 18722 GMCA WASTE & RECYCLING COMMITTEE – MINUTES OF
THE MEETING HELD ON 12 OCTOBER 2022**

RESOLVED/-

That the minutes of the meeting of the GMCA Waste & Recycling Committee held on 12 October 2022 be noted.

**GMCA 188/22 GMCA TRANSPORT COMMITTEE – MINUTES OF THE
MEETING HELD ON 14 OCTOBER 2022**

RESOLVED/-

That the minutes of the meeting of the GMCA Transport Committee held on 14 October 2022 be noted.

**GMCA 189/22 COST OF LIVING AND ECONOMIC RESILIENCE IN
GREATER MANCHESTER**

Mayor Burnham invited Rick Burgess and Michele Scattergood (GM Disabled People's Panel) to provide information pertaining to the results of the recent Big Disability Survey.

The Survey had been the biggest of its kind in the country. It ran over July and August 2022 and upon closing had received in the region of 1700 responses –

including around 500 pages of comments that allowed for the building of a more qualitative picture.

The results from the survey brought out the cumulative impact that had been building in the community for some time, from austerity, through covid and now into the cost-of-living crisis. Many disabled people already lived in relative poverty, within the region of 50% not being in work. Disabled people were also subject to extra living costs that often went under the radar, on average this was £600 extra per person per month. As an example, disabled people often had extra costs associated with energy costs due to life saving equipment that needed to be on charge at all times. A number of troubling findings from the survey were highlighted, this included that a full third of respondents felt that they could not afford to pay their current bills.

Troublingly the survey was also taken before the latest cost-of-living increases in the autumn.

A number of recommendations arose from the survey, these included ensuring that disabled people had the access they need to information and advice to ensure that they are claiming the right benefits/support packages; the generating and targeting of positive employment programmes; ensuring and promoting good quality work; liaising with utility providers to ensure no disconnections from services; and an ask that the GMCA use it's lobbying powers to support the community and inaugurate a task force.

Councillor Amanda Chadderton, Portfolio Lead for Equalities, Inclusion and Cohesion, was then invited to introduce the latest report updating on cost-of-living pressures and the measures being put in place to address these. It was highlighted that 306 warm banks were now in place across the region, and that research was being undertaken into positive measures taking place in other parts of the country. The Trafford Centre's "10 Weeks to Christmas" donation hubs were highlighted as an example of the region's residents wish to step forward and help. However, it was clear that the government were most needed in terms of stepping forward at this point. It was clear that to stem the further entrenchment of poverty, there was a pressing need for the new Prime Minister to commit to the raising of benefits in-line with the current rates of inflation, and that council budgets be protected to ensure they were able to continue to provide suitable levels of support rather than public

services that were already cut to the bone being expected to find efficiencies that no longer existed.

The Mayor welcomed all the feedback provided and advised that he would liaise with the GM Disabled People's Panel leads to join him in the conversation he was seeking with the 'big five' energy providers with a view to agreeing a moratorium on disconnection from energy supplies over the winter period.

RESOLVED/-

1. That the latest assessment, including the findings of the Greater Manchester Disabled People's Panel 2022 Survey be noted.
2. That the GMCA record its thanks to both Rick Burgess and Michele Scattergood for the presentation of the Disabled People's Panel survey results.
3. That the GMCA record its thanks to Councillor Amanda Chadderton for leading on the mobilisation of 306 'warm banks' across GM ahead of the winter period.
4. That the GMCA would lobby government ahead of the 'fiscal event' on 17th November on the pressing need to ensure that benefits rise in line with current rates of inflation to combat the further entrenchment of poverty, and that Council budgets be protected to ensure they were able to provide suitable levels of support.
5. That the GM Mayor invite a representative of the GM Disabled People's Panel to join him in the conversation he was seeking with the 'Big Five' energy providers on agreeing a moratorium on disconnection from energy supplies over the winter period.
6. That the GMCA continues to consider the cost-of-living crisis as a specific item each month.

**GMCA 190/22 CHALLENGE POVERTY WEEK ENGLAND AND WALES –
FEEDBACK FROM THE GM LAUNCH EVENT**

The Mayor invited Reverend Ian Rutherford to provide feedback following the GM launch event for Challenge Poverty Week England and Wales.

The vision for the week had been one of a UK free from poverty, an increasingly difficult vision to keep hold of within the current national context. Many families, households and wider communities faced reduced life chances/expectancies, with people feeling stigmatised, robbed of their dignity, agency, and power over their lives. The keynote speeches given at the event were highlighted, as was feedback and comments subsequently received. It was welcomed that the GMCA now had a portfolio which directly sought to address the cost-of-living crisis.

Councillor Bev Craig, Portfolio Lead for Economy, Business & International, was invited to update members on the cost-of-living crisis from an economic and business perspective. Information coming back from business at the moment indicated that all had concerns around the current rates of inflation, increasing costs and the short-term nature of the support that currently existed. However, it was important to note that less than 3% of businesses across GM were currently considering making redundancies. GM still had a strong story to tell in comparison to many parts of the UK in terms of economic confidence, the region was still seeing new investment and new businesses setting up here as a location. The city region was clearly doing something right in terms of attractiveness and needed to continue that. The importance of a collaborative approach across the region was highlighted, to direct support where needed to business and avert the risk of shedding jobs.

Members noted that a lot of the work mentioned was driven by local authorities, but there was also a lot of positive activity taking place outside of the public service setting, with the work of Greater Manchester Poverty Action being highlighted as a strong example. There was a clear need for their work, particularly the report being currently prepared by them, to be fully incorporated into the range of work taking place through the Tackling Inequality Board.

The Mayor drew the item to a close, noting the challenging winter ahead and the importance of the government's financial statement on 17th November, which would

set the tone going forward. In terms of support that could be provided at the local level, it was advised that a number of reports would be submitted to the next meeting of the GMCA, one which would highlight the improvements seen in bus patronage following the introduction of the £2 single fare cap, and another that would set out plans around homelessness and the expansion of 'A Bed Every Night'. The Mayor also updated attendees on the continuing discussions around replicating the Amazon agreement in Fife for the GM region – Wigan was proposed as an initial location for this and a report detailing the plans would be brought to the GMCA.

RESOLVED/-

1. That the feedback and suggestions made by cross-sector partners and residents who attended the third party 'Challenge Poverty Week' GM partnership event be noted.
2. That it be noted that the report was viewed with reference to and alongside the GMCA Cost of Living Resilience update, recognising that those responses were immediate, and that the report pointed to the need for GMCA to consider the medium to long term anti-poverty approach across the city-region, and that all recommendations would be addressed at the right level.
3. That the GMCA record its thanks to Revered Ian Rutherford for his presentation of the report.
4. That the work of GM Poverty Action, particularly the report being prepared at present, be fully incorporated into the range of work taking place through the Tackling Inequality Board.
5. That a report be submitted to the next meeting of the GMCA highlighting improvements in bus patronage following the introduction of the £2 single fare cap.
6. That a report be submitted to the next meeting of the GMCA setting out plans around homelessness and the expansion of 'A Bed Every Night'.
7. That a report be submitted to the next meeting of the GMCA providing further detail around the establishing of Wigan as an initial site for replicating the joint venture being rolled out in Scotland between Fife and Amazon.

GMCA 191/22 GMCA 2022/23 CAPITAL UPDATE – QUARTER 2

Councillor David Molyneux, Portfolio Lead for Resources, presented an update in relation to the Combined Authority's 2022/23 capital expenditure programme.

RESOLVED/-

1. That the current 2022/23 forecast of £565.6m compared to the 2022/23 previous forecast of £630.6m and approve changes to the capital programme as set out in the report be noted.
2. That the addition to the Capital Programme of the Air Quality Monitoring project, funded from the Department of Environment, Food and Rural Affairs Air Quality grant as outlined in paragraph 3.12.3, be approved.

GMCA 192/22 GMCA REVENUE UPDATE – QUARTER 2

Councillor David Molyneux, Portfolio Lead for Resources, presented a report informing the GMCA of the 2022/23 financial position at the end of September 2022 (quarter 2) and forecast revenue outturn position for the 2022/23 financial year.

Two issues were highlighted. Firstly, an amendment to a table in 2.3 of the report to incorporate the UKSPF Multiply Programme Grant referred to in 2.2., and secondly, that the forecast outturn had now moved to a forecast deficit outturn of £1.8m following the incorporation of the latest firefighter pay offer of 5% into the budgets – a cost that would need to be picked up locally through reserves.

RESOLVED/-

1. That the 2022/23 forecast outturn position for the GMCA budgets at the end of September 2022 (quarter 2), be noted.
2. That the changes to the GMCA General budget following the confirmation of additional funding during quarter 2 shown in paragraph 2.2, be approved.
3. That the table at 2.3 be updated to incorporate the UKSPF Multiply Programme Grant referred to in 2.2.

4. That it be noted that the forecast outturn has now moved to a forecast deficit outturn of £1.8m following the incorporation of the latest firefighter pay offer of 5% into the budgets – a cost that would need to be picked up locally.

GMCA 193/22 GM CULTURAL INVESTMENT APPROACH 2023 ONWARDS

Councillor Neil Emmott, Portfolio Lead for Culture, was invited to present a report that set out for agreement, a new approach to culture investment by GMCA. This was in response to a request by the GMCA to review the current approach and test if it was still fit for purpose following the difficult few years the cultural sector had gone through. The report included the outcome of consultation on this proposed approach undertaken over summer 2022.

It was hoped that the revised investment approach being proposed would allow the region's cultural organisations to receive the support they needed to survive and indeed thrive through these challenging times.

The revised approach was welcomed, with agreement that it would reaffirm the region's status as a cultural hub and a location for bringing through the talent of the future.

RESOLVED/-

1. That the consultation response to the proposed new approach to GMCA's cultural investment be noted.
2. That the new approach to GMCA's cultural investment be approved.
3. That an indicative investment period of three years subject to annual review and approval of the Culture Fund as part of the GMCA annual budget setting process, be approved in principle.
4. That the timeline for the GMCA Culture Fund to open for bids in preparation for the new investment approach starting from April 2023, be approved.
5. That the decision of the impact tool be noted and that it also be noted that the proposed approach will support equality inclusion, health outcomes and the economy in Greater Manchester.

GMCA 194/22 GREATER MANCHESTER CREATE GROWTH PROGRAMME

Councillor Neil Emmott, Portfolio Lead for Culture, presented a report that sought GMCA agreement to act as the accountable body with the DCMS (Department of Culture, Media & Sport) for the Create Growth Programme in GM, that the Growth Company should act as delivery partner as they did during the pilot, recognising that the Create Growth Programme was a continuation of the Creative Industries Scale Up pilot programme.

RESOLVED/-

1. That the Create Growth Programme in GM be supported.
2. That the proposal that GMCA act as the accountable body with the DCMS for the Create Growth Programme in Greater Manchester funded from a £1.275million Section 31 grant over the period 2022/23 – 2024/25 be approved.
3. That the GMCA enter into a grant agreement with the Growth Company for £1.2m to deliver the programme, as set out in the bid.
4. That the decision of the impact tool be noted, and it also noted that the proposed approach will support equality inclusion, health outcomes and the economy in Greater Manchester.

GMCA 195/22 ENERGY COMPANY OBLIGATION 4 (ECO4)

Councillor Martyn Cox, Portfolio Lead for Green City Region, presented a report seeking GMCA approval to conduct an 'Energy Company Obligation 4 (ECO4) Approved Application Process' exercise for identification of delivery installer(s) in Greater Manchester, specifically for the Flexible Eligibility element.

The report also sought approval for the GM Statement of Intent for ECO4 Flexible Eligibility, setting out the region's criteria for ECO4 Flexible Eligibility. Once agreed, the Statement of Intent would be published on the GMCA website.

RESOLVED/-

1. That the forthcoming funding opportunity presented by Energy Company Obligation 4 (ECO4) and specifically the Flexible Eligibility element be noted.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to:
 - a. Conduct an ECO4 Approved Application Process to produce a list of GM wide ECO4 delivery installer(s).
 - b. Centralise the management of ECO4 Flexible Eligibility on behalf of the 10 districts.
 - c. Receive and defray any concession received to cover internal costs over the ECO4 period.
3. That the GM Flexible Eligibility Statement of Intent (Annex 1) be approved and that authority be delegated to the Chief Executive Officer, GMCA & TfGM to sign the Statement of Intent on behalf of the GMCA and all 10 GM LAs be approved.
4. That the co-benefits assessment of this proposal suggests this project will directly reduce emissions from domestic buildings, in particular the worst performing properties be noted.

**GMCA 196/22 IMPLEMENTATION OF GREATER MANCHESTER VCSE
ACCORD AND CREATION OF GM VCSE FORUM**

Councillor Gerald Cooney, Portfolio Lead for Communities and Co-operatives, was invited to present a report seeking endorsement for a new tripartite Accord agreement (VCSE Accord) with the VCSE sector following the launch of Greater Manchester Integrated Care in July 2022.

It was also proposed that a system-wide GM Forum be created that would bring together political and officer leads from each district, together with representatives from the Integrated Care System and VCSE Leaders, with the purpose of driving forward the commitments in the VCSE Accord, including strategic partnership working to address the current cost-of-living crisis.

To support the Accord, the Combined Authority and NHS Greater Manchester Integrated Care had equally contributed funding. The funding would ensure the

development of arrangements to facilitate the delivery of a range of enabling activities, which would be jointly agreed by the parties to the Accord within the framework set within the Implementation Plan. It was proposed that these activities follow a three-year planning cycle to enable continuity and sustainability in the VCSE sector's response. Collaborative working with the VCSE sector across Greater Manchester would be vital to support people and communities through the cost-of-living crisis.

The new Accord was welcomed, with the Mayor noting how relationships with the VCSE sector in GM had moved into an increasingly collaborative space over the past five years.

RESOLVED/-

1. That the progress update be noted.
2. That the proposal to create a system-wide GM VCSE Forum and provide nominations to join the Forum be endorsed.
3. That local authorities and partners be encouraged to make nominations to the Forum as detailed in the terms of reference.

**GMCA 197/22 INNOVATION GREATER MANCHESTER AND INNOVATION
ACCELERATOR PILOT**

Councillor Bev Craig, Portfolio Lead for Economy, Business & International, was invited to present a report detailing progress made in developing Innovation Greater Manchester, the Innovation focused delivery arm of the Greater Manchester Strategy, to deliver the Greater Manchester vision for economic growth, and to agree

Governance arrangements for delivery of the Innovation Accelerator pilot being co-designed with Government.

It was noted that recommendation two required a small amendment to incorporate the Lead Chief Executive for Work & Skills.

RESOLVED/-

1. That the progress in developing Innovation Greater Manchester, which was supporting the Greater Manchester Strategy commitment to “Realise the opportunities from our world class growth and innovation assets” be noted.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM and the GMCA Treasurer, in consultation with the Portfolio Leads and Lead Chief Executives for Economy and Work & Skills, the decision making and sign-off authority for local selection and oversight of the projects to be funded through the Innovation Accelerator pilot. Decisions will be informed by consultation with the Innovation Greater Manchester Board.
3. That it be noted that the innovation accelerator pilot was expected to have direct positive impacts on equality and inclusion, health, resilience and adaptation, economy, and mobility and connectivity. There will be indirect positive impacts on carbon emissions.

GMCA 198/22 GREATER MANCHESTER ACTIVE TRAVEL PROGRAMME

Andy Burnham, GM Mayor, presented a report seeking approval of the delivery funding requirements for the Oldham Chadderton Improvements Active Travel scheme, through the Mayor’s Challenge Fund (MCF) Cycling and Walking

programme; and to note the agreed variations in Local Authority budget allocations for GM's Active Travel Fund (Phase 2) programme.

It was advised that Dame Sarah Storey would be invited to the next meeting of the GMCA to provide an update on 'refreshing the mission' around Active Travel.

RESOLVED/-

1. That the release of up to £745,000 of MCF delivery funding for the Oldham Chadderton Improvement scheme, set out in section 2 of this report, in order to secure full approval and enable scheme delivery through the signing of the necessary supporting legal agreements, be approved.
2. That the revised GM Local Authority budget allocations for the Active Travel Fund (Tranche 2), following a re-profiling exercise agreed by the Active Travel Programme Board, as set out in section 3 of the report, be noted.
3. That the release of up to £225,508 of development cost funding for the 2 Active Travel Fund (Tranche 3) schemes, set out in section 4 of the report, be approved.
4. That Dame Sarah Storey be invited to the next meeting of the GMCA to provide an update on 'refreshing the mission' around active travel.

**GMCA 199/22 DELIVERING THE BEE NETWORK: BUS FRANCHISING
AND FARES, METROLINK FLEET, RAIL INTEGRATION
AND OPERATION AVRO**

Andy Burnham, GM Mayor, presented a report that provided an update to the GMCA on progress to deliver a number of key elements of the Bee Network.

Councillor John Walsh, Chair of the GMCA Overview & Scrutiny Committee, was invited to provide an update on the Committee's recent review of the Bee Network. Issues highlighted had included overcrowding on Metrolink during major events; safe late night transport services; continued measures to reduce fare evasion; raising the profile of walking & cycling; and the increase of live timetable information at bus stops.

An update was provided to Members on the bus tranches. Each individual tranche would contain several tenders from a mixture of large and small operators. It had been deliberately designed to ensure that all scales of operator could play a part in the competitive process going forward.

The Chair advised that a meeting of Northern City Region Mayors had taken place to specifically consider the situation currently being faced on the national train networks. A statement was subsequently released requesting specific actions in the short, medium and long term. In the short term, it was expected that the new Transport Secretary should, without delay, sign an agreement to allow for rest day working on both Northern and Trans-Pennine Express services. In the medium term, the Trans-Pennine express contract renewal was due to take place on 23rd May 2023, if granted this would be an 8-year renewal with a 4-year break clause. As things stood it was hard to suggest that this was earned by their performance, with clear issues at the management level. There was a call for them immediately to be put on probation with a full review of their management structure and working practices. In the long term, conversations with government over devolution of local commuter train services clearly needed to take place.

RESOLVED/-

1. That the progress made towards the delivery of the Bee Network be noted.
2. That the comments raised by the GMCA Overview & Scrutiny Committee be noted.
3. That TfGM be requested to submit an update report to the November GMCA meeting and a final report at the December GMCA meeting on the progressing of franchising arrangements.
4. That the statement made by Northern City Region Mayors calling for action in the short, medium and long term to address specific issues raised in the minutes on the national rail network be noted.

**GMCA 200/22 TRANSPORT CAPITAL PROGRAMME AND LOCAL
GROWTH DEAL**

Andy Burnham, GM Mayor, presented a report that provided an update to the GMCA on progress to deliver key elements of the Local Growth Deal schemes and also requested approval of the draw-down of funding for the development and delivery of schemes within the City Region Sustainable Transport Settlement (CRSTS) and Salford Bolton Network Improvement (SBNI) programmes.

RESOLVED/-

1. That the progress made in relation to the Local Growth Deal Transport schemes as set out in Sections 2, 3 and 4 of the report, be noted.
2. That the progress made in relation to the Non-Transport Skills Capital and Economic Development and Regeneration (ED &R) programmes, as set out in Section 5 of the report, be noted.
3. That the funding draw-down request for the SBNI Salford Package 7 (A580 Junctions), as set out in Section 5 of the report, be approved.
4. That the use of returned Life Sciences funds to proceed with Life Sciences 2, as set out in Section 6.5 of the report, be noted.
5. That the funding draw-down request for Farnworth Streets for All, as set out in Section 7 of the report, be approved.

**GMCA 201/22 GREATER MANCHESTER UK SHARED PROSPERITY FUND
– INVESTMENT PLAN**

Councillor David Molyneux, Portfolio Lead for Resources, was invited to present a report outlining the approach to the implementation of the GM UK Shared Prosperity Fund (UKSPF) and the recommendations of the GM UKSPF Local Partnership Board to the GMCA as the Lead Authority for Greater Manchester in relation to the first round of GM UKSPF investment proposals. The proposals were for the UKSPF Communities and Place and Local Business investment priorities. All of the recommendations would be subject to the government's approval of the GM UKSPF Investment Plan.

RESOLVED/-

1. That 10GM £1,663,571 of GM's UKSPF allocation to deliver activity to support VCSE sustainability and infrastructure across GM to March 2025, as set out within the 10GM proposal, outlined at Section 3 of this report, be granted.
2. That the GM Business Growth Hub £500,000 of GM's UKSPF allocation in 2022/23 to deliver a programme of activity in 2022/23 to support GM businesses with the Cost of Doing Business challenges, as set out within the proposal, outlined at Section 5 of this report, be granted.
3. That a £15m UKSPF funded GM SME (Small and Medium Size Enterprises) Workspace Fund be established and administered by GMCA which will prioritise local authority proposals for the creation of SME workspace in city and town centres and high streets in GM to March 2025. Prioritised proposals within this programme will come to GMCA for agreement in due course.
4. That £2,744,408 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, be granted to Bolton Council.
5. That £1,662,478 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, be granted to Bury Council.
6. That a grant be awarded to Manchester City Council for £2,886,652 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, noting that Manchester City Council will submit a further proposal for their remaining allocation to the GM UKSPF Local Partnership Board in due course.
7. That £2,295,803 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, be granted to Oldham Council.

8. That £2,163,860 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, be granted to Rochdale Council.
9. That £2,243,026 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, be granted to Salford Council.
10. That £2,454,134 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, be granted to Stockport Council.
11. That £1,768,032 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, be granted to Trafford Council.
12. That £1,050,000 of GM's UKSPF allocation be granted to Wigan Council over 2.5 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place proposal by March 2025, as outlined at Annex A, noting that Wigan Council will submit a further proposal to the GM UKSPF Local Partnership Board for their remaining allocation in due course.
13. That Subject to GM UKSPF Local Partnership Board recommendation, delegate GMCA approval of Tameside Council's proposal for their UKSPF allocation to the Chief Executive Officer, GMCA & TfGM, GMCA Treasurer and Monitoring Officer in consultation with the Resources and Investment Portfolio Leader to grant up to £1,979,141 of GM's UKSPF allocation over 2.5 years to deliver the activity, expenditure, outcomes and outputs that will be set out in their UKSPF Communities and Place proposal.

**GMCA 202/22 DEVOLUTION OF THE ADULT EDUCATION BUDGET (AEB):
UPDATE ON COMMISSIONING APPROACH FOR 2023/24**

Councillor Eamonn O'Brien, Portfolio Lead for Education, Skills, Work, Apprenticeships and Digital, was invited to present a report on progress relating to devolution of the Adult Education Budget from 1 August 2023 for the 2023-2024 academic year onwards and setting out the proposed approach to commissioning AEB funded provision for GM residents for 2023/24, including procurement activity.

RESOLVED/-

1. That the update on the devolution of the AEB and proposed approach to commissioning AEB funded provision for GM residents for 2023/24, including procurement activity be noted.
2. That approval be granted for the proposed approach to commissioning AEB funded provision for GM residents in 2023/24 which includes:
 - a. Grant funding agreements for the providers identified as being in-scope for block grants, namely further education institutions based within Greater Manchester and those GM local authorities which currently deliver AEB funded provision.
 - b. Procurement of contracts for services for all other providers, including independent training providers, FE institutions based outside of Greater Manchester, and other organisations (which may include the voluntary and community sector)
3. That authority be delegated to the Chief Executive Officer GMCA & TfGM, GMCA Treasurer and Monitoring Officer, in consultation with the Portfolio Lead and Portfolio Lead Chief Executive for Education, Skills, Work, Apprenticeships and Digital (and subject to considerations around any conflicts of interest which might arise), to take forward AEB commissioning, including the procured element, to contract award.

**GMCA 203/22 GREATER MANCHESTER HOUSING INVESTMENT LOANS
FUND – INVESTMENT APPROVAL RECOMMENDATION**

Eamonn Boylan, Chief Executive of GMCA & TfGM, was invited to present a report seeking the Combined Authority’s approval to the GM Housing Investment Loans Fund (“GMHILF”) loan detailed in the recommendation below.

The report also provided information regarding a loan previously approved by the Combined Authority where an increase in the loan had been approved under delegation.

RESOLVED/-

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

Borrower	Scheme	District	Loan
Kellen Homes (GM) Ltd	Mill Vale	Rochdale	£12.581m

2. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.
3. That the GM Housing Investment Loans Fund loan detailed in the table below, where an increase in the loan has been approved by the GMCA Chief Executive acting in consultation with the Portfolio Lead Leader for Place Based Regeneration & Housing under delegation be noted.

Borrower	Scheme	District	Loan
Blueoak Estates (Manchester) Ltd	Alexander House	Trafford	£11.685m

**GMCA 204/22 GREATER MANCHESTER INVESTMENT FRAMEWORK,
CONDITIONAL PROJECT APPROVAL**

Councillor David Molyneux, Portfolio Lead for Resources, was invited to present a report seeking approval for a loan to HN Flow Limited (“Hydr”). The loan would be made from recycled funds.

RESOLVED/-

1. That the loan facility of up to £350,000 to HN Flow Limited be approved.
2. That authority be delegated to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in respect of the above loan, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the loan, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan noted above.

GMCA 205/22 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED/-

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

**GMCA 206/22 GREATER MANCHESTER HOUSING INVESTMENT LOANS
FUND – INVESTMENT APPROVAL RECOMMENDATION**

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (minute 203/22 above refers)

RESOLVED/-

That the report be noted.

**GMCA 207/22 GREATER MANCHESTER HOUSING INVESTMENT
FRAMEWORK, CONDITIONAL PROJECT APPROVAL**

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (minute 204/22 above refers)

RESOLVED/-

That the report be noted.

Signed by the Chair:

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