

**Lynne Ridsdale**  
**Chief Executive**

*Our Ref* JG  
*Your Ref* C/JG  
*Date* 16 May 2023  
*Contact* Julie Gallagher  
*Direct Line* 0161 253 6640  
*E-mail* Julie.Gallagher@bury.gov.uk  
*Web Site* www.bury.gov.uk

**TO: All Members of Council**

**Councillors :** A Arif, S Arif, N Bayley, R Bernstein, D Berry, C Birchmore, C Boles, A Booth, N Boroda, R Brown, C Cummins, L Dean, D Duncalfe, U Farooq, E FitzGerald, N Frith, I Gartside, R Gold, D Green, J Grimshaw, S Haroon, J Harris, M Hayes, K Hussain, B Ibrahim, J Lancaster, G Marsden, J Mason, L McBriar, G McGill, C Morris, E Moss, E O'Brien, T Pilkington, A Quinn, D Quinn, T Rafiq, I Rizvi, M Rubinstein, J Rydeheard, L Ryder, L Smith, M Smith, G Staples-Jones, T Tariq, S Thorpe, D Vernon, S Walmsley, M Walsh, M Whitby and Y Wright

Dear Member/Colleague

**Council**

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

<b>Date:</b>	Wednesday, 24 May 2023
<b>Place:</b>	Council Chamber, Bury Town Hall
<b>Time:</b>	2.00 pm
<b>Briefing Facilities:</b>	If Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
<b>Notes:</b>	

## **AGENDA**

The Agenda for the meeting is attached.

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

**Yours sincerely**

A handwritten signature in dark ink, appearing to read 'Widdale', is positioned below the 'Yours sincerely' text.

**Chief Executive**

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

## AGENDA

### 1 ANNUAL MEETING OF THE COUNCIL PART 1

1. To elect the Mayor for the Municipal Year 2023/2024
2. To elect a Deputy Mayor for the Municipal Year 2023/2024

### 2 APOLOGIES FOR ABSENCE

### 3 DECLARATIONS OF INTEREST

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

### 4 MINUTES (Pages 5 - 14)

Minutes for the meeting held on 22<sup>nd</sup> March 2023 are attached.

### 5 ELECTION OF COUNCILLORS MAY 2023

To receive the following report from the Chief Executive on the outcome of the Election of Councillors held on 4 May 2023 for each of the seventeen wards of the Metropolitan Borough:-

Ward	Councillor Elected
Ramsbottom	Councillor G Staples-Jones
North Manor	Councillor K Hussain
Tottington	Councillor I Gartside
Elton	Councillor C Morris
Moorside	Councillor B Ibrahim
East	Councillor U Farooq
West	Councillor S Arif
Redvales	Councillor S Haroon
Unsworth	Councillor T Rafiq
Radcliffe East	Councillor M Walsh
Radcliffe North and Ainsworth	Councillor J Lancaster
Radcliffe West	Councillor M Smith
Pilkington Park	Councillor M Rubinstein
Besses	Councillor L Smith
Holyrood	Councillor L Ryder
St Mary's	Councillor S Thorpe
Sedgley	Councillor D Quinn

6     **ANNUAL CONSTITUTION UPDATE REPORT** (Pages 15 - 42)

Report attached.

7     **ANNUAL APPOINTMENTS 2022/23** (Pages 43 - 72)

Reports and appendices attached.

8     **OVERVIEW AND SCRUTINY ANNUAL REPORT 2022/23** (Pages 73 - 98)

Report attached.

9     **STATE OF THE BOROUGH DEBATE** (Pages 99 - 120)

Report attached.

The Leader will make a statement.

The Group Leaders will be invited to reply.

10    **ANNUAL MEETING OF THE COUNCIL PART 2**

You are also summoned to attend Part 2 of the **Annual Meeting of the Council** which will be held on **the above date at 4.00 pm in the Council Chamber, Town Hall, Bury** for the purpose of transacting the following business:-

1.     To elect the Mayor for the Municipal Year 2023/2024
2.     To elect a Deputy Mayor for the Municipal Year 2023/2024
3.     To resolve that this Council hereby expresses its thanks to Councillor S Haroon, Councillor A Arif and Mr Raja Haroon Khan for the diligent manner in which they have undertaken the duties of Mayor and Consort of the Metropolitan Borough of Bury during the Municipal Year now ending and places on record its appreciation of their devotion to and performance of the important duties attaching to their Offices and that Medallions be presented to them as tokens of their service as Mayor and Consort.

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

**Date of Meeting:** 22 March 2023

**Present:** The Worshipful the Mayor (Councillor , in the Chair)  
Councillors A Arif, S Arif, N Bayley, R Bernstein, D Berry,  
C Birchmore, C Boles, A Booth, N Boroda, R Brown,  
C Cummins, L Dean, S Donnelly, D Duncalfe, U Farooq,  
E FitzGerald, N Frith, I Gartside, R Gold, D Green, J Grimshaw,  
S Haroon, J Harris, M Hayes, K Hussain, N Jones, J Lancaster,  
G Marsden, L McBriar, G McGill, C Morris, E Moss, E O'Brien,  
T Pilkington, A Quinn, D Quinn, T Rafiq, I Rizvi, J Rydeheard,  
L Smith, M Smith, C Tegolo, S Thorpe, D Vernon, S Walmsley,  
M Walsh, M Whitby and Y Wright

**Apologies for Absence** J Mason, K Peel M Walsh and T Tariq

**Public Attendance:** 32 members of the public attended the meeting.

#### **C. 10 DECLARATIONS OF INTEREST**

Councillor S Arif declared a prejudicial interest in item Common Minimum Licensing Standards and left the meeting during consideration of this item.

#### **C. 11 MAYORAL COMMUNICATIONS AND ANNOUNCEMENTS**

The Mayor invited Members to join with her in celebrating Gallipoli, attend her Civic Lunch and also a "Big Lunch" to celebrate the Kings Coronation.

#### **C. 12 MINUTES**

The minutes of the meeting held on 22<sup>nd</sup> February 2023 were approved as a correct record and signed by the Mayor.

#### **C. 13 PUBLIC QUESTION TIME**

<b>Questioner</b>	<b>Topic</b>	<b>Responding</b>
<b>J Williams</b>	<b>Highways Infrastructure</b>	<b>Cllr O'Brien</b>
<b>D Holland</b>	<b>OfCom</b>	<b>Cllr O'Brien</b>
<b>A Law</b>	<b>Broadband Infrastructure</b>	<b>Cllr O'Brien</b>
<b>C Bernstein</b>	<b>Derelict Buildings in Radcliffe</b>	<b>Cllr O'Brien</b>
<b>D Judge</b>	<b>Member Allowances</b>	<b>Cllr O'Brien</b>
<b>B Marland</b>	<b>Council Tax</b>	<b>Cllr Gold</b>
<b>S Francis</b>	<b>Bin Collections</b>	<b>Cllr Quinn</b>
<b>D Mihell</b>	<b>Roadworks</b>	<b>Cllr O'Brien</b>
<b>A Hay</b>	<b>Cllr Connolly</b>	<b>Cllr O'Brien</b>

## RECOMMENDATIONS OF CABINET AND COUNCIL COMMITTEES

### Meeting of Democratic Arrangements Forum – Meetings Timetable

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

**RESOLVED, that:**

That the timetable of meetings for the 2023/24 Municipal Year, as set out, be approved.

### Meeting of Employment Panel – Amendments to the Officer Employment Procedure rules

It was moved by Councillor Rafiq and seconded by Councillor Moss and it was,

**RESOLVED, that:**

The revised Officer Employment Procedure Rules be approved.

### Meeting of Employment Panel – Annual Pay Policy Statement

It was moved by Councillor Rafiq and seconded by Councillor Moss and it was,

**RESOLVED, that:**

The Pay Policy Statement for 2023/2024 be approved.

### Meeting of Corporate Parenting Board – Terms of Reference

It was moved by Councillor L Smith and seconded by Councillor D Quinn and it was,  
RESOLVED, that:

The Corporate Parenting Board Terms of Reference be approved.

### Meeting of Cabinet – Finance Restructure

It was moved by Councillor Rafiq and seconded by Councillor Gold and it was,  
RESOLVED, that

The costs associated with the proposed redundancy of the post of Service Development Manager, Revenues and Benefits to Council for approval

### Meeting of Licensing and Safety Committee – Common Minimum Licensing Standards

It was moved by Councillor Morris and seconded by Councillor Walmsley and it was,  
**RESOLVED that:**

It is recommended that the Licensing and Safety Committee considers and adopts the following amendments to the Minimum Licensing Standards and recommends to Full Council that the amendments are approved:

For existing vehicle licence proprietors:

- that the transitional arrangements in relation to age and emissions standards are extended from 1 April 2024 to 1 April 2026 - This will assist hackney carriage and private hire vehicle owners to transition to the new requirements, whilst allowing them the ability to take advantage of the funding support package (Clean Air funding) once it is available. In order to achieve this compliance date, the amended policy will state that from 1 April 2025 a vehicle licence will not be renewed if the vehicle does not meet the above standards.
- the implementation date for the written-off vehicle standards is extended to 1 April 2026. The amendment of the written off policy is to permit vehicle licence holders who are currently licensed in Bury with a previously written off vehicle prior to the implementation of the Stage 2 of Common Minimum Standards in November 2021 to continue to be able to licence the vehicle until the 1 April 2026. In order to achieve compliance, the amended policy will state that from 1 April 2025 a vehicle licence will not be renewed if the vehicle has been previously written off. There will be no change to Council Policy relating to new vehicle licence applications in relation to this standard.

For new applications for vehicle licences

- the minimum age requirement for new vehicles coming onto fleet is removed for hackney carriages and private hire vehicles - the current policy in relation to hackney carriage and private hire vehicles has a coming on age (new to fleet) as follows:-
  - PHV – under 5 years on to fleet and 10 years off
  - PHV WAV – under 7 years on to fleet and 15 years off
  - Purpose built HVC – under 7 on to fleet and 15 years off

### **C. 15 APPOINTMENT OF DEPUTY ELECTORAL REGISTRATION OFFICER**

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

**RESOLVED:**

**That:**

The Council appoints the Elections and Land Charges Manager, as a Deputy Electoral Registration Officer with the power to sign temporary Voter Authority Certificates.

### **C. 16 LEADER' STATEMENT AND CABINET QUESTION TIME**

#### **(a) Written question (Notice given)**

The Leader of the Council, Councillor E O'Brien, made a statement on the work undertaken by him since the date of the last Council meeting.

The Leader and the relevant Cabinet Members answered questions raised by Councillors on the following issues:

	Questioner	Cabinet Member	Topic
1	Cllr Pilkington	Cllr O'Brien	Ramsbottom Town Plan
2	Cllr Moss	Cllr Rafiq	Real Living Wage
3	Withdrawn		
4	Cllr Whitby	Cllr Gold	Cost of Living Community Grants
5	Cllr Rizvi	Cllr L Smith	Radcliffe School
6	Cllr Lancaster	Cllr L Smith	Governance arrangements for new school in Radcliffe
7	Cllr Hayes	Cllr A Quinn	Electric Vans
8	Cllr Farooq	Cllr Gold	Tackling Violence against women
9	Cllr Gartside	Cllr A Quinn	Island Lodge
10	Cllr S Arif	Cllr O'Brien	Bus lane on Bolton Road
11	Cllr LJ Dean	Cllr Boroda	CPR

Due to the lack of time to answer questions 12 to 15 inclusive, the Leader gave an undertaking that copies of those questions and responses will be circulated to all Councillors. The Leader also gave an undertaking to make these available on the Council Web Site.

b) Verbal Questions

Questioner	Cabinet Member	Topic
Cllr Bernstein	Cllr O'Brien	Neighbourhood Policing
Cllr D Duncalfe	Cllr O'Brien	Derelict Building in Radcliffe
Cllr Morris	Cllr A Quinn	Tree Maintenance
Cllr Rydeheard	Cllr O'Brien	Safeguarding Issues
Cllr Birchmore	Cllr L Smith	School Places in Radcliffe
Cllr Pilkington	Cllr O'Brien	Plans for Ramsbottom
Cllr Lancaster	Cllr A Quinn	Road calming measures in Ainsworth
Cllr S Walmsley	Cllr Gold	GMP



**C. 17 COMBINED AUTHORITY REPORT AND QUESTIONS TO THE COUNCIL'S COMBINED AUTHORITY REPRESENTATIVES**

- (a) The Council received a report on the work of the Combined Authorities.  
 (b) The following questions had been received in accordance with Council Procedure Rules:

Questioner	Combined Authority Member	Topic
Cllr Bayley	Cllr A Quinn	Holding train companies to account
Cllr McBriar	Cllr Gold	Knife Crime
Cllr Harris	Cllr A Quinn	Bus replacement costs
Cllr R Brown	Cllr O'Brien	Trailblazer devolution deal

**C. 18 NOTICES OF MOTION**

**(i) ANTI SOCIAL BEHAVIOUR**

A motion had been received and set in the summons in the names of:  
 Councillors S. Arif, Bernstein, Brown, Dean, Gartside, Harris, Lancaster, Hussain, Jones, McBriar, Rydeheard, Vernon

An altered motion was moved, seconded and agreed by the meeting:

This Council are keen to do all in its power to make the Borough a first choice for people to live in, for businesses to invest in and for children and young people to be educated in. As part of this approach the Council are determined to eradicate as far as possible any form of anti-social behaviour that could impact on this strategic vision.

While the more serious criminal behaviour such as knife crime will understandably receive more financial resources and multi- agency responses some of the perceived less serious though still challenging behaviours such as flytipping, noise and drug activity require robust responses to send a clear message that this Borough has a zero tolerance for all such behaviour that blights our neighbourhoods.

This Council resolves to;

Delete:

Identify the level of such activity within each Neighbourhood Hub

Add:

1. Ensure an ongoing review of the level and nature of ASB activity within each neighbourhood.

Delete:

Call for a Bury Team Event to be held as a priority to discuss this matter with all partners with a view to creating an action plan to eradicate these issues

2. Hold a Team Bury event as a priority on ASB in order to:

A. Discuss how Team Bury partners can contribute to combating ASB and

B. Feed back Team Bury partners' comments on tackling ASB to the Community Safety Partnership

Delete:

To include in the Community Strategic Plan definite actions by which the Council and its Partners will be measured by in their contribution to reductions in anti-social behaviour  
Add:

3. Ensure that measurable activities and outcomes are included in the CSP delivery plan on tackling ASB.

On being put with all Members present voting in favour, 0 Members voting against and the Mayor abstaining, the Mayor declared the motion carried.

### **(ii) Promotion of Council reporting system to help identify hotspots for rat infestations and production of a report identifying ways of reducing the problem.**

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

Councillors Carol Birchmore, Cllr Donald Berry, Cllr Andrea Booth, Cllr Des Duncalfe, Cllr Glyn Marsden, Cllr James Mason, Cllr Mike Smith and Cllr Mary Walsh

A recent Manchester Evening News article identified Bury MBC as being ranked sixth out of the 10 local authorities in Greater Manchester in terms of rat problems. This article however misses important facts that may lead to a misrepresentation of the true picture. Further research shows that the two local authorities at the top of the list have some of the lowest pest control call out rates and probably more significantly Tameside, ranked at the bottom has the highest rates. As councillors many of us hear anecdotal reports of rat sightings from residents. In part, due to call out costs, many residents, especially in poorer areas will opt to treat the problem themselves and so these incidents will go unreported through official channels. It is thought that rat infestations are more likely to occur in areas of high-density housing and in older terraced properties it is true that travel from property to property is often easier. The Council does offer a pest reporting system for public places, but many residents are not aware of it. The best way to get a true picture of the problem in Bury is to gather information on sightings and produce a map identifying report hotspots. To do this, we need to get more residents using the reporting system.

This Council resolves to:

- Promote the reporting system by running a “report a rat” campaign using notices on lampposts and posters in public places to make residents aware of the reporting system
- Officers to review fee levels in relation to pest control call out costs to encourage more reporting of issues in private properties
- Officers to work with private landlords and housing associations to look at ways of reducing the incidents of overflowing communal bins for apartments and HMOs to reduce available food sources for the rats
- Officers to review how the Council can work with commercial food outlets to reduce discarded waste and overflowing waste bins.

On being put with 7 Members voting in favour, 38 Members voting against and Councillor Tegolo and the Mayor abstaining, the Mayor declared the motion lost.

### **(iii) No Bury Child Should Go Hungry**

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

Councillors: A. Arif, N Bayley, C Boles, N Boroda, C Cummins, U Farooq, E FitzGerald, N Frith, R Gold, D Green, J Grimshaw, S Haroon, M Hayes, G McGill, C Morris, E Moss, E O'Brien, K Peel, T Pilkington, A Quinn, D Quinn, T Rafiq, I Rizvi, L Smith, T Tariq, S Thorpe, S Walmsley, and M Whitby.

This Council believes that the best way of stopping children going hungry is to lift them and their families out of poverty.

This Council notes that according to research from the Food Foundation thinktank:

- 1) The number of UK children in food poverty has nearly doubled in the last year to almost 4 million.
- 2) More than one in five (22%) of households reported skipping meals, going hungry or not eating for a whole day in January, up from 12% at the equivalent point in 2022.
- 3) Polling showed increased backing for expanding free school meals in England. Eight out of 10 people (80%) polled said they favoured extending free school meal eligibility to all children in households receiving universal credit, up from 72% in October.

It further notes that:

- 1) Bury's current Healthy Start voucher uptake is only 64%, with only 1228 out of 1922 eligible beneficiaries currently accessing this scheme.
- 2) Between 1 April 2021 and 31 March 2022, food banks in the Trussell Trust's UK wide network distributed over 2.1 million emergency food parcels to people in crisis. This is an increase of 14% compared to the same period in 2019/20. 832,000 of these parcels went to children.
- 3) The Trussell Trust have stated that "hunger in the UK isn't about food, it's about a lack of income." They identified the main drivers of food bank use in their network as:
  - a) Problems with the benefits system (delays, inadequacy and reductions)
  - b) Challenging life experiences or ill-health
  - c) Lack of informal or formal support

### **This Council resolves to:**

- 1) Work with families and partners to alleviate children going hungry.
- 2) Support the continued free school meals offer in school holidays for those who need it and lobby the Government to extend free school meal eligibility to all children in households receiving universal credit.
- 3) Endorse the Feeding Britain campaign to introduce automatic registration for the Healthy Start voucher scheme for all eligible families and do more to promote the scheme locally.
- 4) Support the Labour Party's pledge to introduce fully funded breakfast clubs for every primary school in England.
- 5) Write to both Bury MPs requesting they support the changes in 2), 3) and 4) and lobby Ministers on our behalf in favour of them.
- 6) Continue to support maximising income for families through Money Advice Referral Tools (MARTs), widen awareness for those "just about managing" families of local initiatives and make all Bury residents aware of all support that they would be eligible for and benefit from.
- 7) Engage with food businesses across the borough to improve access to healthy affordable food.
- 8) Make sure children and young people's voices are heard more in the decision-making processes of the Council.
- 9) Encourage "grow your own" initiatives where community groups, schools and volunteers can help promote sustainable food production.

For all Elected Members to take on the responsibility of enabling all children to thrive in Bury and ensure no child goes hungry.

An amendment was moved by Councillor Bernstein and seconded by Councillor Vernon to:

This Council believes that the best way of stopping children going hungry is to lift them and their families out of poverty.

**ADD:**

An important contribution to achieve this is to encourage those families who are able and who have parental responsibility and currently are not employed to do all they can to find suitable employment which can help maximise their personal aspirations to give their children the best opportunities in life.

This Council notes that according to research from the Food Foundation thinktank:

The number of UK children in food poverty has nearly doubled in the last year to almost 4 million.

More than one in five (22%) of households reported skipping meals, going hungry or not eating for a whole day in January, up from 12% at the equivalent point in 2022.

Polling showed increased backing for expanding free school meals in England.

Eight out of 10 people (80%) polled said they favoured extending free school meal eligibility to all children in households receiving universal credit, up from 72% in October.

**It further notes that:**

Bury's current Healthy Start voucher uptake is only 64%, with only 1228 out of 1922 eligible beneficiaries currently accessing this scheme.

Between 1 April 2021 and 31 March 2022, food banks in the Trussell Trust's UK wide network distributed over 2.1 million emergency food parcels to people in crisis. This is an increase of 14% compared to the same period in 2019/20. 832,000 of these parcels went to children.

The Trussell Trust have stated that "hunger in the UK isn't about food, it's about a lack of income." They identified the main drivers of food bank use in their network as:

- Problems with the benefits system (delays, inadequacy and reductions)

- Challenging life experiences or ill-health

- Lack of informal or formal support

There are a significant number of job vacancies for people to fill and notes the significant assistance offered by the Chancellor of the Exchequer in his spring budget to assist more help for people to get into work and the boost to increase free childcare.

This Council resolves to:

- Work with families and partners to alleviate children going hungry.

- Endorse the Feeding Britain campaign to introduce automatic registration for the Healthy Start voucher scheme for all eligible families and do more to promote the scheme locally.

- Continue to support maximising income for families through Money Advice Referral Tools (MARTs), widen awareness for those "just about managing" families of local initiatives and make all Bury residents aware of all support that they would be eligible for and benefit from.

- Make sure children and young people's voices are heard more in the decision-making processes of the Council.

Encourage “grow your own” initiatives where community groups, schools and volunteers can help promote sustainable food production.  
For all Elected Members to take on the responsibility of enabling all children to thrive in Bury and ensure no child goes hungry.

### **ADD**

Write to the government to thank them for providing over £3 million for this year, as a continuation of the household support fund, that can be utilised for free school meals.

That the Council within its anti-poverty strategy encourage those who are eligible and not claiming benefits to do so.

**On being put with 12 Members voting for, 34 voting against and the Mayor abstaining, the amendment was lost.**

An amendment was moved by Councillor Mike Smith and seconded by Councillor Mike Smith;

This Council believes that the best way of stopping children going hungry is to lift them and their families out of poverty.

This Council notes that according to research from the Food Foundation thinktank:

- 1) The number of UK children in food poverty has nearly doubled in the last year to almost 4 million.
- 2) More than one in five (22%) of households reported skipping meals, going hungry or not eating for a whole day in January, up from 12% at the equivalent point in 2022.
- 3) Polling showed increased backing for expanding free school meals in England. Eight out of 10 people (80%) polled said they favoured extending free school meal eligibility to all children in households receiving universal credit, up from 72% in October.

It further notes that:

- 1) Bury's current Healthy Start voucher uptake is only 64%, with only 1228 out of 1922 eligible beneficiaries currently accessing this scheme.
- 2) Between 1 April 2021 and 31 March 2022, food banks in the Trussell Trust's UK wide network distributed over 2.1 million emergency food parcels to people in crisis. This is an increase of 14% compared to the same period in 2019/20. 832,000 of these parcels went to children.
- 3) The Trussell Trust have stated that “hunger in the UK isn't about food, it's about a lack of income.” They identified the main drivers of food bank use in their network as:
  - a) Problems with the benefits system (delays, inadequacy and reductions)
  - b) Challenging life experiences or ill-health
  - c) Lack of informal or formal support

### **This Council resolves to:**

- 1) Work with families and partners to alleviate children going hungry.
- 2) **ADD**  
**Use local sources of information to identify areas of high need within Bury and listen to feedback from volunteers who are involved in offering the services to help residents and lift families out of poverty.**

- 3) Support the continued free school meals offer in school holidays for those who need it and lobby the Government to extend free school meal eligibility to all children in households receiving universal credit.
- 4) ~~Endorse the Feeding Britain campaign to introduce automatic registration for the Healthy Start voucher scheme for all eligible families and do more to promote the scheme locally.~~

~~ADD:~~

Look at ways of supporting local food banks and food pantries/clubs to help them carry on the fantastic work they are doing in our communities.

- 5) ~~Support the Labour Party's~~ Pledge to support the ~~introduce~~ introduction of fully funded breakfast clubs for ~~every primary~~ school children in England.
- 6) Write to both Bury MPs requesting they support the changes in 2), 3) and 5) and lobby Ministers on our behalf in favour of them.
- 7) Continue to support maximising income for families through Money Advice Referral Tools (MARTs), widen awareness for those "just about managing" families of local initiatives and make all Bury residents aware of all support that they would be eligible for and benefit from.
- 8) Engage with food businesses across the borough to improve access to healthy affordable food.
- 9) ~~Make sure children and young people's voices are heard more in the decision-making processes of the Council.~~

~~ADD~~

Ensure voices of residents of all ages including children and young people are listened to when discussing ways of helping families out of poverty.

- 10) ~~Encourage~~ Look at ways of promoting and funding "grow your own" initiatives where community groups, schools and volunteers can help promote sustainable food production.
- 11) ~~For all Elected Members to take on the responsibility of enabling all children to thrive in Bury and ensure no child goes hungry.~~ Fully engage all elected members from all parties in looking at ways of enabling all children to thrive in Bury.

**Members voted on the second amendment – with 7 members voting for, 39 members voting against and the Mayor abstaining the amendment was lost.**

**Members were then invited to vote on the substantive motion, on being put with 34 Members voting for, 12 members voting against and the Mayor abstaining, the Mayor declared the motion was carried.**

**C. 19      AMENDMENTS TO NOTICES OF MOTION**  
**C. 20      COUNCIL MOTION TRACKER**

For information only.

**C. 21      SCRUTINY REVIEW REPORTS AND SPECIFIC ITEMS "CALLED IN" BY**  
**SCRUTINY COMMITTEES**  
**C. 22      QUESTIONS ON THE WORK OF OUTSIDE BODIES OR PARTNERSHIPS**

**THE WORSHIPFUL THE MAYOR**

**(Notes:** Part 1 of the meeting started at Time Not Specified and ended at 10pm and ended at 10.40)



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

<b>Meeting:</b>	Annual Council
<b>Meeting date:</b>	24 <sup>th</sup> May 2023
<b>Title of report:</b>	Bury Council Annual Constitution Update Report
<b>Report by:</b>	The Monitoring Officer
<b>Decision Type:</b>	<b>Council</b>
<b>Ward(s) to which report relates</b>	<b>All</b>

### EXECUTIVE SUMMARY:

The Council's constitution was reviewed and updated during the municipal year 2020/21. In considering the new Constitution, Members agreed that the Constitution should be reviewed annually to ensure that the changes proposed as a result of the review were fit for purpose. This report provides Members with details of which sections were reviewed during 2022/23 and sets out the priority areas for review in 2023/24.

### RECOMMENDATIONS:

Members of Council are asked to -

1. Adopt the proposed changes regarding the Protocol on Member and Officer Relations, Committee and Cabinet appointments, and Licensing Functions, as detailed in the report;
2. Note the selections reviewed during the 2022/23 municipal year; and
3. Note the selections proposed for review during the 2023/24 municipal year.

### INTRODUCTION

The Constitution sets out how the Council operates; how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The Council has a legal duty to publish an up-to-date Constitution and review regularly.

### BACKGROUND

The Constitution must contain:

- a) the Council's standing orders/procedure rules;
- (b) the members' code of conduct;
- (c) such information as the Secretary of State may direct;
- (d) Such other information (if any) as the authority considers appropriate.

A Constitution Direction was issued by the Secretary of State in December 2000 requiring 80 matters to be included within council constitutions, covering Members' allowances schemes, details of procedures for meetings, details of joint arrangements with other local authorities and a description of the rights of inhabitants of the area.

Bury's Council Constitution is organised into 9 Parts (many divided into a number of sections). The existing Council's Constitution is available on the Council's external website.

## **SELECTION FOR REVIEW DURING 2022/23**

One of the primary functions of the Council's Monitoring Officer is oversight and responsibility for the Council Constitution. In undertaking this role, the Monitoring Officer introduced an annual review of the Council's Constitution. Selection for review has been informed by feedback from Elected Members and discussions with fellow Council Officers.

At its meeting in May 2022, Full Council approved revisions to the Officer Employment Procedure Rules, Monitoring Officer Protocol, Public participation guidance, and a number of other amendments. Since that time, further selections have been reviewed and are summarised below.

The following selections were reviewed

### **1. Notices of motion**

At its meeting in November 2022, the Democratic Arrangements Forum agreed amendments to the Notices of Motion provision to clarify and rationalise the process. These changes were agreed by Council in December 2022.

### **2. Contract Procedure Rules**

Standards Committee received a report on Contract Procurement Rules in November 2022, following consideration by Audit Committee. The changes ensured the Rules were future-proofed for upcoming Regulation changes and provided flexibility in the way procurement is delivered operationally and to reflect best practice. In addition, a Procurement Guide and Implementation Plan were also developed. These changes were agreed by Council in December 2022.

### **3. Officer Employment Procedure Rules and Disciplinary Procedure for Head of Paid Service, Monitoring Officer and Chief Finance Officer**

Employment Panel received a report on proposed amendments to the Officer Employment Procedure Rules and Disciplinary Procedure in January 2023.



The amendments followed an update to the national Chief Executive's handbook (which constitutes an element of the conditions of service for Local Authority Chief Executives in relation to the independent investigation process and disciplinary procedures for Chief Executives. The proposed changes made the process more independent, and, in keeping with Bury's current approach, the proposal was for the changes to be the same for the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer. These changes were agreed by Council in March 2023.

**4. Establishment of the Locality Board**

Establishment of the Locality Board including draft terms of reference and committee membership were approved by Council in May 2022. Subsequently, minor amendments have been made to the Constitution in order to update references to Strategic Commissioning Board following formal adoption of decision making powers by the Locality Board in April 2023.

**5. Changes to Members Allowances**

The Democratic Arrangement Forum gave authority in June 2021 for the Monitoring Officer to establish a new Independent Remuneration Panel (IRP) to carry out a review of all Member allowances. The recommendations of this comprehensive review were received and approved at the Annual Council meeting in May 2022.

**6. Member Code of Conduct**

Standards Committee received a report on the Member Code of Conduct in March 2023 and agreed to establish a working group to consider the current code and consider whether revisions should be made. Any recommendations would then be considered by Full Council in due course. This has therefore been scheduled for review in 2023/24.

**7. Schemes of Delegation for Directorates**

Each Directorate was tasked with reviewing and updating their existing schemes of delegations for inclusion in the Constitution. These have been received from Operations and Children's Services. Members should note that the review of the scheme of delegations for other services have been proposed for review in 2023/24 owing to the Senior Management restructure currently going through consultation.

**8. Protocol on Member and Officer Relations**

Standards Committee received a report on the protocol on member and officer relations in March 2023. The current protocol was reviewed and refined to make it clearer, stronger, and easier to understand. No strategic changes were proposed. The full amended protocol (with changes tracked) is appended to this report and Council are asked to approve these changes and adopt the revised protocol.

**9. Financial Regulations**

To conduct its business efficiently, sound financial management policies are required by the Council, including the establishment of financial regulations to

provide clarity about the financial accountabilities of individual officers and Cabinet Members. As these rules are read in conjunction with other constitutional documents, these regulations are currently being reviewed following the revised Schemes of Delegations for Directorates. The amended regulations are anticipated to be submitted to Council in July 2023 for approval.

#### **10. Proposed changes to appointments to committees / cabinet appointments**

Youth Cabinet is proposed to be reduced from nine Councillors down to seven, and a proposal is being made to appoint two Deputy Leaders (with one being the named statutory deputy to represent the Leader as required). The Deputy Leader allowance is to be split between the two posts to ensure the change remains cost neutral.

#### **11. Licensing Functions**

Licensing functions have been amended alongside the scheme of delegations to reflect legislative changes and appropriate sign off mechanisms. The amended functions are included in the Licensing Committee's terms of reference which are appended to this report with changes tracked. Council are asked to approve these changes and adopt the revised Licensing functions.

### **SELECTION FOR REVIEW DURING 2023/24**

Over the course of the next twelve months, the following areas are proposed for review:

#### **1. Member Code of Conduct**

As outlined above. The Standards Working Group is due to meet for the first time following appointments at Annual Council. The outcomes of this review will be reported to the Standards Committee and will be considered by Full Council in due course.

#### **2. Local Choice Functions**

These are functions which in law may be, but don't necessarily have to be, the responsibility of the Cabinet. It is for full Council to decide who shall exercise these functions, and the outcomes of this review will be considered by Full Council in due course.

#### **3. Anti-fraud and corruption - Whistleblowing policy**

Whistleblowing is the raising of a concern, either within the workplace or externally, about a danger, risk, malpractice or wrongdoing or illegality which affects others. The Council's Whistleblowing Policy is an important element of Bury's governance arrangements, and the outcomes of this review will be considered by Full Council in due course.

#### **4. Scheme of Delegations**

As outlined above. The scheme of delegations for services will be carried out once the senior officer restructure has come into effect.

## 5. Ethical Governance

Good governance relies on being ethical, accountable and effective. Ethical Governance refers to values and ethical behaviours, processes, procedures, culture, ways of doing and being that ensure high standards of performance, economy, effectiveness, efficiency, quality, satisfaction.

## 6. Internal Governance Boards

Bury Council has a number of internal Boards to oversee and take operational decisions with input from multiple teams and directorates, most of which have only been operating for fewer than twelve months. In order to ensure there is no duplication or omissions, the Terms of Reference for major internal Boards i.e. Regeneration Board, Capital Programmes Board, Estates Board, and Corporate Governance Board (subject to the outcome of the restructure consultation) will be reviewed and provision for these will be made in the Constitution.

## 7. Governance of Housing Arrangements

Councillors should note that an independent review of the Council's arrangement for the management of Council housing stock has been undertaken. A report will be considered by Cabinet in June 2023 and, dependent on the decisions reached by Members at that meeting, governance arrangements for housing may need to be reviewed.

---

## Community impact/links with Community Strategy

An up-to-date Constitution will ensure decision are taken lawfully and in an open and transparent manner.

---

## Equality Impact and considerations:

<b>Equality Analysis</b>	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
An up to date Constitution will ensure decisions contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.	

---

## Assessment of Risk:

The following risks apply to the decision:

<b>Risk / opportunity</b>	<b>Mitigation</b>
Legal Challenge	An up-to-date Constitution will ensure decisions are taken lawfully and in an open and transparent manner.

---

**Consultation:**

Group Leaders and the Mayor at the Democratic Arrangements Forum and Members of the Standards Committee.

---

**Legal Implications:**

Section 9P of the Local Government Act 2000 as amended sets out the duty of the Council to prepare and keep up to date its constitution as follows:

(1) A local authority must prepare and keep up to date a document (referred to in this section as its constitution) which contains—

- (a) a copy of the authority's standing orders for the time being,
- (b) a copy of the authority's code of conduct (if any) for the time being under section 28 of the Localism Act 2011,
- (c) such information as the Secretary of State may direct, and
- (d) such other information (if any) as the authority considers appropriate.

A local authority must ensure that copies of their constitution are available at their principal office for inspection by members of the public at all reasonable hours. A local authority must supply a copy of their constitution to any person who requests a copy and who pays to the authority such reasonable fee as the authority may determine. The Bury constitution is made available on our public website.

It is for the Monitoring Officer to monitor and review the operation of the constitution on an ongoing basis and where necessary bring forward amendments to Council.

---

**Financial Implications:**

There are no financial implications arising from this report.

---

**Report Author and Contact Details:**

Jacqui Dennis, Monitoring Officer and Council Solicitor

---

**List of Appendices:**

Appendix 1 – Revised Protocol on Member and Officer Relations

Appendix 2 – Revised Licensing Functions

## Appendix 1 – Revised Protocol on Member and Officer Relations

# Section 3 - Protocol on member and officer relations

~~01.1~~ Mutual trust and respect between members and officers is at the heart of a council's good governance. They are essential if the partnership necessary for the effective running of a local authority is to succeed.

~~1.2. This may seem obvious. But what happens when relationships go awry? Where can members and officers turn for guidance? What mechanisms exist for addressing concerns? How can matters be improved?~~

~~1.3. Such questions point to the need for a written guide to the basic elements of the relationship between members and officers –~~  
~~The Purpose of the~~ protocol:

- to promote trust, openness, fairness and honesty by establishing some ground rules;
- to define roles so as:
  - to clarify responsibilities (i.e. who does what),
  - to avoid conflict, and
  - to prevent duplication or omission
- to secure compliance with the law, codes of conduct and a council's own practices; and
- to lay down procedures for dealing with concerns by members or officers.

~~1.4. This protocol should be recognised both as a central element of the Council's corporate governance, and as a commitment to upholding standards of conduct in public life. It is one way of demonstrating to the public at large that local government is serious about protecting and enhancing its integrity and reputation.~~

## 2. Definitions

~~2.1. Unless the context indicates otherwise, references to the term Council include the Leader, the Executive, overview and scrutiny bodies, and other committees and sub-committees.~~

~~2.2. For the purposes of this protocol, the term Executive refers to the Leader and Cabinet.~~

~~2.3 Unless the context indicates otherwise, the terms member and members include non-elected (i.e. co-opted) members as well as elected councillors.~~

~~2.4. Officers and staff mean all persons employed by the Council.~~

~~2.5. Designated Finance Officer means the officer exercising the duties prescribed by law for the financial administration of the Council.~~

### 3. Principles

~~3.1~~ Members and officers must at all times observe this protocol.

~~3.2~~ The protocol has been approved by the Council's Standards Committee who will monitor its operation.

~~3.3~~ The protocol seeks to maintain and enhance the integrity (real and perceived) of local government which demands the highest standards of personal conduct.

~~3.4~~ Members and officers must always respect the roles and duties of each other. They must show respect in all their dealings by observing reasonable standards of courtesy, and by not seeking to take unfair advantage by virtue of their position.

~~3.5~~ Whilst members and officers are indispensable to one another, their responsibilities are distinct. Members are accountable to the electorate and serve only as long as their term of office lasts. Officers are accountable to the Council as a whole. Their job is to give advice to members (individually and collectively) and to carry out the Council's work under the direction of the Council.

3.6. The Council has adopted codes of conduct for both members and officers. Both represent best practice. The members' code follows the national code which in turn is based on the general principles governing members' conduct enshrined [in law](#)

~~in law:~~

~~–Selflessness—serving only the public interest.~~

~~–Honesty and integrity—not allowing these to be questioned; not behaving improperly.~~

~~–Objectivity—taking decisions on merit.~~

~~–Accountability—to the public; being open to scrutiny.~~

~~–Openness—giving reasons for decisions.~~

~~–Personal judgement—reaching one's own conclusions and acting accordingly.~~

~~–Respect for others—promoting equality; avoiding discrimination; respecting others (member/member, as well as member/officer).~~

~~–Duty to uphold the law—not acting unlawfully.~~

~~–Stewardship—ensuring the prudent use of a council's resources.~~

~~–Leadership—acting in a way which has public confidence.~~

~~3.7. These principles underpin this protocol. They will also be reflected in a new national code of conduct for employees due in the near future.~~

~~3.8. Until such time as a new national code appears, officers are bound by the Council's own code of conduct for staff and, in some cases, by the codes of their professional associations.~~

~~3.9.~~ Breaches of this protocol by a member may result in a complaint to the [Monitoring Officer](#).

~~Standards Board for England if it appears the Members' code has also been breached.~~ Breaches by an officer may lead to disciplinary action.

## **The Role of Members**

~~4.1.~~ Members have a number of roles and need to be alert to the potential for conflicts of interest which may arise between the roles. Where such conflicts are likely, members may wish to seek the advice of senior colleagues, the relevant chief officer(s), and/or the Monitoring Officer.

~~4.2.1~~ Collectively, members are the ultimate policy-makers determining the core values of the Council and approving the authority's policy framework, strategic plans and budget.

~~plans and budget.~~

~~values of the Council and approving the authority's policy framework, strategic plans and budget.~~

~~4.32.~~ Members represent the community, act as community leaders and promote the social, economic and environmental well-being of the community often in partnership with other agencies.

4.4. Every elected-member represents the interests of, and is an advocate for, his/her ward and individual constituents. He/she represents the Council in the ward, responds to the concerns of constituents, meets with partner agencies, and often serves on local bodies.

4.5. Some members have roles relating to their position as members of the ~~Executive, Overview and~~ [Cabinet and](#) Scrutiny Committees of the Council.

4.6. Members serving on ~~Overview and~~ Scrutiny Committees monitor the effectiveness of the Council's policies and services, develop policy proposals and examine community issues. They also monitor local health service provision.

4.7. Members who serve on other committees and sub-committees collectively have delegated responsibilities, e.g. deciding quasi-judicial matters which by law are excluded from the remit of the ~~Executive~~ [Cabinet](#).

4.8. Some members may be appointed to represent the Council on local, regional or national bodies.

4.9. As politicians, members may express the values and aspirations of the party political groups to which they belong, recognising that in their role as members they have a duty always to act in the public interest.

4.10. Members are not authorised to instruct officers other than:

- through the formal decision-making process;
- to request the provision of consumable resources provided by the ~~Council~~[Council for](#) members' use;
- where staff have been specifically allocated to give support to a member or group of members; and
- ~~in~~ in the case of political assistants.

4.11. Members are not authorised to initiate or certify financial transactions, or to enter into a contract on behalf of the Council.

4.12. Members must avoid taking actions which are unlawful, financially improper or likely to amount to maladministration. Members have an obligation under their code of conduct to have regard, when reaching decisions, to any advice provided by the Monitoring Officer or the ~~Councils~~[Section 151 Officer](#), ~~designated Finance Officer~~.

4.13. Members must respect the impartiality of officers and do nothing to compromise it, ~~e.g.~~ by insisting that an officer change his/her professional advice.

4.14. Members have a duty under their code of conduct:

- to promote equality by not discriminating unlawfully against any person, and
- ~~to~~ to treat others with respect.

4.15. Under the code, a member must not when acting as a member or in any other capacity:

- bring the Council or his/her position as a member into disrepute, or
- use his/her position as a member improperly to gain an advantage or disadvantage for his/herself or any other person.

## 5. The Role of Officers

~~5.1.~~ Officers are responsible for giving advice to members to enable them to fulfil their roles. In doing so, ~~officers~~[Officers](#) will take into account all available relevant factors.

5.2. Under the direction and control of the Council (including, as appropriate, the ~~Executive~~[Cabinet](#), committees and sub-committees), ~~O~~officers manage and provide the Council's services within the framework of responsibilities delegated to them. This includes the effective management of employees and operational issues.

5.3. Officers have a duty to implement decisions of the Council, the ~~Cabinet~~[Executive](#), committees and sub-committees which are lawful, and



which have been properly approved in accordance with the requirements of the law and the Council's constitution, and duly minuted.

5.4. Officers have a contractual and legal duty to be impartial. They must not allow their professional judgement and advice to be influenced by their own personal views.

5.4. Officers must assist and advise all parts of the Council. They must always act to the best of their abilities in the best interests of the authority as expressed in the Council's formal decisions.

5.5. Officers must be alert to issues which are, or are likely to be, contentious or politically sensitive, and be aware of the implications for members, the media or other sections of the public.

5.6. Officers have the right not to support ~~members~~ Members in any role other than that of ~~member~~ Member, and not to engage in actions incompatible with this protocol. In particular, there is a statutory limitation on officers' involvement in political activities.

## 6. The Relationship between Members and Officers: ~~General~~

6.1. The conduct of ~~members~~ Members and ~~officers~~ Officers should be such as to instil mutual confidence and trust.

~~confidence and trust.~~

6.2. The key elements are a recognition of and a respect for each other's roles and responsibilities. These should be reflected in the behaviour and attitude of each to the other, both publicly and privately.

6.3. Informal and collaborative two-way contact between ~~members~~ Members and ~~officers~~ Officers is encouraged. But personal familiarity can damage the relationship, as might a family or business connection.

6.4. Members and ~~officers~~ Officers should inform the Monitoring Officer of any relationship which might be seen as unduly influencing their work in their respective roles.

~~relationship which might be seen as unduly influencing their work in their respective roles.~~

6.5. It is not enough to avoid actual impropriety. Members and Officers should always be open about their relationships to avoid any reason for suspicion and any appearance of improper conduct. Where a personal relationship has been disclosed, those concerned should avoid a situation where conflict could be perceived. Specifically, a ~~member~~ Member should not

sit on a body or participate in any decision which directly affects the officer on a personal basis.

6.6. Officers serve the Council as a whole. They have a duty to implement the properly authorised decisions of the Council.

6.7. With the exception of political assistants, ~~officers~~ Officers work to the instructions of their Chief Officers, not individual members. It follows that, whilst such ~~officers~~ Officers will always seek to assist a member, they must not be asked to exceed the bounds of authority they have been given by their managers. Except when the purpose of an enquiry is purely to seek factual information, ~~members~~ Members should normally direct their requests and concerns to a senior officer, at least in ~~thefirst~~ the first instance.

6.8 Officers will do their best to give timely responses to ~~members'~~ Members' enquiries.

However, officers should not have unreasonable requests placed on them. Their work priorities are set and managed by senior managers. Members should avoid disrupting officers' work by imposing their own priorities.

6.9. Members will endeavour to give timely responses to enquiries from officers.

6.10. An ~~officer~~ Officer shall not discuss with a member personal matters concerning him/herself or another individual employee. This does not prevent an Officer raising on a personal basis, and in his/her own time, a matter with his/her ward member.

~~him/herself or another individual employee. This does not prevent an officer raising on a personal basis, and in his/her own time, a matter with his/her ward member.~~

6.11. Members and ~~officers~~ Officers should respect each other's free (i.e. non-Council) time.

## 7. The Council as Employer

7.1. Officers are employed by the Council as a whole.

7.2. Members' roles are limited to:

- the appointment of specified senior posts,
- determining human resources policies and conditions of employment,
- the appointment of political assistants, and
- hearing and determining appeals.

7.3. Members shall not act outside these roles.

7.4. If participating in the appointment of ~~O~~ Officers, ~~M~~ Members should:

- remember that the sole criterion is merit (other than in the case of political assistants where political consideration may apply),
- never canvass support for a particular candidate,
- not take part where one of the candidates is a close friend or relative,
- not be influenced by personal preferences, and

- not favour a candidate by giving him/her information not available to the other candidates.

7.5. A member should not sit on an appeal hearing if the appellant is a friend, a relative, or an officer with whom the member has had a working relationship.

## 8. Mayor and Officers

~~8.1.~~ Officers will respect the position of Mayor and provide appropriate support.

## 9. Cabinet Members and Officers

9.1. Cabinet members will take decisions in accordance with the constitution and will not otherwise direct staff. Chief Officers will be responsible for instructing staff to implement the Cabinet Members decisions.

9.2. In addition to individual members of the Cabinet, Chief Officers (including the Monitoring Officer and the ~~designated~~ [Section 151 Officer](#) ~~Finance Officer~~) have the right to submit papers to the ~~Executive Cabinet~~ as a whole or to individual Cabinet members for consideration.

9.3. Chief Officers and Cabinet members shall agree mutually convenient methods of regular contact. Before taking any formal decisions, the ~~Cabinet~~[Executive](#) will seek appropriate professional advice including, without exception, the Monitoring Officer and ~~Section 151 Officer~~ ~~designated Finance Officer~~, and will not direct ~~officers~~ [Officers](#) in the framing of recommendations.

9.4. Before any formal decisions with a financial implication are taken by the Leader, the ~~Finance~~ [Section 151](#) Officer and the Chief Officer(s) for the service(s) concerned must be consulted. This is to ensure that those officers who are budget holders:

- are aware of the proposed decision,
- have the opportunity to offer advice, and
- are subsequently able properly to authorise the financial transactions needed to implement decisions.

9.5. An individual Cabinet member who is minded to write or commission a report on a matter within his/her portfolio must ensure that those other ~~members~~ [Members](#) and ~~O~~ [Officers](#) who need to know of the matter are so informed. There is a particular requirement to involve other Cabinet members on cross-cutting issues.

9.6. Cabinet members when making decisions must state the reasons for those decisions. The written record of the decisions must include the reasons.

9.7. Officers taking decisions under their delegated powers must consider the

advisability of informing the relevant Cabinet Member(s) [and also opposition Members](#) of their intentions in advance when the matter to which the decisions relates is likely to be sensitive or contentious, or has wider policy implications.

## 10. ~~Overview and~~ Scrutiny Members and Officers

10.1. Chairs and other leading ~~overview and~~ scrutiny members shall maintain regular contact with the ~~Overview and~~ Officer(s) providing the principal support to the ~~overview and~~ scrutiny function. In consultation with chairs, it shall be the responsibility of the latter to ensure that those who need to know of matters being considered or for possible future consideration are so informed.

10.2. ~~An Overview and A~~ Scrutiny Committee or its Chair acting on its behalf may require ~~officers-Officers~~ to attend ~~overview and~~ scrutiny meetings, [to support their Cabinet Member](#). Members should not normally expect junior officers to give evidence.

All requests should be made to Chief Officers in the first instance.

10.3. When making requests for officer attendance, ~~overview and~~ scrutiny ~~members-Members~~ all have regard to the workload of ~~officers-Officers~~.

10.4. It is recognised that ~~officers-Officers~~ required to appear before an ~~Overview and~~ Scrutiny Committee may often be those who have advised the ~~Cabinet Executive or another part of the Council on the matter under investigation. In these circumstances, an officer may have a conflict of interest. Both Members and Officers need to consider the severity of the conflict. If deemed appropriate, research and advice may be sought elsewhere.~~

~~another part of the Council on the matter under investigation. In these circumstances, an officer may have a conflict of interest. Both members and officers need to consider the severity of the conflict. If deemed appropriate, research and advice may be sought elsewhere.~~

~~Scrutiny Committee may often be those who have advised the Executive or another part of the Council on the matter under investigation. In these circumstances, an officer may have a conflict of interest. Both members and officers need to consider the severity of the conflict. If deemed appropriate, research and advice may be sought elsewhere.~~

10.5. Subject to 10.4 above, ~~officers-Officers~~ should be prepared to justify advice given to the Council, the ~~Executive Cabinet~~, or other committees and sub-committees even when the advice was not accepted.

10.6. Officers must also be prepared to justify decisions they have taken under delegated powers.

10.7. In giving evidence, ~~officers~~Officers must not be asked to give political views.

10.8. Officers should respect ~~members~~Members in the way they respond to members' questions.

~~questions.~~

10.9. Members should not question ~~officers~~Officers in a way which could be interpreted as harassment. Neither should they ask about matters of a disciplinary nature.

10.10. ~~Overview and S~~scrutiny proceedings must not be used to question the capability or competence of ~~officers~~Officers. Chairs and members need to make a distinction between reviewing the policies and performance of the Council and its services, and appraising the personal performance of staff. The latter is not a scrutiny function.

~~distinction between reviewing the policies and performance of the Council and its services, and appraising the personal performance of staff. The latter is not an overview and scrutiny function.~~

10.11. In exercising the right to call-in a decision of the Leader/Cabinet, ~~overview and~~ scrutiny members must seek ~~officer~~Officer advice if they consider the decision is contrary to the Council's approved plans, policies or frameworks, or is unlawful.

~~decision is contrary to the Council's approved plans, policies or frameworks, or is unlawful.~~

## 11. Members of Other Committees or Sub-Committees and Officers

11.1. The appropriate Chief Officers will offer to arrange regular informal meetings with chairs, vice-chairs, and ~~spokespersons~~Members of committees and subcommittees.

11.2. Senior officers (including the Monitoring Officer and the Section 151 designated Finance Officer) have the right to present reports and give advice to committees and sub-committees.

11.3. Members of a committee or sub-committee shall take decisions within the remit of that committee or sub-committee, and will not otherwise instruct ~~officers~~Officers to act.

11.4. At some committee or sub-committee meetings, a resolution may be passed which authorises a named ~~officer~~Officer to take action between meetings in consultation with the chair. In these circumstances it is the Officer, not the chair, who takes the action and is responsible for it. A chair

has no legal power to take decisions on behalf of a committee or sub-committee, neither should he/she apply inappropriate pressure on the officer.

consultation with the chair. In these circumstances it is the officer, not the chair, who takes the action and is responsible for it. A chair has no legal power to take decisions on behalf of a committee or sub-committee, neither should he/she apply inappropriate pressure on the officer.

## 12. Party Groups and Officers (excluding Political Assistants)

12.1. Chief Officers may properly be asked to contribute to deliberations of matters concerning Council business by party groups.

12.2. Officers have the right to refuse such requests, and will normally not attend a meeting of a party group where some of those attending are not members of the Council.

12.3. Officer support will not extend beyond providing factual information or professional advice in relation to matters of Council business. Officers must not be involved in advising on matters of party business, and therefore should not be expected to be present at meetings or parts of meetings when such matters are to be discussed.

12.4. Party group meetings are not empowered to make decisions on behalf of the Council, and conclusions reached at such meetings do not rank as formal decisions. The presence of an officer-Officer confers no formal status on such meetings in terms of Council business and must not be interpreted as doing so.

12.5. Where officers-Officers provide factual information and advice to a party group in relation to a matter of Council business, this is not a substitute for providing all the necessary information and advice when the matter in question is formally considered by the relevant part of the Council.

12.6. It must not be assumed that an officer-Officer is supportive of a particular policy or view considered at a party group meeting simply because he/she has attended or provided information to the meeting.

12.7. Officers will respect the confidentiality of any party group discussions at which they are present and, unless requested to do so by that party group, will not relay the content of such discussions to another party group or to any other members. This shall not prevent an officer providing feedback to other senior officers on a need-to-know basis.

12.8. In their dealings with party groups, officers-Officers must treat each group in a fair and even-handed manner.

12.9. Members must not do anything which compromises or is likely to compromise ~~officers'~~Officers' impartiality.

12.10 .The duration of an ~~officer's~~Officer's attendance at a party group meeting will be at the discretion of the group, but an officer may leave at any time if he/she feels it is no longer appropriate to be there.

12.11 An ~~officer~~Officer accepting an invitation to the meeting of one party group shall not decline an invitation to advise another group about the same matter. He/she must give substantially the same advice to each.

12.12. An ~~officer~~Officer who is not a Chief Officer shall not be invited to attend a party group meeting, but a senior officer may nominate another officer to attend on his/her behalf.

12.13. An ~~officer~~Officer should be given the opportunity of verifying comments and advice attributed to him/her in any written record of a party group meeting.

~~advice attributed to him/her in any written record of a party group meeting.~~

12.14. No member will refer in public or at meetings of the Council to advice or information given by ~~officers~~Officers to a party group meeting.

12.15. At party group meetings where some of those present are not members of the Council, care must be taken not to divulge confidential information relating to Council business. Persons who are not members are not bound by the Members' Code of Conduct. They do not have the same rights to Council information as members.

12.16. Any particular cases of difficulty or uncertainty in relation to this part of the protocol should be raised with the ~~Chief Executive [or similar]~~Monitoring Officer and the relevant party group leader.

~~relevant party group leader.~~

## 13. Local Members and Officers

13.1. To enable them to carry out their ward role effectively, ~~members~~Members need to be fully informed about matters affecting their ward. Chief Officers must ensure that all relevant staff are aware of the requirement to keep local members informed, thus allowing members to contribute to the decision-making process and develop their representative role.

13.2. This requirement is particularly important:

- during the formative stages of policy development, where practicable,
- in relation to significant or sensitive operational matters, ~~and~~
- whenever any form of public consultation exercise is undertaken, and ~~and~~
- ~~an overview and~~during a scrutiny investigation. ~~and~~



•

13.3. Issues may affect a single ward. Where they have a wider impact, a number of local ~~members~~ Members will need to be kept informed.

13.4. Whenever a public meeting is organised by the Council to consider a local issue, all the ~~members~~ Members representing the wards affected should be invited to attend the meeting as a matter of course.

13.5. If a local ~~member~~ Member intends to arrange a public meeting on a matter concerning some aspect of the Council's work, he/she should inform the relevant officer. Provided the meeting has not been arranged on a party political basis

~~concerning some aspect of the Council's work, he/she should inform the relevant officer. Provided the meeting has not been arranged on a party political basis:~~

- an officer may attend but is not obliged to do so, and~~–~~
- the meeting may be held in Council-owned premises.~~–~~

13.6. No such meetings should be arranged or held in the immediate run-up to Council elections. (Refer to the Council's Purdah Guidance).

13.7. Whilst support for ~~members'~~ Members' ward work is legitimate, care should be taken if staff are asked to accompany members to ward surgeries. In such circumstances:

~~circumstances:~~

- the surgeries must be open to the general public, and
- ~~officers~~ officers should not be requested to accompany members to surgeries held in the offices or premises of political parties.

13.8. Officers must never be asked to attend ward or constituency political party meetings.

13.9. It is acknowledged that some Council staff (e.g. those providing dedicated support to Executive-Cabinet members) may receive and handle messages for members on topics unrelated to the Council. Whilst these will often concern diary management, care should be taken to avoid Council resources being used for private or party political purposes.

13.10. In seeking to deal with constituents' queries or concerns, ~~members~~ Members should not seek to jump the queue but should respect the Council's procedures. Officers have many pressures on their time. They may not be able to carry out the work required by members in the requested timescale, and may need to seek instructions from their managers.

## 14. Members' access to documents and information



14.1. This part of the protocol should be read in conjunction with the Access to Information Rules in the Council's [Constitution \(Page 119\)](#).

14.2 Members may request Chief Officers to provide them with such information, explanation and advice as they may reasonably need to assist them to discharge their roles as members. This may range from general information about some aspect of the Council's services to specific information on behalf of a constituent.

Where information is requested on behalf of a third party, it will only be provided if:

- it is in the public domain, and
- [it is not barred by the Data Protection Act from being given.](#)

14.3. Every member of the [Executive Cabinet](#), ~~an Overview~~ and Scrutiny Committees [and/or any other committee or sub-committee has a right to inspect documents about the business of that Scrutiny Committee, other committee or sub-committee or the Cabinet.](#)

~~and/or any other committee or sub-committee has a right to inspect documents about the business of that Overview and Scrutiny Committee, other committee or sub-committee or the Executive.~~

14.4. A ~~member~~ [Member](#) who is not a member of a specific ~~Overview and Scrutiny Committee, other committee or sub-committee, or the Cabinet may have access to any document of that specific part of the Council provided:~~

~~Committee, other committee or sub-committee, or the Executive may have access to any document of that specific part of the Council provided:~~

- he/she can demonstrate a reasonable need to see the documents in order to carry out his/her roles as a member (the "need to know" principle), and
- [the documents do not contain "confidential" or "exempt" information as defined by the law.](#)
- 

14.5. Disputes as to the validity of a ~~member's~~ [Member's](#) request to see a document on a need to know basis will be determined by the Monitoring Officer. Officers should seek his/her advice if in any doubt about the reasonableness of a ~~member's~~ [Member's](#) request.

14.6. A ~~member~~ [Member](#) should obtain advice from the Monitoring Officer in circumstances where he/she wishes to have access to documents or information:

- where to do so is likely to be in breach of the Data Protection Act, or
- where the subject matter is one in which he/she has a personal or prejudicial interest as defined in the Members' Code of Conduct.

14.7. Information given to a ~~member~~ [Member](#) must only be used for the purpose for [which it was requested.](#)

~~which it was requested.~~

14.8. It is an accepted convention that a ~~member~~ Member of one party group will not ~~have a need to know and therefore a right to inspect a document which forms part of the internal workings of another party group~~ have a need to know and therefore a right to inspect a document which forms part of the internal workings of another party group.

14.9. Members and ~~officers~~ Officers must not disclose information given to them in ~~confidence without the consent of a person authorised to give it, or unless required by law to do so.~~ required by law to do so.

~~confidence without the consent of a person authorised to give it, or unless required by law to do so.~~

14.10. When requested to do so, ~~officers~~ Officers will keep confidential from other ~~members advice requested by a member.~~

~~members advice requested by a member.~~

14.11. Members and ~~officers~~ Officers must not prevent another person from gaining ~~access to information to which that person is entitled by law.~~

~~access to information to which that person is entitled by law.~~

**15.1. All formal relations with the media must be conducted in accordance with the Council's agreed procedures and the law on local authority publicity ~~which includes the Code of Recommended Practice on Local Government Publicity (2011)~~**

**15.2. Press releases or statements made by officers must promote or give**

**information on Council policy or services. They will be factual and consistent with Council policy. They cannot be used to promote a party group.**

**15.3. Officers will keep relevant members informed of media interest in the**

**Council's activities, especially regarding strategic or contentious matters.**

**15.4. Before responding to enquiries from the media, Officers shall ensure they are authorised to do so.**

**15.5. Likewise, officers will inform the Council's press office of issues likely to be of media interest, since that office is often the media's first point of contact.**

**15.6. If a Member is contacted by, or contacts, the media on an issue, he/she should:**

- indicate in what capacity he/she is speaking (e.g. as ward member, in a personal capacity, as a Cabinet member, on behalf of the Council, or on behalf of a party group);
- be sure of what he/she wants to say or not to say;
- if necessary, and always when he/she would like a press release to be

issued, seek assistance from the Council's press office and/or relevant

Chief Officer, except in relation to a statement which is party political in

nature;

- consider the likely consequences for the Council of his/her statement (e.g. commitment to a particular course of action, image, allegations of jumping to conclusions);
- never give a commitment in relation to matters which may be subject to claims from third parties and/or are likely to be an insurance matter; **or in an emergency situation**
- consider whether to consult other relevant members; and
- take particular care in what he/she says in the run-up to local or national elections to avoid giving the impression of electioneering, unless he/she has been contacted as an election candidate or political party activist.

**15.7 In an emergency or civil contingency official statements will be issued through the press office after liaising with relevant council leadership, the lead authority responding and relevant partners**

- **In such a situation the council may also appoint an official spokesperson**
- **Officers should not comment or speculate about an emergency or civil contingency before speaking to the press office (the press office will have been activated as part of the council's emergency planning process and will have the facts and what is in the public domain)**
- **Members should not comment or speculate about an emergency or civil contingency before speaking to ?**

**15.8 During the pre-election period (previously known as 'purdah') members and officers must follow the official publicity guidance issued at the time to ensure a fair election**

## 16. Correspondence

16.1. Correspondence between an individual ~~member~~ [Member](#) and an ~~officer~~ [Officer](#) should not be copied to another ~~member~~ [Member](#) unless the author expressly intends and states that this is the case or consents. Where correspondence is copied, this should always be made explicit, i.e. there should be no "blind" copies.

16.2. Official letters written on behalf of the Council should normally be in the name of the relevant ~~officer~~ [Officer](#). It may be appropriate in some circumstances (e.g. representations to a Government Minister) for letters to appear in the name of an ~~Executive Cabinet~~ member or the chair of an ~~Overview and Scrutiny Commission~~ [Committee](#).

16.3. The Mayor may initiate correspondence in his/her own name.

16.4. Letters which create legally enforceable obligations or which give instructions on behalf of the Council should never be sent in the name of a ~~member~~ [Member](#).

16.5. When writing in an individual capacity as a ward ~~member~~ [Member](#), a ~~member~~ [Member](#) must make clear that fact.

## 17. Access to premises

17.1. Officers have the right to enter Council land and premises to carry out their work. Some ~~officers~~ [Officers](#) have the legal power to enter property in the ownership of others.

~~ownership of others.~~

17.2. Members have a right of access to Council land and premises to fulfil their duties.

17.3. When making visits as individual ~~members~~ [Members](#), ~~members~~ [Members](#) should:

- whenever practicable, notify and make advance arrangements with the appropriate ~~M~~anager or ~~O~~fficer in charge;
- comply with health and safety, security and other workplace rules;
- not interfere with the services or activities being provided at the time of the visit;
- if outside his/her own ward, notify the ward ~~M~~ember(s) beforehand; and
- take special care at schools and establishments serving vulnerable sections of society to avoid giving any impression of improper or inappropriate behaviour.

## 18. Use of Council Resources

18.1. The Council provides all members with services such as ~~typing, printing and photocopying, and goods such as~~ stationery and computer equipment, to assist them in discharging their roles as members of the Council. These goods and services are paid for from the public purse. They should not be used for private purposes or in connection with party political or campaigning activities.

18.2. Members should ensure they understand and comply with the Council's own rules about the use of such resources, particularly:

- where facilities are provided in members' homes at the Council's expense;
- in relation to any locally-agreed arrangements e.g. payment for private photocopying; and
- regarding ICT security.→

18.3. Members should not put pressure on staff to provide resources or support which ~~Officers~~ are not permitted to give. Examples are:

- business which is solely to do with a political party;
- work in connection with a ward or constituency party political meeting;
- electioneering;
- work associated with an event attended by a member in a capacity other than as a member of the Council;
- private personal correspondence;
- work in connection with another body or organisation where a member's involvement is other than as a member of the Council; and
- ~~support~~ support to a member in his/her capacity as a councillor of another local authority.

## 19. Interpretation, Complaints and Allegations of Breaches

19.1. This part of the protocol should be read in conjunction ~~the Council's~~ ~~with any~~

"whistle-blowing" policy ~~the Council may have~~.

19.2 Members or officers with questions about the implementation or interpretation of any part of this protocol should seek the guidance of the Monitoring Officer.

19.3. A member who is unhappy about the actions taken by, or conduct of, an ~~Officer~~ should:

- avoid personal attacks on, or abuse of, the officer at all times,
- ensure that any criticism is well founded and constructive,
- never make a criticism in public, and
- take up the concern with the officer privately.

19.4. If direct discussion with the ~~officer~~ ~~Officer~~ is inappropriate (e.g. because of the seriousness of the concern) or fails to resolve the matter, the ~~M~~member should raise the issue with the ~~Officer's~~ manager or the relevant senior officer.

19.5. A serious breach of this protocol by an ~~Officer~~ may lead to an investigation under the Council's disciplinary procedure.

19.6. An [Officer](#) who believes a member may have acted other than in accordance with this protocol should raise his/her concern with the Monitoring Officer. He/she will consider how the complaint or allegation should be dealt with. At a minor level, this may be no more than informally referring the matter to the [Leader](#) of the relevant party group. More serious complaints may involve alleged breaches of the members' code of conduct, and may be referred to the [Monitoring Officer / Standards Committee](#)~~Board~~  
~~for England~~.

## **Appendix 2 – Revised Licensing Functions**

### **Licensing & Safety Committee Terms of Reference**

The committee comprises 11 councillors

The frequency of meetings is around every five weeks.

The committee fulfils the council's licensing duties not undertaken by an officer as set out in the functions scheme at part 3 section 6 of the Council's Constitution.

The committee may establish one or more sub-committees consisting of three members of the licensing and safety committee to fulfil functions delegated to the licensing hearings panel.

The committee functions are:

All other licensing and related functions not within the remit of the committee are delegated to the Chief Executive, who will maintain the Officer Scheme of Delegation detailing all relevant delegations to officers.

#### Private / Public Hire Vehicles, Gaming, Alcohol, Entertainment, Food, Gambling and miscellaneous Licensing

Functions relating to licensing and registration as set out in Schedule 1 to the Functions Regulations and licences included in the Licensing Act 2003.

#### Health and Safety:

Functions relating to health and safety under any "relevant statutory provision" within the meaning of Part 1 of the Health and Safety at Work Act 1974, to the extent that those functions are discharged otherwise than in the Council's capacity as employer.

#### Other functions of the Licensing and Safety Committee

To determine all new applications and all renewals for hackney carriage proprietor (vehicle), hackney carriage driver, private hire vehicle, private hire driver and private hire operator licences where the applicants do not comply with the relevant policy, guidelines, criteria or where there are grounds for refusal of the applications under the relevant legislation.

To determine the design of the plates and badges to be displayed in connection with hackney carriage and drivers' licences and private hire vehicles and drivers' licences.

To determine all applications for sex establishment licences under the Local Government (Miscellaneous Provisions) Act 1982, Section 2 and Schedule 3. d) To deal with the approval of premises for the solemnisation of marriages in accordance with Regulation 46A of the Marriage Act 1994 (c.76) and the Marriages (Approved Premises) Regulations 1995 and to set the appropriate fees where the appropriate officer does not wish to exercise his/her delegated powers.

To deal with matters relating to the functions of the Council relating to the Safety of Sports Grounds Act 1975 and the Sporting Events (Control of Alcohol Etc.) Act 1985 and Part III of the Fire Safety and Safety of Places of Sport Act 1987 where the appropriate officer does not wish to exercise his/her delegated powers.

To determine the pre-requisites, minimum standards, terms, conditions and restrictions associated with and/or to be attached to any licence which falls within the purview of the Licensing and Safety Committee.

To authorise the revocation or suspension of any Licence which falls within the purview of the Licensing and Safety Committee except in circumstances involving risk to the public safety in which case authority be delegated to the Head of Service (Public Protection) and/or the Unit Manager (Licensing) after consultation with the Chair of the Committee to revoke or suspend a Licence with immediate effect subject to a report to the next Committee meeting.

To determine any applications for licences where the appropriate officer does not wish to exercise his/her delegated powers.

To deal with any licensing and registration functions referred to in the Local Authorities (Function and Responsibilities) Regulations 2000, as amended, where the appropriate officer does not wish to exercise his/her delegated powers.

To deal with any health and safety matters under Part 1 of the Health and Safety Act 1974 where the appropriate officer does not wish to exercise his/her delegated powers.

To make recommendations to Council in respect of licensing functions covered by the Licensing Act 2003, and to deal with all policy and monitoring matters relating to licensing functions covered by the Act.

To determine refusals to grant revocations and variations of licences for Housing in Multiple Occupation under the provisions of the Housing Act 2004.

To act as the single review body in respect of drivers working on Council school and college contracts.

To deal with any licensing and registration functions referred to in the Animal Welfare Act 2006, as amended, and the regulations made under, where the appropriate officer does not wish to exercise his/her delegated powers.

#### Licensing Hearings Panel

The panel is a subcommittee of the Licensing and Safety committee and comprises 3 councillors from the Licensing and Safety Committee

The Licensing Hearings Panel fulfils the council's licensing duties not undertaken by an officer as set out in the functions scheme at part 3 section 6 of the Council's Constitution

#### Licensing Hearings Sub-Committee functions

The Licensing Hearings Sub-committee determines all applications that fall within the Licensing Act 2003 which have attracted representations against them including:

Applications for personal licences (if police objection)

Applications for personal licences with unspent convictions;

Applications for premises licences/club premises certificates (if relevant representation are made as specified in the Licensing Act 2003)

Applications for provisional statements (if relevant representation are made as specified in the Licensing Act 2003)



Applications to vary premises licences/club premises certificates (if relevant representation are made as specified in the Licensing Act 2003)

Applications to vary designated premises supervisor (if police objection)

Requests to be removed as a designated premises supervisor

Applications for transfer of premises licence (if police objection)

Applications for interim authorities (if police objection)

Applications to review premises licences/club premises certificate;

Deciding whether to object when the authority is a consultee and not the relevant authority considering an application

Determination of objections to temporary event notices

Determination of application to vary premises licence at community premises to include alternative licence condition (if police objection)

Revocations of licences where convictions come to light.

The Licensing Hearings Sub-committee determines all applications that fall within the Gambling Act 2005 which have attracted representations against them including:

a) Application for Premises Licence b) Application for a variation to a licence c) Application for a transfer of a licence d) Application for a provisional statement e) Review of a premises licence f) Application of club gaming / club machine permits g) Cancellation of club gaming / club machine permits h) Decision to give a counter notice to a temporary use notice

This page is intentionally left blank



Classification	Item No.
Open	

<b>Meeting:</b>	Council
<b>Meeting date:</b>	24 May 2023
<b>Title of report:</b>	<b>ANNUAL APPOINTMENTS</b>
<b>Report by:</b>	<b>Leader of the Council</b>
<b>Decision Type:</b>	<b>Council</b>
<b>Ward(s) to which report relates</b>	<b>All</b>

### Executive Summary:

The report sets out:

- a) The Executive arrangements to be adopted by the Council;
- b) The notification of Political Group Leaders and Deputy Leaders, the allocation of Portfolios to Cabinet Members and Deputy Cabinet Members; 2023/2024 Municipal Year; (Appendices A&B)
- c) The appointment of Regulatory Committees, Overview and Scrutiny Committees and other bodies affected by the Political Balance Rules contained in the Local Government and Housing Act 1989 for the 2023/2024 Municipal Year; (Appendix C)
- d) The appointment of bodies not covered or exempted from the Political Balance Rules for the 2023/2024 Municipal Year; (Appendix D)
- e) The appointment of representatives on Joint Authorities/GMCA Bodies;; (Appendix E).
- f) The appointment of other internal bodies not covered by the Political Balance Rules; (Appendix F).
- g) The appointments to outside bodies; (Appendix G).

### Recommendation(s)

Recommended option

1. That the Strong Leader arrangements adopted by the Council in 2011/12, be confirmed for 2023/2024.
2. That the appointments of the Political Groups' Leaders and Deputy Leaders as set out in Appendix A to this report be received.

3. That the appointment of the Cabinet Members and Deputy Cabinet Members for the 2023/2024 Municipal Year, as set out in Appendix B to this report be noted.
4. That the appointment of the Regulatory Committees, Overview and Scrutiny Committees and other bodies covered by the Political Balance Rules, including the appointment of Chairs, where stated, for the 2023/2024 Municipal Year, as set out in Appendix C to this report, be approved.
5. That the appointment of other bodies not covered by or exempted from the Political Balance Rules, including the appointment of Chairs, where stated, for the 2023/2024 Municipal Year, as set out in Appendix D to the report, be approved.
6. That the appointments to the Combined Authority and Greater Manchester Joint Authorities for the 2023/2024 Municipal Year, as set out in Appendix E to the report, be approved.
7. That the appointments to the various other internal bodies, including the appointment of Chairs, where stated, for the 2023/2024 Municipal Year, set out in Appendix F to the report, be approved.
8. That the appointments to outside bodies for the 2023/2024 Municipal Year as set out in Appendix G to the report, be approved.
9. That the Member Allowance as agreed in May 2022 be noted. The establishment of 2 deputy leaders in the view of the Independent Remuneration Panel does not substantially alter the scheme and the payment of a SRA to the deputy Leader of the second largest group continues subject to a 12 month review.
10. 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 2023/2024 Municipal Year and that any such appointments be reported to the Cabinet for information.
11. That the Monitoring Officer be authorised to make consequential changes to the Constitution.

## **Key considerations**

## **ISSUES**

### **1 POLITICAL GROUP LEADERS AND DEPUTY LEADERS**

The appointment by the Political Groups on the Council of their Leaders and Deputy Leaders has been notified and the details are set out in Appendix A to this report.

#### **1.1 THE LEADER**

In accordance with the Local Government and Public Involvement in Health Act 2007, the Council currently operates a Strong Leader with Cabinet form of decision-making.

The Council Constitution made under the provisions of the Local Government Act 2000 and its associated Regulations and directions and adopted by the Council on 24 November 2021, provides for the Council to appoint the Leader.

#### **1.2 REGULATORY COMMITTEES, OVERVIEW AND SCRUTINY COMMITTEES AND OTHER BODIES COVERED BY THE POLITICAL BALANCE RULES**

The rules and requirements for securing political balance on the Regulatory Committees (and Sub-Committees), Overview and Scrutiny Committees, Advisory Committees and certain other bodies appointed by local authorities as set out in Appendix C of this report, are contained in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990, as amended.

The general effects of the balance rules on this Council are that it is under a duty:-

- (a) to ensure that the membership of those bodies covered by the rules reflects the political composition of the Council as far as practicable;
- (b) to allocate seats on these bodies to the political groups in proportion to their numerical strength on the Council as far as practicable;
- (c) to accept the nominations made by the Groups for the filling of seats allocated to them; and
- (d) to review the allocation of seats to political groups at, or as soon as practicable after, the Annual Council Meeting and at certain other specified times

### **1.3 COMMITTEE MEMBERSHIP ALLOCATION PROCESS**

#### **Composition of the Council (51 Seats)**

Labour: 31  
Conservative: 10  
Radcliffe First: 8  
Independent: 1  
Independent: 1

#### **Proportionality principles**

Calculation of Political Balance (Proportionality) The Council must allocate seats on Committees and other prescribed bodies to give effect to the political balance rules. The rules for the allocation of seats are set out in Sections 15 and 16 of the Local Government and Housing Act 1989 and Local Government Regulations 1990.

Section 15(5) of the Local Government and Housing Act 1989 sets out the principles as follows:

- a) that not all the seats on the body are allocated to the same political group;
- b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership;
- c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority; and
- d) subject to paragraphs (a) to (c) above, that the number of the seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

For political balance, a group is required to have at least two members in order to be formally constituted as a political group.

The Council can only depart from these rules by passing a resolution with no member voting against the resolution.

This proportionality report is based on the principles described above. This report is requested to be agreed by Council to ensure the seats are allocated using the appropriate principles as based in law.

The political composition of the Council is as follows:

	Labour	Conservative	Radcliffe First	Others
Members	31	10	8	2
Percentage	61%	19%	16%	2%

Achieving Political Balance:

An allocation of seats is set out in the table below.

Committee Size	Labour	Conservative	Radcliffe First	Others
7 Members	4 (4.2)	2 (1.3)	1 (1.1)	0
9 Members	5 (5.4)	2 (1.7)	2 (1.4)	0
10 Members	6 (6.1)	2 (1.9)	2 (1.6)	0
11 Members	7 (6.7)	2 (2.1)	2 (1.7)	0

#### 1.4 OTHER BODIES NOT COVERED BY THE POLITICAL BALANCE RULES

The appointment of certain other bodies are not covered by the Political Balance Rules. The Council is responsible for the Health and Wellbeing Board and, jointly with NHS Greater Manchester Integrated Care Partnership, the Locality Board. Membership is set out in Appendix D.

#### 1.5 REPRESENTATIVES ON GREATER MANCHESTER JOINT AUTHORITIES

The Council is entitled to appoint representatives to serve on the Greater Manchester Joint Authorities for 2023/24 and to nominate, from amongst the appointed representatives, Spokespersons to answer any questions (duly notified at Council meetings) on the functions of the Joint Authorities on which they serve.

#### 1.6 APPOINTMENTS OF OTHER INTERNAL BODIES NOT GOVERNED BY THE POLITICAL BALANCE RULES 2023/2024

Attached to this report at Appendix F is a schedule giving details of the appointments to other internal bodies not covered by the Political Balance Rules.

#### 1.7 APPOINTMENTS TO OUTSIDE BODIES 2023/2024

Attached to this report at Appendix G is a schedule giving details of appointments to be made to outside bodies.

### 2.0 CONCLUSION

- Appendix A contains details of appointments of Group Leaders/Deputy Leaders.
- Appendix B contains details of appointments relating to the Cabinet.
- Appendix C contains details of the Regulatory Committees and Sub-Committees/Other Bodies to be appointed in accordance with the Political Balance Rules.
- Appendix D contains details for the appointment of the Audit Committee, Health and Wellbeing Board, Strategic Commissioning Board and other bodies not covered by the Political Balance Rules.

- Appendix E contains details of appointments of representatives on the Greater Manchester Joint Authorities.
- Appendix F contains details of appointments of other internal bodies not covered by the Political Balance Rules.
- Appendix G contains details of appointments to outside bodies.

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

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

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

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

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

---

### **Consultation:**

Group Leaders and Unaligned Members

---

### **Legal Implications:**

The appointment of the various bodies indicated in the report complies with the provisions of the Council Constitution adopted under the provisions of the Local Government Act 2000 and its related Regulations and directions; and also with the Local Government and Public Involvement in Health Act 2007, the Local Government and Housing Act 1989 and Local Government (Committees and Political Groups) Regulations 1990 as amended in respect of the political balance rules.

---

### **Financial Implications:**

The appointment to the additional deputy Cabinet Member at a cost of 2,273.27, will be absorbed within the current Member services budget.

---

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

Jacqui Dennis, Council Solicitor and Monitoring Officer

---





## APPENDIX A

**APPOINTMENT OF POLITICAL GROUP LEADERS/DEPUTY LEADERS FOR  
2023/2024**

<b>Group/Position</b>	<b>Appointees 2023/2024</b>
	<b>Councillors:</b>
<b>Labour Group</b>	
Leader	Cllr E O'Brien
Deputy Leader	Cllr T Tariq
Deputy Leader	Cllr L Smith
<b>Conservative Group</b>	
Leader	Cllr R Bernstein
Deputy Leader	Cllr J Lancaster
<b>Radcliffe First Group</b>	
Leader	Cllr M Smith
Deputy Leader	Cllr C Birchmore

**APPOINTMENT OF THE CABINET FOR 2023/2024**

<b>Position</b>	<b>Appointees</b>
Leader, Strategic Growth	Cllr Eamonn O'Brien
Deputy Leader, Health and Wellbeing	Cllr Tamoor Tariq
Deputy Leader, Children and Young People	Cllr Lucy Smith
Finance and Communities	Cllr Richard Gold
Environment, Climate Change and Operations	Cllr Alan Quinn
Corporate Affairs and HR	Cllr Tahir Rafiq
Culture, Economy and Skills	Cllr Charlotte Morris
Housing Services	Cllr Clare Cummins

\*Note- Opposition Group Leaders are invited to all Cabinet meetings in a non-voting Capacity

**APPOINTMENT OF DEPUTY CABINET MEMBERS FOR 2023/2024**

<b>Position</b>	<b>Appointees</b>
Strategic Growth	Cllr Gareth Staples-Jones
Children and Young People	Cllr Tom Pilkington Cllr Sean Thorpe
Communities	Cllr Ummrana Farooq
Health & Wellbeing	Cllr Ayesha Arif Cllr Nathan Boroda
Environment, Climate Change and Operations	Cllr Noel Bayley
Corporate Affairs and HR	Cllr Joan Grimshaw Cllr Elliot Moss

**APPOINTMENT OF SHADOW CABINET FOR 2023/2024**

<b>Position</b>	<b>Appointees</b>
Leader, Corporate Core and Place	Cllr R Bernstein
Deputy Leader, Health and Wellbeing	Cllr J Lancaster
Culture and the Economy	Cllr R Brown
Environment, Operations and Transport	Cllr LJ Dean
Children, Young People and Skills	Cllr L McBriar
Communities and Whip	Cllr D Vernon

**APPOINTMENT OF POLITICALLY BALANCED COMMITTEES AND SUB-COMMITTEES OF THE COUNCIL FOR 2023/2024**

Committees	No of Seats		Seat Allocations and Appointments 2023/2024
	Cllr	Co-Opted	
<b>1. Planning Control Committee</b>	<b>11</b>	<b>0</b>	<p><b>Lab(7) Con(2) Rad First (2)</b></p> <p>Cllr Sean Thorpe (Chair) (Lab)  Cllr Martin Hayes (Lab)  Cllr Ciaron Boles (Lab)  Cllr Debbie Quinn (Lab)  Cllr Gareth Staples-Jones (Lab)  Cllr Ummrana Farooq (Lab)  Cllr Babar Ibrahim (Lab)</p> <p>Cllr Jackie Harris(Con)  Cllr Dene Vernon(Con)</p> <p>Cllr Des Duncalfe (RF)  Cllr Mary Walsh (RF)</p>
<b>2. Licensing and Safety Committee</b>	<b>11</b>	<b>0</b>	<p><b>Lab(7) Con(2) Rad First (2)</b></p> <p>Cllr Gavin McGill (Chair) (Lab)  Cllr Joan Grimshaw (Lab)  Cllr Nathan Boroda (Lab)  Cllr Imran Rizvi (Lab)  Cllr Noel Bayley (Lab)  Cllr Babar Ibrahim (Lab)  Cllr Debbie Quinn (Lab)</p> <p>Cllr Khalid Hussain (Con)  Cllr Jack Rydeheard (Con)</p> <p>Cllr Glyn Marsden (RF)  Cllr Mary Walsh (RF)</p> <p>(Full Panel to deal with all policy and monitoring matters)  (3 members of the Panel to form individual politically balanced (where possible) Panels for individual licence applications.)</p>

Committees	No of Seats		Seat Allocations and Appointments 2023/2024
	Cllr	Co-Opted	
<b>3. Employment Panel</b>	<b>9</b>	<b>0</b>	<p><b>Lab(5) Con(2) Rad First (2)</b></p> <p>Cllr Tahir Rafiq (Chair) (Lab)  Cllr Joan Grimshaw (Lab)  Cllr Elliot Moss (Lab)  Cllr Tamoor Tariq (Lab)  Cllr Clare Cummins (Lab)</p> <p>Cllr Russell Bernstein (Con)  Cllr Liam James Dean (Con)</p> <p>Cllr Donald Berry (RF)  Cllr Mary Walsh (RF)</p>
<b>3a. Individual Panels/ Boards</b>	<b>(3) or (5)</b>	<b>(0)</b>	<p>3 or 5 Members of the Panel selected to form Employment Panel dealing with:-</p> <ul style="list-style-type: none"> <li>• Shortlisting and Appointment of Staff</li> </ul> <p>Membership to comprise the Cabinet Member for Human Resources or nominated representative (who will act as Chair)</p>
<b>4. Overview and Scrutiny Committee</b>	<b>11</b>		<p><b>Lab(7) Con(2) Rad First (2)</b></p> <p>Cllr Nathan Boroda (Lab)  Cllr Noel Bayley (Lab)  Cllr Ayesha Arif (Lab)  Cllr Tom Pilkington (Lab)  Cllr Debra Green (Lab)  Cllr Michael Rubinstein (Lab)  Cllr Elliot Moss (Lab)</p> <p>Cllr Russell Bernstein (Con)  Cllr Dene Vernon (Con)</p> <p>Cllr Glyn Marsden (RF)  Cllr Carol Birchmore (RF)</p> <p><b>Chair – Councillor Dene Vernon (Con)</b></p> <p>(Cabinet Members not to be members of the</p>

Committee.)

(Deputy Cabinet Members not to be a Member of a Committee dealing with an area in which they have an involvement or an interest).

### **Overview Project Groups**

Set up as required with membership drawn from all non-Cabinet Members. Overview and Project Groups will appoint Co-opted Members as required.

5. Children and Young People's Scrutiny Committee	11	<p><b>Lab(7) Con(2) Rad First (2)</b></p> <p><u>Cllr Ciaron Boles (Chair) (Lab)</u> Cllr Mary Whitby (Lab) Cllr Ummrana Farooq (Lab) Cllr Nikki Frith (Lab) Cllr Elizabeth FitzGerald (Lab) Cllr Gareth Staples Jones (Lab) Cllr Lynn Ryder (Lab)</p> <p>Cllr Jack Rydeheard (Con) Cllr Luis McBriar (Con)</p> <p>Cllr Andrea Booth (RF) Cllr Donald Berry (RF)</p> <p>(Cabinet Members not to be members of the Committee.) (Deputy Cabinet Members not to be a Member of a Committee dealing with an area in which they have an involvement or an interest).</p> <p><b>Education Representatives – (Voting)*</b></p> <table><tr><th>Name</th><th>Representing</th></tr><tr><td>1. Vacancy</td><td>Church of England</td></tr><tr><td>2. J Davies</td><td>Roman Catholic</td></tr><tr><td>3. Vacancy</td><td>Jewish Faith</td></tr><tr><td>4. Vacancy</td><td>Parent Gov (Secondary)</td></tr><tr><td>5. Vacancy</td><td>Parent Gov (Primary)</td></tr></table> <p>* Invited to Committee meetings where education matters are being considered</p> <p><b>Co-opted - Independent Member</b></p> <table><tr><th>Name</th><th>Representing</th></tr><tr><td>1. Helen Chadwick</td><td>Union Representative</td></tr><tr><td>2. Georgia Murphy</td><td>Youth Representative</td></tr></table>	Name	Representing	1. Vacancy	Church of England	2. J Davies	Roman Catholic	3. Vacancy	Jewish Faith	4. Vacancy	Parent Gov (Secondary)	5. Vacancy	Parent Gov (Primary)	Name	Representing	1. Helen Chadwick	Union Representative	2. Georgia Murphy	Youth Representative
Name	Representing																			
1. Vacancy	Church of England																			
2. J Davies	Roman Catholic																			
3. Vacancy	Jewish Faith																			
4. Vacancy	Parent Gov (Secondary)																			
5. Vacancy	Parent Gov (Primary)																			
Name	Representing																			
1. Helen Chadwick	Union Representative																			
2. Georgia Murphy	Youth Representative																			

Committees	No of Seats		Seat Allocations and Appointments 2023/2024
	Cllr	Co-Opted	
<b>6. Health Scrutiny Committee</b>	<b>11</b>		<p><b>Lab(7) Con(2) Rad First (2)</b></p> <p><u>Cllr Elizabeth Fitzgerald (Chair) (Lab)</u>  Cllr Joan Grimshaw (Lab)  Cllr Martin Hayes (Lab)  Cllr Ciaran Boles (Lab)  Cllr Imran Rizvi (Lab)  Cllr Shaheena Haroon (Lab)  Cllr Lynn Ryder (Lab)</p> <p>Cllr Jo Lancaster (Con)  Cllr Roger Brown (Con)</p> <p>Cllr Des Duncalfe (RF)  Cllr Mary Walsh (RF)</p> <p>(Cabinet Members not to be members of the Committee.)</p> <p>(Lead Members not to be a Member of a Committee dealing with an area in which they have an involvement or an influence).</p>

7. Audit Committee	9	1	<p>Guidance from the external auditor is that Cabinet Members should not be members of Audit Committee</p> <p><b>Lab(5) Con(2) Rad First (2)</b></p> <p><u>Cllr Mary Whitby (Chair) (Lab)</u>  Cllr Martin Hayes (Lab)  Cllr Ayesha Arif (Lab)  Cllr Elliot Moss (Lab)  Cllr Michael Rubinstein (Lab)</p> <p>Cllr Luis McBriar (Con)  Cllr Dene Vernon (Con)</p> <p>Cllr Donald Berry (RF)  Cllr Carol Birchmore (RF)</p> <p><b>Co-opted - Independent Member – Vacant</b></p>
8. Standards	9		<p><u>The Mayor (<b>Councillor Walmsley</b>) will chair the Committee</u></p> <p><b>Lab(5) Con(2) Rad First (2)</b></p> <p>Cllr Martin Hayes (Lab)  Cllr Mary Whitby (Lab)  Cllr Tahir Rafiq (Lab)  Cllr Debra Green (Lab)</p> <p>Cllr Khalid Hussain (Con)  Cllr Dene Vernon (Con)</p> <p>Cllr Andrea Booth (RF)  Cllr James Mason (RF)</p> <p>(The Leader of the Council cannot be a Member of the Standards Committee)</p> <p>(One Member may be appointed from the Cabinet but they cannot Chair the Committee.)</p> <p>Independent Person(s):  Craig Ainsworth  Stuart Birtwell</p>



## APPOINTMENT OF NON-POLITICALLY BALANCED COMMITTEES OF THE COUNCIL FOR 2023/24

\*Indicative Balance calculations are provided

1. Health & Wellbeing Board	4	TB C	<p><b>Councillors:</b></p> <p style="text-align: center;"><b>Lab                      Con</b></p> <p style="text-align: center;"><b>3                              1</b></p> <p>Cabinet Member for Health and Wellbeing (Chair)  Cabinet Member Children and Young People  Additional Labour Cabinet member – <b>Cllr Eamonn O'Brien</b>  Deputy Cabinet for Health and Wellbeing (x2)  Shadow Cabinet Member, Health and Wellbeing –  <b>Councillor Jo Lancaster</b></p> <p><b>Core Voting Members:</b></p> <p>A nominated representative from the Voluntary Sector – Sajid Hashmi  Executive Director of Children Young People and Culture –  Executive Director for Strategic Commissioning – Will Blandamer  Director of Community Commissioning across the Council and CCG and Director of Adult Social Services –  Director of Public Health – Lesley Jones  Two nominated representatives from the GP Clinical Commissioning Group –  and Geoff Little  A nominated representative from the Local Healthwatch – Ruth Passman  A nominated representative from Greater Manchester Police – Suzanne Downey  A nominated representative of Greater Manchester Fire Service – Val Hussain  A nominated representative from Northern Care Alliance –  A representative of the LCO – Kath Wynne Jones  A nominated representative from Pennine Acute NHS Trust – Steven Taylor  A nominated representative from Pennine Care Foundation Trust – Keith Walker  A nominated representative from Six Town Housing – Sharon McCambridge</p>
2. Radcliffe Cabinet Committee	7		<p><b>Voting Members:</b></p> <p>The Leader of the Council (Chair) (Lab)  Two Cabinet Members  Cllr Clare Cummins (Lab)  Cllr Charlotte Morris (Lab)</p>

			<p>Non-Voting Members:</p> <p>Four Ward Councillors (three Radcliffe First and one Conservative).  Mike Smith (RF)  Glyn Marsden (RF)  Carol Birchmore (RF)  Jo Lancaster (Con)</p>
<b>3. Locality Board (from July 2022)</b>	<b>3</b>		<p>The Locality Board will have 15 voting members, 3 non-voting members and a number of officers will attend to advise as required. The voting members reflect senior clinical, political, managerial, and NHS non-executive leadership from across the Bury Health, Care, and Well Being partnership.</p> <p><b>Voting Members</b></p> <p><b>Political Representation (3)</b></p> <ul style="list-style-type: none"> <li>• Leader of the Council</li> <li>• Executive Member of the Council Adult Care and Health</li> <li>• Executive Member of the Council for Children and Young People</li> </ul> <p><b>Non Executive NHS Leadership (3)</b></p> <ul style="list-style-type: none"> <li>• Independent Chair of the Integrated Delivery Collaborative Board</li> <li>• Non-Executive Director from an NHS provider (tbc)</li> <li>• Non-Executive Director of GM ICS (a representative CCG Non Executive in the interim)</li> </ul> <p><b>Clinical Representation (4)</b></p> <ul style="list-style-type: none"> <li>• Senior Clinical Leader in the Borough (as determined by the Clinical Senate via an election process – to be a GP) (Chair of the CCG in the interim)</li> <li>• Medical Director from NCA (Bury)</li> <li>• Medical Director of the Integrated Delivery Collaborative Board</li> <li>• Senior Nurse Lead for the Borough (as determined by the Clinical Senate) (Director of Nursing and Quality – CCG, in the interim)</li> </ul> <p><b>Managerial Leadership (5)</b></p> <ul style="list-style-type: none"> <li>• The Chief Executive of the Local Authority/Place Based Lead for the GM ICS (subject to agreement that these roles are one and the same).</li> <li>• Strategic Finance Group Chair – Joint Exec Director of Finance (S151 officer of the Council )</li> <li>• Chief Officer NCA -Bury Care Org.</li> <li>• Representative (tbc) Pennine Care NHS Foundation Trust</li> <li>• Representative (tbc) Manchester Foundation Trust</li> </ul> <p><b>Non-Voting Members</b></p> <p><b>Routinely attending (6)</b></p> <ul style="list-style-type: none"> <li>• Chair of Bury VCFA</li> <li>• Chair of Bury Healthwatch</li> <li>• Executive Director of Health and Care – Bury</li> </ul>

			<p>Council</p> <ul style="list-style-type: none"> <li>• Chief Operating Officer – IDCB</li> <li>• NCA group wide Executive</li> <li>• Representative NHS provider finance rep</li> </ul> <p><b>In attendance as required (4)</b></p> <ul style="list-style-type: none"> <li>• Director of Childrens Services</li> <li>• Director of Adult services</li> </ul> <p>Director of Public Health</p>
--	--	--	--

## GMCA &amp; AGMA Nominations and Appointments - Local Authority 2023/24

Body	Nominations/Appointments Required	Length of Term	Comments	Existing Appointment	To be completed by Democratic Services Managers - LA Information
<b>GM Combined Authority</b>	Appoint 1 member & 1 substitute member per District	<b>1 year</b>		E O'Brien T Tariq	E O'Brien L Smith
<b>GM Waste &amp; Recycling Committee</b>	2 nominations per Districts  With the exception of Wigan – no appointment required	<b>1 year</b>	Lead Executive Member or portfolio holder with responsibility for environment/waste where possible.	A Quinn K Peel	A Quinn N Bayley
<b>GMCA Audit Committee</b>	1 nomination per District, if they wish to do so	1 year		Whitby	M Whitby
<b>GM Transport Cttee (formerly TfGMC)</b>	Appoint 1 member & 1 substitute member per District  *2 members from Manchester		•Cannot be members or substitute members appointed to the GMCA Overview & Scrutiny Committee	K Peel N Bayley (sub)	N Bayley A Quinn (sub)

<b>GM Culture &amp; Social Impact Fund Cttee</b>	Appoint 1 member & 1 substitute member per District	1 year		C Morris R Gold (sub)	C Morris R Gold (sub)
<b>Integrated Care Partnership</b>	Appoint 1 member & 1 substitute member per District	1 year	Suggest Leader/City Mayor & GMCA substitute member		T Tariq E O'Brien (sub)
<b>Transport for the North &amp; Rail North Cttee – Substitute member for the GM Mayor</b>	1 nomination per District, if they wish to do so.	<b>1 Year</b>			
<b>TfN Audit &amp; Governance Cttee</b>	1 nomination & 1 substitute nomination per District, if they wish to do so				
<b>Transport for the North – Scrutiny Committee</b>	<b>1 member &amp; 1 substitute member invited from across GM, nominated by the LAs, if they wish to do so.</b>  <b>To be appointed by the GMCA</b>				
<b>TfN General Purposes Committee</b>	1 nomination & 1 substitute nomination per District, if they wish to do so.				

<b>GMCA Overview &amp; Scrutiny Committees</b>	6 nominations per District (3 members and 3 substitutes  (6 nominations to comprise of 4 nominations (2 members and 2 substitutes) from the ruling party and 2 nominations (1 member and 1 substitute) from opposition parties)	2 years	Suggest nominating members who were appointed last year  Cannot be a member of GMCA or Transport Cttee	N Boroda (Corporate Issues and Reform)  Hayes (Housing, Planning & Environment)  Whitby (Economy, Business, Growth & Skills)  Cllr Bernstein  Cllr Walsh	I Rizvi N Boroda M Whitby (sub) <b>Labour vacancy (sub)</b> R Bernstein D Vernon
<b>Clean Air Charging Authorities Committee</b>	Appoint 1 member & 1 substitute member per District	1 year	Lead Executive member for clean air  Suggest same member for Air Quality Administration Cttee	A Quinn K Peel (sub)	A Quinn N Bayley (sub)
<b>Air Quality Administration Committee</b>	Appoint 1 member & 1 substitute member per District	1 year	Lead Executive member for Clean Air Charging Authorities Cttee	A Quinn K Peel (sub)	A Quinn N Bayley (sub)
<b>Clean air Scrutiny Committee</b>	Appoint 1 member & 1 substitute member per District	1 year	Cannot be a member of the Clean Air Charging Authorities Committee or Air Quality Administration Committee		E Moss
<b>GM</b>	Appoint 1 member & 1	1 year	Lead Executive member for housing		C Cummins E Fitzgerald (sub)

<b>Homelessness Programme Board</b>	substitute member per District				
<b>Green City Region Board</b>	Appoint 1 member per District	1 Year	Lead Executive member for low carbon		A Quinn
<b>AGMA Executive Board</b>	Appoint Leader/City Mayor & 1 substitute member per District	<b>1 year</b>	Recommend appointing the GMCA substitute member as the AGMA substitute member	E O'Brien T Tariq (substitute)	E O'Brien L Smith (sub)
<b>Draft Joint Development Plan – Places for Everyone Committee</b>	Appoint Leader/City Mayor & 1 substitute member per District  *with the exception of Stockport – no appointment required	<b>1 year</b>			E O'Brien
<b>Statutory Functions Committee</b>	Appoint 1 member & 1 substitute member per District	<b>1 year</b>	Recommend same members as appointed to the GM Culture & Social Impact Fund Cttee		C Morris R Gold (sub)
<b>Police, Crime &amp;</b>	Appoint 1 member & 1	<b>1 year</b>	Cannot be Leaders	Gold	R Gold

<b>Fire Steering Group</b>	substitute member per District				
<b>Police, Crime &amp; Fire Panel</b>	Appoint 1 member & 1 substitute member per District	<b>1 year</b>	Cannot be Leaders	Gold Sub – Cllr Farooq	R Gold U Farooq (sub)
<b>GM Health Scrutiny Committee</b>	Appoint 1 member & 1 substitute member per District	<b>1 year</b>	Chairs of Health Scrutiny or scrutiny members ideally (must be non-Executive/Cabinet Members)	E FitzGerald J Grimshaw (sub)	E Fitzgerald J Grimshaw (sub)
<b>Planning and Housing Commission</b>	Appoint 1 member & 1 substitute member per District	<b>1 year</b>	Lead Executive member for housing	C Cummins G McGill (sub)	C Cummins S Thorpe (sub)
<b>GM Pensions Fund Management Panel</b>	Appoint 1 member & 1 substitute member per District  * with the exception of Tameside	<b>1 year</b>			J Grimshaw
<b>NW Regional Flood and Coastal Committee</b>	1 nomination per District, if they wish to do so	<b>1 year</b>	Lead Executive member for environment	A Quinn	A Quinn



<b>Halle</b>	1 nomination per District, if they wish to do so	<b>1 year</b>			C Morris
<b>People's History Museum</b>	1 nomination per District, if they wish to do so	<b>1 year</b>			C Morris
Christie Hospital NHS foundation Trust	Cllr Eddie Moors appointed for 3 years in 2022/3		No Nomination required		

# APPOINTMENT OF OTHER INTERNAL BODIES 2023/2024

# APPENDIX F

Page 66

Internal Body	Composition and Allocation	Appointment 2023/2024
Fostering Panels	3 Members 2 Lab 1 Con	C Cummins D Quinn L McBriar
Community Safety Partnership	Cabinet or deputy cabinet member	R Gold
Corporate Parenting Board	11 Members: Chair - Cabinet Member for Children and Families 10 members based on political balance: Lab (6) Con (2) Rad First (2)	L Smith (Co-Chair) D Quinn S Thorpe E O'Brien C Cummins L Ryder Y Wright A Booth D Berry L McBriar J Harris
Corporate JCC	10 Members: 2 Con 6 Lab 2 Rad First	T Rafiq A Quinn E O'Brien M Hayes E Moss D Green R Bernstein J Lancaster C Birchmore <b>RF Vacancy</b>
Democratic Arrangements Forum	4 Members: Leader or Dep Leader Chair of Standards	E O'Brien/T Tariq R Bernstein M Smith

Internal Body	Composition and Allocation	Appointment 2023/2024
	1 RF 1 Con	
Joint Consultative Committee Health and Safety	4 Members: 1 Con 2 Lab 1 Rad First	T Rafiq M Hayes R Bernstein J Mason
JCC with Teachers and JCC with Lifelong Learning Staff	8 Members: 2 Con 4 Lab 2 Rad First	T Tariq G McGill S Thorpe R Bernstein L McBriar Cllr Duncalfe Cllr Berry <b>Lab Vacancy</b>
Local Access Forum	2 Members Cabinet Members for Environment/Leisure/ Tourism/Culture - Deputy Cabinet Members as substitutes	A Quinn C Morris N Bayley (sub)
Member Development Group	Group Leaders where possible and Lead Member for Human Resources/member development (Invite party Group whips)	T Rafiq L Smith R Bernstein M Smith
Older People/Ageing Well Partnership Board	1 Labour	C Cummins
Persona (Shareholder panel)	2 Cabinet Members	E O'Brien T Tariq

Internal Body	Composition and Allocation	Appointment 2023/2024
Persona Board	1 Member	J Grimshaw
Six Town Housing Board	4 Members: 1 Con 2 Lab	N Boroda S Thorpe R Bernstein
Six Town Housing Limited – Shareholder	Cabinet Member to attend meetings as sole shareholder.	C Cummins
Standing Advisory Council on Religious Education (SACRE)	3 Members: 1 Con 2 Lab	S Thorpe M Hayes K Hussain

Internal Body	Composition and Allocation	Appointment 2023/2024
Youth Cabinet	7 Members: 4 Lab 2 Con 1 RF	L Smith M Hayes G Staples Jones S Thorpe J Rydeheard LJ Dean J Mason D Duncalfe
Adult Learning Advisory Group	One Member from each township, and one other with an expertise in this subject area	<b>Lab Vacancy</b> – Ramsbottom G McGill – East J Grimshaw (Chair)– Whitefield and Unsworth E Moss – Prestwich Bury West – J Harris S Thorpe – Specialist Knowledge) Rad First – J Mason C Morris – Cabinet Member for Skills

# APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES 2023/2024

## APPENDIX G

Page 70

Outside Body	Entitlement and Allocation		Nomination (Councillor) 2023/2024
Citizens Advice Bury and Bolton	1 member		Lab Vacancy
Team Bury Strategic Leadership Group	1 Member plus 2 Officers: 1 Lab		E O'Brien Tariq (sub)
Bury Metro Arts Association (Executive)	3 Members: 2 Lab 1 Con		C Morris C Cummins R Brown
Bury Music Service Ltd	3 Members: 2 Lab 1 Con		D Quinn G McGill R Brown
Bury Society for the Blind and Partially Sighted	3 Members: 1 Con 2 Lab		J Grimshaw D Quinn R Bernstein
Bury Town Centre Management Board	2 Members: Cabinet Member with responsibility for Regeneration 1 Member for East Ward		E O'Brien G McGill
East Lancashire Railway Trust Board of Management	3 Members: 1 Con		C Morris N Bayley

Outside Body	Entitlement and Allocation		Nomination (Councillor) 2023/2024
	2 Lab		J Harris
Hollins Institute Educational Fund	3 Members from Unsworth Ward		T Rafiq J Grimshaw N Boroda
Local Government Association – General Assembly	Leader, Deputy Leader Opposition Group Leaders		E O'Brien T Tariq R Bernstein M Smith
Manchester, Bolton and Bury Canal Restoration Partnership	2 Members		<b>Lab Vacancy</b> <b>Lab Vacancy</b>
Manchester Mesivta Grammar School Governing Body	1 Member: 1 Lab		A Quinn
North West Local Authorities' Employers Organisation	1 Member plus substitute 1 Lab		T Tariq
Pennine Care NHS Trust Joint Health Scrutiny Committee	3 Members: 1 Con 2 Lab		J Grimshaw M Whitby J Lancaster
Pennine Care Foundation Trust – Council of Governors <i>Not a Joint Health Scrutiny Committee Member</i>	1 Member 1 Lab		<b>Lab Vacancy</b>
Pension Fund Advisory Committee	1 Member: 1 Lab		J Grimshaw
Greater Manchester Forests Partnership	2 Members plus reserve: 2 Lab Con reserve		A Quinn N Bayley LJ Dean

Outside Body	Entitlement and Allocation		Nomination (Councillor) 2023/2024
Ring and Ride Forum (must be a non GMPTA Rep)	1 Labour		<b>Lab Vacancy</b>
University of Manchester – General Assembly	1 Member: 1 Lab plus Deputy		N Boroda
Yorkshire Purchasing Organisation Management Committee	1 Member plus Deputy 1 Lab		E O'Brien
Northern Care Alliance <i>A Governor must not be a member of a local authority scrutiny committee covering health matters or hold a formal role with a clinical commissioning group.</i> Su Statom, Head of Corporate Governance	1 member		<b>Lab Vacancy</b>



# REPORT FOR DECISION



<b>DECISION OF:</b>	<b>The Council</b>
<b>DATE:</b>	<b>24<sup>th</sup> May 2022</b>
<b>SUBJECT:</b>	<b>Overview and Scrutiny Annual Report</b>
<b>REPORT FROM:</b>	<b>Councillor Vernon, Chair, Overview and Scrutiny Committee Councillor FitzGerald, Chair, Health Scrutiny Committee Councillor Boles, Chair, Children and Young People Scrutiny Committee</b>
<b>CONTACT OFFICER:</b>	<b>Chloe Ashworth – Senior Scrutiny Officer</b>
<b>TYPE OF DECISION:</b>	<b>Council</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain.
<b>SUMMARY:</b>	This report provides a summary of progress and key outcomes made over the past year by the Council's Scrutiny Committees.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	<b>Option 1 (Recommended)</b> 1. Note the contents of the report and progress made by the Council's Scrutiny Committees over the past year.  <b>Option 2 (Not recommended)</b> 1. Reject the above recommendation
<b>IMPLICATIONS:</b>	<b>No implications.</b>
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework?
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	
<b>Equality/Diversity implications:</b>	N/A
<b>Considered by Monitoring Officer:</b>	
<b>Wards Affected:</b>	All Wards.
<b>Scrutiny Interest:</b>	

## **1.0 BACKGROUND**

- 1.1 This Annual Report summarises the activities of the Council's Scrutiny Committees and reports on some of the highlights and achievements of the last year.
- 1.2 Throughout the year the Overview and Scrutiny Committee has tackled a wide and varied work programme cutting across all Council Departments. The Committee has engaged with Cabinet Members and other external partners prior to decisions being taken and also held them to account on service areas and policy development.
- 1.3 All the Scrutiny Committee's this year have been thematic covering areas in depth and allowing a full meeting to be dedicated to one themed topic which has streamlined focus and improved impact.

## **2.0 OVERVIEW AND SCRUTINY IN BURY**

- 2.1 Overview and Scrutiny Committees are an important part of the way we make decisions. Although they have no Executive powers, the scrutiny process does allow Members to explore issues in depth and help to influence decisions through recommendations to the Cabinet or Full Council.
- 2.2 In Bury, the role of scrutiny bodies can be broken down into these two main functions:-

## **3.0 HOLDING THE CABINET TO ACCOUNT**

- 3.1 This involves scrutinising decisions before they are implemented by way of 'Call-in' to the relevant Scrutiny Committee for debate. The effect of a 'Call-in' is to suspend the decision until the Scrutiny Committee has had the opportunity to consider the implications of the decision and, where appropriate, to offer comments back to the Cabinet.

## **4.0 POLICY DEVELOPMENT**

- 4.1 This involves Scrutiny Committees undertaking reviews of functions within their individual remits leading to recommendations to the Cabinet, and to assist in the development of future policies and strategies.
- 4.2 In Bury the following Committees are constituted to carry out Overview and Scrutiny in Bury:

## **5.0 OVERVIEW AND SCRUTINY COMMITTEE**

- 5.1 This Committee is set up to scrutinise Cabinet decisions and Council performance, the Overview & Scrutiny Committee operates within the following terms of reference:
  - To review and scrutinise the decisions made or actions taken in connection with the discharge of any of the Council's functions.

- To review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and all particular service areas.
- To set up, appoint and monitor Overview Project Groups (set up to carry out reviews of policies, services or the impact of decisions).
- To make recommendations to the Cabinet and/or appropriate Committee and/or Council arising from the outcome of the Scrutiny process.
- To review or scrutinise decisions made or other action taken in connection with the discharge by the responsible authorities of their crime and disorder functions.
- Oversight of the provision, planning and management of the assets and audit arrangements.
- Oversight of the Council's corporate plans and strategies and the monitoring of the corporate plan and departmental plans.
- To scrutinise outside bodies and partners relevant to the Council.
- To receive all reports from external inspectors.

5.2 As well as:

- Budget and policy framework matters
- Statutory flood risk management scrutiny powers
- Statutory community safety and policing scrutiny powers
- Services within the business and regeneration directorate
- Services within the corporate core/Corporate performance

## **6.0 HEALTH SCRUTINY COMMITTEE**

6.1 A dedicated Health Scrutiny Committee was set up to scrutinise partner organisations on issues relevant to the residents of the Borough. Full terms of reference are;

6.2 To review the policies and performance of the Council and external organisations in relation to the following areas:

- Adult social care (including adult safeguarding)
- Health and wellbeing board
- Housing
- Public health
- Adults and Communities budget and policy framework
- Statutory health scrutiny powers including the review and scrutiny of any matter relating to the planning provision and operation of health services for children and young people, including transitional health care services, affecting the area and to make reports and recommendations on these matters

## **7.0 CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE**

7.1 A dedicated Children and Young People Scrutiny Committee was set up to scrutinise children and young people issues relevant to the residents of the Borough. Full terms of reference are;

7.2 To review the policies and performance of the Council and external organisations in relation to the following areas:

- Education and Schools

- Children and Young People Support and Safeguarding Services
- Children and Young People Specialist Services
- To scrutinise individual Cabinet decisions relating to the above areas.
- To monitor the Council's performance in the above areas.

7.3 To scrutinise statutory inspection reports and oversee the implementation of any recommendations arising from such reports:

- Transitional arrangements between children and adult services
- Statutory education scrutiny powers

## 8.0 KEY OUTCOMES

8.1 During 2022/2023 the Council's Scrutiny Committees and Overview Project Groups have looked at a wide range of topics and issues. Various methods have been used to examine and investigate issues which have resulted in positive outcomes in terms of policy development and holding decision makers to account.

## 9.0 CONCLUSION

9.1 The Scrutiny function is well established in Bury, with good examples of in-depth reviews and partnership working.

---

### List of Background Papers:-

Work Programmes:



O&S Work Plan  
22.23draft.docx



Action Log  
2022.23.docx



Health Scrutiny  
Work Programme 22

### Contact Details:-

*Chloe Ashworth*

*Senior Scrutiny Officer*

*Democratic Services*

[C.Ashworth@bury.gov.uk](mailto:C.Ashworth@bury.gov.uk)

# SCRUTINY ANNUAL REPORT

2022-2023



Bury Town Hall, Knowsley Street, Bury, Lancashire BL9 0SW Tel: 0161 253 5000

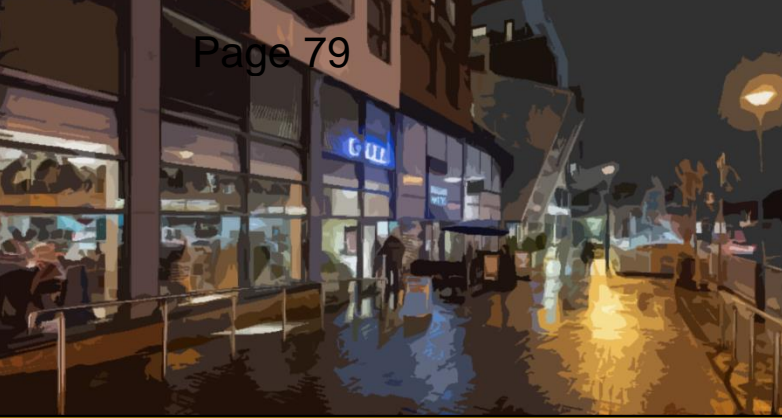
Emergencies/Out of Office Hours: 0161 253 6606 [www.bury.gov.uk](http://www.bury.gov.uk)





## CONTENTS

Page 3	FOREWORD BY THE CHAIR'S
Page 5	BACKGROUND
Page 6	OVERVIEW AND SCRUTINY COMMITTEE
Page 8	HEALTH SCRUTINY COMMITTEE
Page 9	CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE
Page 10	OVERVIEW AND PROJECT GROUPS
Page 11	KEY OUTCOMES
Page 14	SCRUTINY CHAIR BRIEFINGS
Page 15	SCRUTINY TRAINING
Page 16	FURTHER WORK OF THE COMMITTEES
Page 18	CONCLUSION
Page 19	APPENDIX 1 – FORWARD PLANS



## FOREWORD

Bury Council's Scrutiny Committees have continued with the role of scrutinising and reviewing the work of the Executive and services of the Local Authority. The work of these bodies has ranged from pre-scrutiny of new policy initiatives prior to consideration by the Executive, monitoring and holding departments to account on aspects of service provision including Ofsted findings and regeneration work and gathering information from Departments about their work and resources.

During the past 12 months the three Committees have undertaken thematic and in-depth reviews that have provided positive, and effective Scrutiny in terms of policy development, service reviews and service development. For example, the Overview and Scrutiny Committee have reviewed the developments of local regeneration work and will continue to see progress on future reports from the Executive. They have also provided effective Scrutiny of the Cabinet Member for Strategic Growth during the development of the Regeneration Plan's; this again demonstrates the Committee holding to account the Cabinet Member in real time on issue's which was important to the Public. The Children and Young People Scrutiny Committee has reviewed the Improvement Plan following the Ofsted Report and requested regular updates on the recruitment and retention of Social Workers and improvement to the Special Educational Needs and Disabilities Teams through increased capacity. The Health Scrutiny Committee has been well briefed on the response to the Elective Care waiting list and GP Access. The Committee has also established a sub-group to look at access to support for Carers and Social Isolation and Loneliness.

**During the year, steps have been taken to encourage greater collaborative working across the three Scrutiny Committees and a dedicated meeting for the three Scrutiny Chairs has been continued and embedded. An example of the good practice this has achieved is that the Health Scrutiny Chair attended Children and Young People Scrutiny to discuss Child and Adolescent Mental Health Services (CAMHS). In addition, both Chair's from Children and Young People Scrutiny Committee and Health Scrutiny Committee attended Overview and Scrutiny (Budget) Committee.**

**We would like to thank the Elected Members, Education representatives and Co-opted Members of all the Scrutiny Panels and Commissions and the Sub-Groups, and also the Directors, Officers, Internal and External Partners and Community Representatives involved in the Scrutiny process, for their hard work over the past 12 months, and look forward to the challenges ahead.**



Councillor Dene Vernon,  
Chair for Overview and  
Scrutiny Committee



Councillor Ciaran Boles,  
Chair for Children and  
Young People Scrutiny  
Committee



Councillor Elizabeth FitzGerald  
Chair for Health Scrutiny  
Committee





## BACKGROUND

This Annual Report summarises the activities of the Council's Scrutiny Committees and reports on some of the highlights and achievements of the last year.

Throughout the year the Overview and Scrutiny Committee has tackled a wide and varied work programme cutting across all Council Departments. The Committee has engaged with Cabinet Members and other external partners prior to decisions being taken and held them to account on service areas and policy development.

All the Scrutiny Committee's this year have been thematic covering areas in depth and allowing a full meeting to be dedicated to one themed topic which has streamlined focus and improved impact.

## **OVERVIEW AND SCRUTINY IN BURY**

Overview and Scrutiny Committees are an important part of the way we make decisions. Although they have no Executive powers, the scrutiny process does allow Members to explore issues in depth and help to influence decisions through recommendations to the Cabinet or Full Council.

In Bury, the role of scrutiny bodies can be broken down into these two main functions: -

### **HOLDING THE CABINET TO ACCOUNT**

This involves scrutinising decisions before they are implemented by way of 'Call-in' to the relevant Scrutiny Committee for debate. The effect of a 'Call-in' is to suspend the decision until the Scrutiny Committee has had the opportunity to consider the implications of the decision and, where appropriate, to offer comments back to the Cabinet.

### **POLICY DEVELOPMENT**

This involves Scrutiny Committees undertaking reviews of functions within their individual remits leading to recommendations to the Cabinet, and to assist in the development of future policies and strategies.







## OVERVIEW AND SCRUTINY COMMITTEE

This Committee is set up to scrutinise Cabinet decisions and Council performance, the Overview & Scrutiny Committee operates within the following terms of reference:

- To review and scrutinise the decisions made or actions taken in connection with the discharge of any of the Council's functions.
- To review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and all particular service areas.
- To set up, appoint and monitor Overview Project Groups (set up to carry out reviews of policies, services or the impact of decisions).
- To make recommendations to the Cabinet and/or appropriate Committee and/or Council arising from the outcome of the Scrutiny process.
- To review or scrutinise decisions made or other action taken in connection with the discharge by the responsible authorities of their crime and disorder functions.
- Oversight of the provision, planning and management of the assets and audit arrangements.
- Oversight of the Council's corporate plans and strategies and the monitoring of the corporate plan and departmental plans.
- To scrutinise outside bodies and partners relevant to the Council.
- To receive all reports from external inspectors.

As well as:

- Budget and policy framework matters
- Statutory flood risk management scrutiny powers
- Statutory community safety and policing scrutiny powers
- Services within the business and regeneration directorate
- Services within the corporate core/Corporate performance



### HEALTH SCRUTINY COMMITTEE

A dedicated Health Scrutiny Committee was set up to scrutinise partner organisations on issues relevant to the residents of the Borough. Full terms of reference are;

To review the policies and performance of the Council and external organisations in relation to the following areas:

- Adult social care (including adult safeguarding)
- Health and wellbeing board
- Housing
- Public health
- Adults and Communities budget and policy framework
- Statutory health scrutiny powers including the review and scrutiny of any matter relating to the planning provision and operation of health services for children and young people, including transitional health care services, affecting the area and to make reports and recommendations on these matters



## CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

A dedicated Children and Young People Scrutiny Committee was set up to scrutinise children and young people issues relevant to the residents of the Borough. Full terms of reference are:

To review the policies and performance of the Council and external organisations in relation to the following areas:

- Education and Schools
- Children and Young People Support and Safeguarding Services
- Children and Young People Specialist Services
- To scrutinise individual Cabinet decisions relating to the above areas.
- To monitor the Council's performance in the above areas.

To scrutinise statutory inspection reports and oversee the implementation of any recommendations arising from such reports:

- Transitional arrangements between children and adult services
- Statutory education scrutiny powers



## OVERVIEW PROJECT GROUPS

The Overview & Scrutiny Committee is responsible for setting up and monitoring reviews carried out by Overview Project Groups. These Groups are tasked with reviewing particular policy areas with a view to making recommendations that will ultimately result in service improvements.

During the municipal year three project groups have been established. Health Scrutiny has established a Support for Carers Sub-Group and a Social Isolation and Loneliness Sub-Group. The Carers group has been established to look at support for carers and accessibility of such support. The Subgroup is inclusive of the Chair of Health Scrutiny; and two opposition members. In addition, the Social Isolation Sub-Group has been established which has looked at support available following the pandemic. The Subgroup is inclusive of the Chair of Health Scrutiny; and two opposition members from the Health Scrutiny Committee.

The Overview and Scrutiny Committee has re-established the previous year's subgroup to focus on the Performance and Finance of the Council. The group is responsible for doing in-depth scrutiny of the Corporate Performance and Finance reports for the Council. The group was developed as the Overview and Scrutiny Committee felt they did not have sufficient time within the usual cohort of meetings to provide rigorous scrutiny of these topics.



## KEY OUTCOMES

During 2022/2023 the Council's Scrutiny Committees and Overview Project Groups have looked at a wide range of topics and issues. Various methods have been used to examine and investigate issues which have resulted in positive outcomes in terms of policy development and holding decision makers to account.

- **Performance and Finance Sub Committee**

This was established by the Overview and Scrutiny Committee. Members of the group supported by Strategic Leads within the Department have met on four occasions and interviewed two Cabinet Members; the Cabinet Member for Finance and Communities and the Leader, Cabinet Member for Strategic Growth and discussed 9 different reports with ten different Officers.

During this municipal year the Committee agreed that the focus for 2022/23 would be:

**Corporate Performance** – The Committee received regular updates from the Performance team and choose areas to do a deep-dive of the data.

**The Council's Financial Position** – The Committee has received reports on the Council's Financial Position.

**Customer Service update including** – Members received an update on the Corporate Approach for how Bury Council deals with the public including casework, response times, timescales, complaints and Transformation work.

**Sickness Level and Data** – The Committee received in depth analysis on sickness levels and reasons across the departments.

**Project Safety Valve**– Scrutiny of Project Safety Valve has taken place at the Committee. Discussions took place regarding the emerging proposed new schools, the rising demand for in borough specialist provision and the demand pressures for Education, Health and Care Plans.

**Performance Monitoring** – Updates were received on the evolution of Corporate Performance monitoring.

**Budget Papers** – The Committee discussed the Finance Budget papers the day before Budget Overview and Scrutiny Committee.

**Local Government Finance Settlement** – Updates on the local government finance settlement were considered at the sub-group

**Business Rate and Council Tax Recovery** – As part of the budget reports this was presented to the sub-Group

Members have continued to hold the Corporate Core and other Council Services to account by providing continued, effective, and constructive scrutiny of performance and finance within the Council.

It is envisaged that the work to date can be built upon during the forthcoming Municipal Year.

#### ♦ **The Carers Sub-Group**

The Health Scrutiny Committee noted that some Carers were not aware of the Bury offer or may not think they are a carer. Therefore, it was agreed that the sub-group be established so Councillors could work together on exploring all pathways for carers and what elected Members could do to help promote the services available. During this municipal year the Committee agreed that the focus for 2022/23 should include the following:

- Promotion of the Adult Hub - The group agreed that the work of the Hub and n-compass and the services and support offered should be promoted as much as possible. They also noted that not everyone accesses this information digitally.
- Promotion of the volunteer offer - The group agreed that the role of volunteers within the service should be promoted to help grow the volunteer offer for both early help and young carers services.

Members used the group to seek assurances on the work being undertaken to support carers including specifically the work surrounding young carers.

The group agreed that the actions and recommendations from the group would be:

- To visit a coffee morning or listening café to meet with carers and have photographs taken for a press release which will highlight and promote the services
- To have a meeting with the Cabinet Members for Adult and Children's Services to discuss the work of the T & F Group and next steps which could include:
  - All Councillors to undertake awareness training of the service and what it can offer. This will enable Councillors to be able to recommend and promote the offer to constituents.
  - All Councillors to be invited to become 'Friends of Bury Carers' which will then give them access to regular information and news.
  - To discuss how the offer is communicated to those who are digitally excluded.



- To look at the widening of a befriending service in Bury to support families where children are carers but to consider for both cohorts.
- All schools be asked to provide their governors with information relating to young carers within their schools.

♦ **Social Isolation & Loneliness Sub-Group**

During this municipal year the Committee agreed that the focus for 2022/23 should include the following:

- Which demographics of people now identify as socially isolated or lonely.
- Following on from the pandemic what work needs to take place on people who may feel lonely or socially isolated as there was a worry of people being withdrawn from society.
- Schemes to prevent social isolation and loneliness - Members discussed the good schemes which are run by different groups to see what they could learn
- Members sought assurances on the work being undertaken to identify and support the reduction of residents who identify as socially isolated or lonely.

The conclusion of the group was that the general assumption that only older people are lonely is too narrow and we should recognise and support other groups. That all the groups spoken to said the opportunity to be part of something was important to them and in person was more favourable.

The sub group made the following recommendations:

- For members of the Health Scrutiny Committee to note the progress made by the task and finish group
- For a councillor to become part of the Social Isolation and Loneliness Steering Group
- For the Council to consider the impact of further cuts to Youth Services and how services can be increased.
- To review the Steering Group's Terms of Reference and to understand what cohorts are being supported and considered.



## **DECISIONS CALLED IN 2022/23**

Under the Council's Constitution, the Overview and Scrutiny Committee, Children and Young People's Scrutiny Committee and Health Scrutiny Committee has the power to call in decisions made by the Cabinet, individual Cabinet Members and key decisions made by officers. In 2022-23 there were no decisions called in the Scrutiny Committee's.

## **SCRUTINY CHAIR BRIEFINGS**

During the municipal year 2021/22 a networking group of the three Scrutiny Chairs was established. This group continued in the year 2023/23 and built on the good work already established. This group brought together the Children and Young People Scrutiny Chair, Overview and Scrutiny Chair, Health Scrutiny Chair the Senior Scrutiny Officer and the Monitoring Officer. These meetings took place quarterly and covered the following topics: Scrutiny Training, the Annual Report, Budget Briefings and joint working between Committee's.

The group is an opportunity for the Chairs of each Committee to share in successes and problems whilst promoting good practice and support to one another. During the municipal year of 2022/23 the group discussed the following topics:

- Chair and Cabinet Member relationships
- Cross-Scrutiny work
- Budget Papers for Overview and Scrutiny
- Joint work between Children and Young People Scrutiny and Health Scrutiny
- Key items considered at respective Committees
- Forward Planner's attached and Training and Support
- Scrutiny Annual Report



## SCRUTINY TRAINING

The Scrutiny Committee's were invited to attend multiple offers of Scrutiny Training over the municipal year. Scrutiny Members were invited to take part in Scrutiny Specific training:

- Health Scrutiny Training delivered by The Kings Fund (Health Scrutiny)
- Children's Scrutiny Training delivered by the LGA (Children and Young People Scrutiny)
- General Overview and Scrutiny Committee Training delivered by the LGA (All Committees)
- Health Scrutiny Overview of the Health and Care Landscape Session delivered internally at Bury Council (Health Scrutiny)
- Finance Training delivered internally through Bury Council (All Committees)
- Adult Safeguarding Training (Health Scrutiny)

The sessions were delivered in partnership with external training sessions available through the LGA and Northwest Employers the sessions explored common challenges, issues as well as shared opportunities. The health sessions looked at the evolving role of health scrutiny, the relationships with local partners and the opportunities that the Health Scrutiny Committee could consider in supporting impactful scrutiny of health and care especially the complexity of exiting a health pandemic.

## FURTHER WORK OF THE COMMITTEE

The Overview and Scrutiny Committee requested updates from the relevant Cabinet Members in respect of the following Council services and themes:

- Corporate Performance Updates
- Corporate Peer Review Challenge
- The 'Lets Do it' Strategy
- Environmental Updates
  - Poverty Strategy Update
  - Clear Air Zone update
  - Carbon Neutral Strategy
  - Air Quality
  - Environment and Climate Change
- Operations updates
  - Highways and fleets update
  - LGA Review on Highways
- Economy and Community Safety
  - Update on Night-time Economy
  - Community Safety Plan
  - Crime and Disorder
- Regeneration
  - Bury Town Centre Regeneration Project
  - Bury Mill Gate
  - Prestwich Flexi Hub
  - Radcliffe Business improvement district
  - Ramsbottom town centre
- Finance Updates
  - Budget Monitoring Quarter 3 2022/23
  - The Council's Budget 2023/24 And The Medium Term Financial Strategy
  - Dedicated Schools Grant And Setting The Schools Budget 2023-24
  - Capital Budget 2023/24
  - Housing Revenue Account
  - The Flexible Use of Capital Receipts
- Housing Updates
  - Homelessness Strategy
  - Tackling Fuel Poverty
  - Housing, Homelessness and Rough Sleeper Initiatives

In addition to the above, the Overview and Scrutiny Committee invited Chief Superintendent Chris Hill attended to inform the Committee on Crime and Disorder within the Borough including plans for tackling continued issues within local areas. In relation to regeneration, Sir Howard Bernstein attended to provide assurances and transparency on Radcliffe regeneration programme. This highlights how Overview

and Scrutiny has been proactive in its engagement with relevant partners and stakeholders within the Scrutiny process.

## **PERFORMANCE MONITORING**

As part of its performance monitoring role, the Overview and Scrutiny Committee and Performance and Finance Sub-Group has received regular reports in relation to Corporate Performance; Financial Monitoring; Treasury Management; and all the 2022/23 draft Budgetary reports.

## **NEXT STEPS**

**Moving into the new municipal year of 2023/24 there are several new or improved processes which will take place to improve transition into a new Committee year and ensure members are well briefed on items scheduled for the year ahead.**

**Firstly, where possible and if required Chair's of the respective Scrutiny Committee's will be involved in a hand over meeting to support the new Chair in holding Cabinet Members, officers and partners both external and internal accountable for any actions expected.**

**Secondly, Chairs, lead officers and the respective Cabinet Members of all three committees will be invited to participate in the forward planning meetings for each Committee so to avoid duplication and encourage collaborative working.**

**Thirdly, agenda and papers will be sent to all Scrutiny Chairs for information on upcoming discussion items.**

**Finally, more Committee specific training will be opened to all Committees and the respective members to support networking and shared learning.**

## **CONCLUSION**

The Scrutiny function is well established in Bury, with good examples of in-depth reviews and partnership working. The Scrutiny Committees will continue to work thematically with 'spotlights' on areas of particular interest to develop and provide effective Scrutiny.

The Scrutiny functions are continuing to see improvements and relationships are continuing to be built.

## Appendix 1 - Agenda Plan 2022/23 – Children and Young People Scrutiny Committee

Date of Meeting	Deadline for submission of advance questions from Members	Agenda Publication Date	Deadline for reports to DS	Agenda Set Meeting	Items for the Meeting/Theme	Officers / Cabinet Member
30.06.2022	28.06.2022 (10AM)	22.06.2022	17.06.2022 (12 NOON)	14.06.2022	Overview on SEND Green Paper Progress update on Service Delivery for Education, Health and Care Plans Children Social Care Improvement Plan	JR MK  JR/IB
22.09.2022	20.09.2022 (10AM)	14.09.2022	12.09.2022 (12 NOON)	06.09.2022	Improvement Plan, including Ofsted Monitoring Visits and update from the DfE Social Care update – progress of plan to recruit staff High Level Attainment report Foster Carers – LA Approved and IFA's	JR JR JR IB JC
24.11.2022	22.11.2022 (10AM)	16.11.2022	11.11.2022 (12 NOON)	08.11.2022	Improvement Plan School Readiness Attendance report (Data/statistical analysis covering exclusions) Foster Carers – LA Approved and IFA's – invite Brian – Chair of FCA	JR SB IB  JC/JR
02.02.2023	31.01.2023 (10AM)	25.01.2023	20.01.2023 (12 NOON)	17.01.2023	Improvement Plan Schools Systems Update CAMHS Update	JR IB WB
07.03.2023	03.03.2023 (10AM)	27.02.2023	23.02.2023 (12 NOON)	20.02.2023	Improvement Plan Update Foster Carers Update SEND Report Attainment Report – Verbal Update	JR JR IB IB

## Health Scrutiny - Work Programme 2022-2023

Date of Meeting	Deadline for submission of advance questions from Members	Agenda Publication Date	Deadline for reports to DS	Agenda Set Meeting	Items for the Meeting/Theme	Officers/Cabinet Member
22.06.2022	20.06.2022 (10AM)	14.06.2022	10.06.2022 (12 NOON)	06.06.2022	Lead Officer Overview Health Scrutiny Overview	WB
21.07.2022	19.07.2022 (10AM)	13.07.2022	07.07.2022 (12 NOON)	04.07.2022	Dentistry ® Healthwatch overview Bury Care Organisation and Northern Care Alliance overview	Ben Squires Adam Webb WB
20.09.2022	16.09.2022 (10AM)	12.09.2022	09.09.2022 (12 NOON)	05.09.2022	Single gender mental health wards within the Pennine footprint Mental Health Strategy and delivery plan Support for Carers  Social Isolation and Loneliness	Dr N Perera Adrian Crook, Director of ASC Adrian Crook, Director of ASC Cllr FitzGerald
09.11.2022	07.11.2022 (10AM)	01.11.2022	28.10.2022 (12 NOON)	24.10.2022	Overview of elective care waiting position® Urgent care system ® Adult Social Care reforms Update on Task and Finish Groups	Ian Mellow Kath Tickle KWJ AC Cllr F
25.01.2023	23.01.2023 (10AM)	17.01.2023	13.01.2023 (12 NOON)	09.01.2023	Winter Pressured update Health and Care staff wellbeing and retention service reconfiguration GM Mental Health Trust Update Northern Care Alliance CQC report	WB Caroline Bierne. MI WB/Dr Clair Carson/H.Caudle
16.03.2023	14.03.2023 (10AM)	08.03.2023	03.03.2023 (12 NOON)	27.02.2023	Adult Care Annual Complaints Report Health Watch Update CAMHS update (following Nov Meeting)	Adrian Crook Adam Webb Will Blandamer



## Agenda Plan 2022/23 - Overview and Scrutiny

Date of Meeting	Deadline for submission of advance questions from Members	Agenda Publication Date	Deadline for reports to DS	Agenda Set Meeting	Items for the Meeting/Theme	Officers/Cabinet Member
15.06.2022	13.06.2022 (10AM)	07.06.2022	01.06.2022 (12 NOON)	30.05.2022 12:00	Sub-Group covering Performance and Finance topics 1. Quarter 4 Corporate Performance Update 2. Poverty Strategy Update 3. Agree the Workplan for the Committee For Information: 1. Terms of Reference	Councillor Rafiq and Kate Waterhouse Cabinet member for Communities and Finance and Lynne Ridsdale Chair, Councillor Vernon
19.07.2022	15.07.2022 (10AM)	11.07.2022	07.07.2022 (12 NOON)	04.07.2022 11:00	Environment Update including: <ul style="list-style-type: none"> <li>• Clear Air Zone update</li> <li>• Carbon Neutral Strategy</li> <li>• Plan for ops in relation to highways and fleets</li> </ul> 2. Update on Economy (especially night-time economy)	Cabinet Member for Environment  Cabinet Member for Culture and the Economy
06.09.2022	02.09.2022 (10AM)	29.08.2022	25.08.2022 (12 NOON)	22.08.2022 11:00	1. Community Safety Plan - <i>Chris Hill</i> <i>GMP - KW</i> Bury Town Centre Regeneration Project including: 1. Bury Mill Gate	<i>Lynne Ridsdale</i> <i>Chris Woodhouse</i> <i>Paul Lakin</i> <i>Steven Manifold</i> <i>Cllr O'Brien</i>
01.11.2022	28.10.2022 (10AM)	24.10.2022	20.10.2022 (12 NOON)	13.10.2022 11:00	Finance Update (Quarter 1 and Medium Term Financial	Sam Evans Sarah Poruu

					Strategy) Regeneration: Prestwich flexi hub Ramsbottom Radcliffe; Business improvement district	Cllr O'Brien Rober Summerfield
12.01.2023	10.01.2023 (10AM)	04.01.2023	23.12.2022 (12 NOON)	20.12.2022 11:00	Housing including: <ul style="list-style-type: none"> <li>• Homelessness Strategy</li> <li>• Tackling Fuel Poverty</li> </ul> LGA Review on Highways.	Cllr Cummins
09.02.2023 (BUDGET)	07.02.2023 (10AM)	01.02.2023	27.01.2023 (12 NOON)	23.01.2023 11:00	Budgetary Items: Budget Monitoring Quarter 3 2022/23 The Council's Budget 2023/24 And The Medium Term Financial Strategy Dedicated Schools Grant And Setting The Schools Budget 2023-24 Capital Budget 2023/24 Housing Revenue Account The Flexible Use Of Capital Receipts	Sam Evans Cllr O'Brien (All Executive Directors to be invited)
23.03.2023	21.03.2023 (10AM)	15.03.2023	10.03.2023 (12 NOON)	07.03.2023 11:00	Corporate Performance Update  Transport Strategy Highways Improvement Plan	Kate Waterhouse/ Lynne Ridsdale



Durham

Council

		<b>Classification:</b> Open	<b>Decision Type:</b> Non-Key
<b>Report to:</b>	Council	<b>Date:</b> 24 May 2023	
<b>Subject:</b>	Leader’s Annual State of the Borough Report 23 - 24		
<b>Report of</b>	Leader and Cabinet Member for Finance and Growth		

### Summary

1. This is an annual report on the priorities of the Cabinet and progress made in meeting those priorities. The report is themed around the Let's Do It Strategy and covers progress made against cabinet priorities over the past year, and looks ahead to what we will continue to deliver in the coming year.

### Recommendation(s)

2. To note the content of this report.

---

### Report Author and Contact Details:

*Name: James Mulvaney  
Position: Executive Research and Policy Advisor  
Department: Corporate Core  
E-mail: J.Mulvaney@bury.gov.uk*

---

### Background

3. As set out in Bury Council's Constitution, an annual report will be brought to the annual meeting of council to report on the priorities of the Cabinet and progress made in meeting those priorities.
- 

### Links with the Corporate Priorities:

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

4. The report is themed around the four key principles of the Let's Do It Strategy.
- 

### Equality Impact and Considerations:

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

5. Report is for information and therefore requires no EIA.
- 

### Environmental Impact and Considerations:

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

6. Report is for information and therefore requires no carbon impact.

---

**Assessment and Mitigation of Risk:**

<b>Risk / opportunity</b>	<b>Mitigation</b>
N/A	N/A

---

**Legal Implications:**

*To be completed by the Council's Monitoring Officer.*

7. None

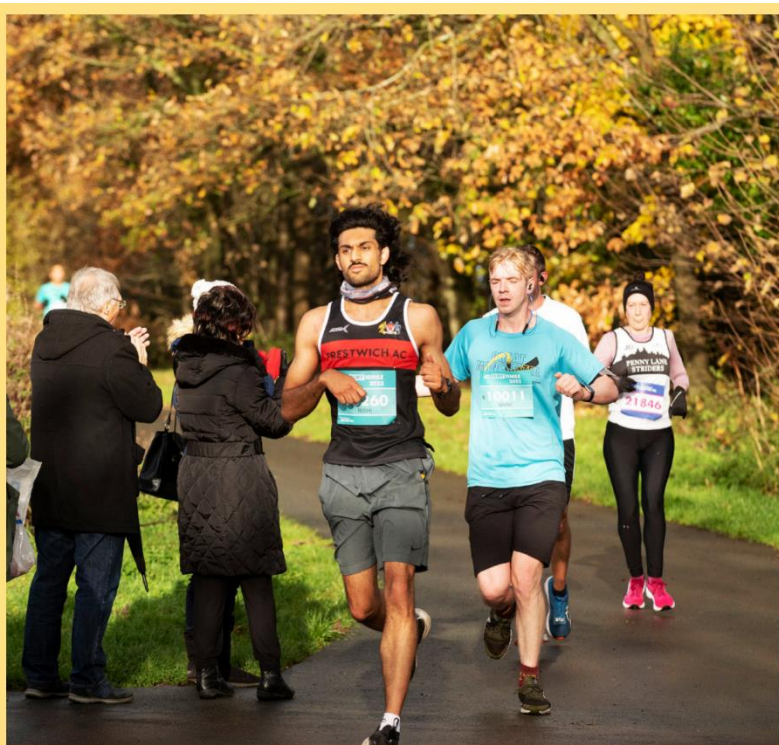
---

**Financial Implications:**

*To be completed by the Council's Section 151 Officer.*

8. None
-







## Statement from Council Leader Eamonn O'Brien

This is the third State of the Borough Report since I became Leader of Bury Council. I am delighted to share with you the progress and achievements we have made over the past year, despite the challenges of the cost-of-living crisis and severe inflation related funding pressures. Each section of this report is themed around our borough's community strategy, LET'S! and features a case study, achievements over the past year, and future ambitions we are working towards.

I am proud to say that we have worked tirelessly to provide essential services to our communities and support those who have been affected by the cost-of-living crisis. We have faced difficult decisions, including agreeing to savings of approximately £30 million, but we have persevered and delivered on our commitments to improve the lives of our residents.

I am also pleased to report that we are making good progress on our regeneration plans for Radcliffe and Bury, which we received Levelling-Up funding from Government last year. Our commitment to these areas is unwavering, and we are dedicated to creating vibrant and sustainable communities that are great places to live, work, and visit. These regeneration plans are crucial to the future of our communities, and we are committed to delivering them in a way that benefits everyone.

I would like to take this opportunity to thank all of our staff, partners, and volunteers for their hard work and dedication. Without their efforts, we would not have been able to achieve so much in the face of such challenging circumstances.

The coming year will continue to be a challenging one as we have great plans and aspirations to achieve for the borough amidst a national cost of living crisis, an uncertain economy, and the outfall from the war in Ukraine. Despite this, we will continue to deliver for our residents and businesses to the best of our ability.



**Cllr Eamonn O'Brien**  
**Leader of Bury Council**

## Local

### **LET'S Case study: Local: Taking on the climate emergency with communities**

The Council declared a climate emergency in 2019 and established a climate manifesto budget, of which £100,000 was dedicated to a community fund to empower local groups to conduct their own action to help tackle climate change.

Working with the local community was recognised as a key part of our Climate Action Strategy.

The decision to create the fund demonstrated the Council's commitment to both the Climate Action Strategy and Corporate Plan, by providing funds to empower action at the local level.

We received 18 eligible bids totalling £181,002. The Climate Action Team evaluated the bids following a scoring criterion that was agreed prior to opening the application process. The team then made recommendations to elected members responsible for climate change who made the final decision on which bids were approved

The community groups were given 12 months to spend the funds, therefore the projects will all be completed by the end March 2023. Some excellent progress has been made to date. Highlights of these results include:

Completion of the Project Unicycle 'Uniform Shop' at Greenmount Primary School (see picture below), which is now open for parents and since it was opened has sold 749 items, which will have significantly reduced the amount of new school uniform that would have been bought.

The Asian Development Association of Bury (ADAB) have conducted 12 interactive workshops which have reached 180 residents focussing on climate change, its impacts and what we can do as individuals to reduce their carbon impact. ADAB work closely with the BAME community in Bury East, helping to ensure that climate awareness reaches sections of the population that are traditionally hard to reach.

### **Putting our borough on track for carbon neutrality**

#### **Local Transport Strategy**

In March we brought the Local Transport Strategy consultation draft to Cabinet. The Strategy sets out how the Council will meet its ambitions to develop a genuine integrated transport network that will support a healthy, green, connected and thriving Borough.

The Local Transport Strategy aligns with the Greater Manchester Transport

Strategy 2040, including the aspiration for half of all journeys to be made by active and sustainable transport modes by 2040 and the delivery of a joined-up London-style transport system - the Bee Network. This seeks to transform how people travel in and around Greater Manchester.

The transport vision set out in the draft Local Transport Strategy for Bury is to create an attractive, well-connected Borough that supports economic growth and helps to reduce deprivation. By 2040, the Borough will be connected by a modern and efficient transport network, including comprehensive, affordable, high quality and attractive sustainable transport links.

The Transport Strategy will support the ambitions for sustainable growth and development over the next 20 years as well as help to tackle issues around air quality, as the country moves away from polluting vehicles.

### **Public Sector Decarbonisation**

During 2022 public sector decarbonation plans have progressed including adaptations to 16 Council buildings, the replacement of all windows in the Town Hall and energy efficiency improvements such as LED lighting in our leisure centres and markets. The Council has engaged wider partners in the pursuit of carbon neutrality by 2038 by formalising the role of the Climate Change Board; the engagement of community environmental forums and a dedicated session at Team Bury in February 2023.

### **Making our borough a safe place to live**

#### **Developing a partnership approach to community safety across public services and with the local community.**

One of the key features of making our borough a safer place to live has been the coordinated effort between Bury Council, GM Police, public sector organisations, and local communities to tackle crime and illicit activities through

'Operation Avro'. In the past year three of these days of operations have taken place and it has led to the seizure of illicit goods, cracking down on traffic offenses, community safety patrols, community engagement, and environmental health crackdowns.

### **Building houses that are homes**

#### **More, high-quality and low-carbon homes in the borough, and more affordable homes, to get everyone on the housing ladder**

Over the past year we have progressed with our 'Brownfield First' policy of building homes on brownfield land sites first. There is more detail on that later in this report.

At our Pyramid park site we are looking to bring around 135 new homes to a site next to the town centre.

In Radcliffe, housing developments are underway to address the growing need for affordable homes. Firstly, a planning application has been submitted to construct 91 family homes on the vacant grounds of the former Radcliffe High School located on School Street. This initiative aims to provide suitable housing options for families in the area.

Additionally, the former Radcliffe Pool site on Green Street is set to be transformed into a housing complex. This development will consist of a mix of 132 one-bedroom and two-bedroom homes, catering to smaller households and enabling them to enter the housing market.

Furthermore, plans are in the works to revitalize the long-abandoned East Lancs Paper Mill site. The proposal includes the construction of 400 homes, along with enhancements to the



surrounding environment. Additionally, the development aims to support the growth of the local cricket club's sporting facilities, providing recreational opportunities for residents.

These housing projects signify a significant step in meeting the demand for housing in Radcliffe while simultaneously revitalizing derelict areas and improving community amenities.

There will be approximately 100 homes primarily aimed at younger adults and young professionals, alongside circa 35 new houses for elderly people, built at Pyramid Park. Approximately 25% of units would be affordable.

A derelict site in Bury is to be transformed into specialist accommodation for older people including those with long-term conditions.

The 1.8-acre plot at Fletcher Fold used to house the old Millwood special school building which was demolished in 2018 after the school moved to Radcliffe.

The new development would offer a range of modern house types for social/affordable rent and shared ownership, and will include accommodation specifically designed for those with mobility issues such as bungalows, to help re-balance the housing stock.

All homes would be multifunctional, with hoists where necessary, wider door frames/space for wheelchair users and walk-in shower rooms, all of which can be adapted to suit needs.

The new homes will incorporate low carbon technologies such as solar panels where possible, energy efficient heating systems to reduce fuel bills, natural sustainable drainage and

nesting bricks to side elevations to encourage wildlife.

## Enterprise

### LET'S Case study: Enterprise: Bury Employment Support and Training

Bury Employment Support and Training (Bury EST) have been successful in securing a number of job outcomes for young people and adults with disabilities meaning that the proportion of people in Bury with a learning disability in employment has risen from 3% to 4.1%. This is a tremendous achievement from a team of dedicated staff members and the impact on customers, parents and carers has been huge.

The team develop relationships with customers, parents, carers and professionals to understand needs and in turn work closely with employers to understand these needs, break down barriers, offer support but also promote independence in the workplace. Working in a pro-active manner, the teamwork with customers to determine their aspirations and goals, and through development planning, set targets with them to secure employment.

Having strong links within Local Authority and NHS, Bury EST work collaboratively to influence and make changes to existing recruitment practices within public sector departments, but much more widely with other employers in the area.

Sitting well on various partnership groups, Bury EST feedback and offer specialised advice and guidance around employers being inclusive and therefore a diverse workforce.

Supporting our most vulnerable groups, Bury EST encourage families and carers to work closely together through their peer support networks to determine where customers feel that change is needed, and Bury EST staff then work closely with employers to talk through reasonable adjustments in the workplace from the initial recruitment stage right through to in-work support once customers have secured employment.

Staff are passionate, tenacious and 'think outside the box' to make changes and are fully supported by a strong management team who lead by example.

There are many examples of successful job outcomes that Bury EST have, but just to highlight what securing paid employment means to their customers, and the benefits to the employer, please see below a quote:

Comments from Ben:

"I feel proud and confident and know my job well. I like earning my own money and saving it. I feel confident in each job I do at the Duckworth Arms. I feel supported in my job".

### Delivering an economic strategy

Work continues to develop an economic development strategy for the borough, which integrates physical and

community regeneration activity with the role and opportunity for local businesses and enables Bury to continue to contribute to the success of GMS economic development.

During 2022 partners were engaged in a co-production exercise through Team Bury and the Council joined the Co-Operative Council's network to ensure a values-based approach to the development of the local labour market

### **Investing in all our town centres**

The regeneration of borough townships and, in particular, delivery of two Levelling Up schemes is a major focus for the Council. During 2022:

The Council has completed the land assembly required at this stage to deliver the Radcliffe Strategic Regeneration Framework (SRF) including taking plans for the civic hub to RIBA Stage Three and beginning the process of seeking planning approvals.

A number of major external bids have also been successfully secured to support the ambition in Radcliffe, including a £2m capital contribution from Sport England for the leisure offer within the Radcliffe Hub; £1.8m funding from the Football Foundation (the largest grant they awarded in 2022) for a full size 3G all-weather sports pitch, new changing pavilion with club room and associated car parking. UKSPF funding for a Pocket Park has also been agreed for the town centre and the site is being co-designed with local people.

The Council has made strategic acquisitions of the Prestwich mall and Millgate shopping centre and entered into Joint Venture partnerships with Muse and Bruntwood respectively for their development. Consultation on plans with local communities have been completed for both schemes.

Plans for the delivery of the Flexi Hall in Bury Town Centre, funded by DLUHC

Levelling Up, are also progressing. Land assembly work is approaching completion and a delivery partner has been appointed.

A transport strategy is under development, including a bid to the City Region Sustainable Transport (CRST) scheme for the fundamental redevelopment of Bury interchange.

The Ramsbottom town plan was approved in March 2022. This provides for transport development subject to CRSTs funding as described above; development of a car parking strategy and the redevelopment of Market Chambers and the unused, upper floor of the Civic Hall as an Enterprise Centre through Evergreen funding which has been secured.

Plans to improve the town centre of Whitefield took another step forward as part of moves to ensure that all parts of the borough are regenerated. The town is to receive support from the High Street Task Force, a national organisation supporting local authorities to bring about long-term change to towns and cities. Planit-IE will carry out consultation with the local community before the Task Force visits in June.

During 2022, nearly 100 acres of land has been identified by Bury Council which, subject to planning permission and viability, could accommodate thousands of new housing schemes. These sites, which will be delivered during 2023, include schemes at Wheatfield; Seedfield; Green St; School St; the East Lancs Paper Mill and Townside close on Pyramid Park. The number of new homes we are aiming for in Bury is 451 per annum up to 2037.

## **Equipping residents with the skills they need to thrive**

### **Ongoing children's services improvement**

In December 2021 the Council's children's services were judged to be inadequate by Ofsted. A comprehensive improvement plan across seven priorities was determined and a total of £9.5m additional funding has been made available (£3.7m additional revenue funding and £5.7m one-off). Particular progress has been made in:

- developing and implementing a workforce strategy, to increase capacity and diminish dependency on agency staff,
- the development of a new model of practice – the Family Safeguarding model,
- improvements in safeguarding practice with the establishment of an Executive group which represents all partners with statutory responsibilities for safeguarding children, and
- agreement of a neglect, early help strategies and a service thresholds document.

The Council has benefitted from two monitoring visits by DfE during 2022 which have validated the progress being made.

Addressing the historic deficit in the high needs block of the dedicated schools grant (DSG) has been a priority since 2020. In recognition of the scale and challenge of the deficit the Council is part of the national Project Safety Valve initiative which provides DfE support and financial contribution to closing the gap. Over the last 12

months extensive policy progress has been made including:

- More robust Education Health and Care Plans (EHCPs) and branding.
- Creation of additional special school places within the borough.
- Implementation of a graduated approach.
- Special educational needs and disabilities (SEND) support.
- Reductions in special school top up values and financial clawbacks from special schools.
- Determination of new special school bandings.
- A restructure of education services which begins the process of disestablishing some services which have been funded through the DSG budget.

Improvement plans are in place and there is lots of work underway. There has been a focus on ensuring stability of the workforce, and a permanent senior leadership team is in place to drive this forward. There have been 2 DfE reviews and 3 Ofsted monitoring visits to review our progress, with the most recent Ofsted visit in February 2023. Both the DfE and Ofsted recognise progress is being made and that the building blocks are in place on which to build continued and sustained improvement. This is beginning to deliver improved outcomes for children although we acknowledge there is still lots to do.

### **Development of new education settings**

Bury Council is continuing working with Star Academy and the Department for Education (DfE) to bring the new school to the site of the former Coney Green High School in Spring Lane.

The council has approved admission arrangements for its secondary schools for the 2024/25 academic year, setting out how parents can apply for places. Star Academy is also working with all primary schools in Radcliffe and will be providing further information to parents and pupils making plans to transfer to secondary school.

The Department for Education is in the process of identifying the contractor that will design and build the school. Construction is expected to start in late 2023 and the school will open to its first group of Year 7 pupils in September 2024.

We are also seeking proposals from trusts across the North West and nationwide to work with us to develop a special school in the borough.

The new 60-place special school, planned to open in September 2025, will serve pupils between the ages of 11-16 and cater for children and young people with Social Emotional and Mental Health (SEMH) needs.

The council also expects there to be a large degree of co-existence with other Special Educational Needs and Disabilities, such as Autistic Spectrum Condition. The school will act as a centre of excellence in the area, providing staff training and development locally, as well as multi-disciplinary outreach services.

The proposal has been given the green light by the Government, and while councils are not allowed to build and run new schools, we will play an important part in attracting and supporting potential educational providers who would do so.

### **Anti-Poverty**

This year the Council has held two anti-poverty summits to co-design a hardship support offer including the targeted allocation of national Household Support Funds. A borough-wide publicity campaign has been delivered with leaflets, posters and social media signposting. Over the course of the year 18,000 residents have been provided with financial assistance, benefits and financial advice. Using the Household Support Fund, more than £650,000 has been allocated to families who receive free school meals to cover the schools holiday periods including the upcoming Easter holidays. A further £20,000 has been allocated to community groups to deliver a range of support including debt counselling, foodbank activities and warm spaces.

In our 2023 budget we agreed to allocate £100,000 to provide grants of £100 to 1,000 households who are financially struggling but not eligible for the current council tax support scheme. Community grants (£100,000) providing £20,000 per neighbourhood, to be decided by councillors and local neighbourhood teams to improve their localities. Support fund for children in care and care leavers (£50,000) - to support our young people with the challenges posed by the cost of living crisis.

In the past nine months, we have organized two important anti-poverty listening and engagement events in collaboration with our partners from the Voluntary, Community, and Faith Alliance (VCFA). These events aimed to address the challenges arising from the rising cost of living crisis and discuss effective ways to work together with our partners to tackle issues faced by our residents.

Recognizing our limited funding, we firmly believe that partnering with our community allies is the best approach as they have stronger connections to our communities. We are excited to announce that a third event is already in the works, further strengthening our collaboration and efforts to make a positive impact.

### **Delivering the housing and economic growth that Bury needs**

#### **Walshaw**

A great decision we were able to make in the past year was to remove the Walshaw green-belt site from our housing and development masterplan. This is because plans to regenerate Bury and Radcliffe town centres, plus the Mill Gate centre in Bury which the council has bought, gives an opportunity to build more houses on these urban brownfield sites.

This is the direct result of our commitment to deliver brownfield first and regenerate our town centres. This requires significant effort, a commitment to intervention and a clear plan for how we can get this done, which we have been working on for several years now.

#### **Brownfield First**

Significant work has taken place across the past year to make our brownfield sites suitable for new homes. Recent key activity included:

- William Kemp Heaton – Gas main survey complete, viability/cost assessments complete. Electricity charges for street lighting to be determined by Property Services.

- Wheatfields – Onwards contractors now on-site undertaking site clearance in accordance with planning. POS advertising on adjoining piece of land completed 30.03.23 - solicitors to progress disposal.
- Willow Street – Property Services prepared the CPSEs for Legal in preparation of exchange, subject to planning.
- Fletcher Fold – This site was advertised on The Chest for disposal to a registered provider for the development of an older person's housing scheme - opportunity closes 9 May 2023.

The Pipeline of sites is in place and prioritisation of sites is in line with the updated Accelerated Land Disposal Programme (ALDP). These include:

- School Street – Supported planning issues with developer. Site promoted in Invest in Radcliffe.
- Seedfield site - Supplementary planning applications for storage made 8/2/23 and new parking provision made w/c 13/2/23 for use by the football club in response to Sport England objection. Continued to work through Sport England objection issues re: facilities and parking.
- ELPM site – Application continues to be developed. Site promoted in Invest in Radcliffe.
- Green Street – On track for submission to committee in April/May 23.
- Humphrey House – GMCA Growth Location CBRE consultancy support providing a business case



for Build to rent apartment scheme concluded at end of March 23.

- Pyramid Park – LGA/OPE Brownfield Land Release funding bid to address site constraints and remediation was progressed.
- Uplands/Whitefield Library/Pinfold – Worked with NHS to explore possibility of Whitefield Library being remodelled as health centre, subject to cash flowing the project and requirements. Land requirements discussed with NHS in light of reduced site requirements.
- Former Police Station – Following recent tender exercise report to be drafted for June Cabinet recommending sale to Cairnwell Developments/Exemplar Health for a 40-bed care home for adults with complex mental health needs. The sale price is £1.275m and is subject to planning.
- Housing Propositions for Radcliffe, Tottington and Whitefield Housing proposition continue to be drafted.

## Looking forward

### UKSPF

With Britain leaving the European Union, a new funding mechanism has been announced which will replace the previous EU Regional Development Funds we previously received. We have worked hard with colleagues at GMCA to ensure we have projects ready to receive funding from this new funding stream, the Shared Prosperity Fund.

We are due to receive £1.7m for a period of 2.5 years to deliver the

activity, expenditure, outcomes and outputs set out in the UKSPF Communities and Place proposal by March 2025.

### Northern Gateway / ATOM Valley

A once in a lifetime opportunity to transform the economy and create jobs in the north east of Greater Manchester took a major step forward in July 2022.

This Mayoral Development Zone (MDZ) is being proposed for parts of Bury, Rochdale, Heywood, Middleton and Oldham to boost growth and help to create a more balanced economy across the city region.

To be called Atom Valley, the MDZ will include a number of sites that will have the potential to accommodate around 1.6 million sq m of new employment space, generating around 20,000 quality jobs with 7,000 homes. It is proposed that Atom Valley will be supported by significant investment in sustainable transport and other infrastructure to ensure that the new jobs are accessible to local residents.

Northern Gateway site is truly of national and international significance. It has the potential to significantly change the economic growth potential of the North East of the city region and far beyond. And, closer to home in Bury, it will complement and link together the major regeneration plans we have for our town centres of Bury, Radcliffe and Prestwich, as well as providing a focus for the emerging Economic Development Strategy and Boroughwide Transport Strategy

### Skills Strategy

Production and delivery of an all-age skills strategy is linked to the development of the Economic Development strategy.. A draft Strategy

is to be presented to June Cabinet following an internal consultation process.



## Together

### **Case Study: Shifting Employee Engagement at Pace and Scale**

2022 has seen a step change in our approach to workforce engagement here at Bury Council and in partnership with NHS Greater Manchester staff in Bury. – We're investing more than ever in engaging with our people and are already seeing the positive benefits of this work.

The link between workforce engagement and performance, though complex, is irrefutable as the CIPD's 2021 evidence review shows.

Our LET'S Do It! Strategy for the borough has engagement at its core. It's about moving away from a model of public services routed in systems, processes and bureaucratic complexity to one about relationship.

So, what have we done?

Engaging with our circa. 800 frontline operational colleagues has been key to our approach. All staff, irrespective of their role, now have access to our IT systems and we've invested in providing them with training so they can take full advantage of our new online Employee Self Service functionality.

We've developed a strong rhythm of feedback from our quarterly pulse surveys, at pace, with both Council-Wide and service specific briefings and engagement discussions. Both the Executive Team and Members have committed time and effort to responding directly to staff feedback. For three of our Departments, for example, wellbeing was a real concern so whole-Department wellbeing days were quickly facilitated in direct response to provide time and space to explore this further.

### **Wellness**

The Health and Wellbeing Board (HWB) has been established to operate as a standing commission on driving health inequalities, with a focus on health and care system performance; positive community behaviours and empowerment and driving the wider determinants of health.

In this context the HWB has taken a leadership role in the development of people and communities plans in areas of greatest deprivation as described later in this paper, the antipoverty strategy and homelessness response.

### **Transport and digital connectivity**

#### **Improving roads**

We completed the second stage of the Highways Investment Strategy (HIS2)

and proceeded with our plans to invest £10 million in HIS3. This funding will be used to repair major and minor roads alike, and will allow us to halt the deterioration of our classified highways. This funding will allow an additional 88 local roads across the borough to be improved.

### **Bus Service Improvement Plan**

Over the past year we have made great strides towards delivering our 'London-style' bus network across Greater Manchester.

From September 2023 all buses in Wigan and Bolton (with some routes passing through Bury) will be run by Go North West and Diamond, who are the first to win contracts under the new franchising system.

All of these buses will be yellow and at least 50 will be new electric vehicles with improved disability access, audio-visual announcements and the full branding of the Bee Network – the name of the new public transport system.

By 2025, when all services across the city-region are under public control, buses, trams and rental bikes will use the same ticket system with a daily cap. Bus fares across Greater Manchester have already been capped at £2 for single journeys and £5 for day tickets with weeklies to cost £21 in January.

### **Better walking and cycling infrastructure**

Our new Local Transport Strategy sets out how we aim to get more people to move away from motor vehicles and to more active travel modes such as walking and cycling. To achieve this we have set out plans to make it easier to walk and cycle in the borough, by

providing safer facilities for walking and cycling, and improving their integration with public transport services.

We are fortunate to be part of Greater Manchester and to have excellent connections to our neighbours in the conurbation. We have worked closely with TfGM to develop the Bee Network, a bold vision to deliver a joined-up London-style transport system.

The CRSTS programme approved by central government in July 2022 includes £15.4m of funding to improve walking, wheeling and cycling routes in Bury Town Centre, Radcliffe and Ramsbottom.

For Ramsbottom, £2.3m is available from the CRSTS fund to deliver proposals to improve walking and cycling routes into and through the town centre.

For Radcliffe, £9m is available from the CRSTS fund to deliver proposals which will provide improved walking and cycling facilities in the town centre and connecting routes linking the Metrolink Stop to the proposed Civic Hub and Secondary School Site.

For Bury Town Centre, £4.1m is available from the CRSTS fund to deliver proposals to provide improved walking and cycling facilities in the town centre improving north/south and east/west routes and linking to onward routes.

In the past year we have begun piloting bike libraries, attached to local libraries, where people can borrow a bike, a bit like borrowing a book. Bikes are free to borrow and can be borrowed for up to a week at a time and returned anytime the library is open. A bike lock is provided for the duration of the bike loan. Currently, bikes are available for

loan from Radcliffe and Bury libraries and other locations such as Clarence Park and Openshaw Park.

### **Giving voice to all our communities**

The process of developing a People and Communities Plan for every township has begun, with a plan now agreed for Radcliffe and in final development for Bury Town Centre. These plans aim to base inclusive growth initiatives on strong data and evidence, embodying a whole system approach which starts with finding out what matters to local residents and to co-design a response to these priorities.

Every opportunity has been taken to provide financial support for local groups to participate in delivery and, during 2022/23 over £750,000 was made available in participatory budget exercises designed to drive community engagement.

### **Building a cultural legacy**

Between 2019-21 Bury was recognised as the first GM Town of Culture. A commitment was made to develop a borough-wide culture strategy which sustains the innovation developed during this time, supports economic development and contributes to a “wellness” model of community health and wellbeing.

The development of this strategy has been led by an independent partner, Curated Place, part-funded by Arts Council England. It has been co-produced with community groups and the borough’s principal cultural partners. Implementation will be supported through the UK Shared

Prosperity Fund which has been secured for the next two years.

This strategy provides a framework to secure and maximise the outcomes of investment in culture. It is a sister document to the forthcoming Economic Development Strategy and complements our Inclusion Strategy, which describes how we will celebrate all our diverse communities of place and identity.

## Strengths

### **Case study: Putting Inclusion at the heart of the Bury way of working**

We've truly put inclusion at the heart of everything we do in Bury. A review of ways of working in the Council identified a real passion and commitment to equality from our frontline workforce, as well as Members and leaders. However, it also highlighted significant room for improvement in how we place inclusion at the heart of our systems, processes and culture.

We started by getting the basics right; putting in place a clear Inclusion Strategy, jointly with the then CCG, which included a new set of Equality Objectives. In developing the Strategy and driving our inclusion priorities we brought together a wide cross section of people, the Inclusion Working Group.

Over the past year the group's developed even further, expanding its membership and reach as part of our public service partnership, Team Bury, and working to drive forward the inclusion agenda across public service partners in the borough.

In designing our approach to inclusion we looked, not only at the law, but what's important to Bury people. That's why we give equal consideration to 13 protected characteristics. So, looked after children and care leavers, military personnel, reservists and veterans, carers and the socio-economically vulnerable as well as the 9 legally protected groups.

Bury Council's commitment to inclusion has led us to take the following actions:

Bury Council successfully bid for £65k in funding to drive inclusive public services across Bury and Rochdale with a focus on race and disability. We've launched a programme of cross-organisational reciprocal mentoring involving local government, NHS and Housing organisations in the boroughs. We've engaged with a variety of local communities and voluntary sector groups to understand perceptions of working in the public sector and to explore barriers to recruitment. Together with partners in Bury and Rochdale we're responding to the six opportunities for change that our communities identified will create more inclusive workforces.

Our Employment Support Team (BEST) support disabled residents to find paid employment in Bury. As one of the borough's biggest employers we've forged a partnership between the BEST and our catering and cleaning services to provide clear pathways into employment.

Our new recruitment and selection policy supports a more innovative and inclusive approach to recruitment. In support of this we've been proactive in attending events with VCSE groups to actively recruit into our vacancies and experimented with video and audio job adverts to engage with different communities.

We're the first Greater Manchester Council to proactively recruit Social Workers from abroad and are welcoming the arrival of 20 new South African Children's Social workers who have

## Armed Forces Covenant

Bury Council was presented with a Silver award from the Ministry of Defence for actively supporting the armed forces community in its workplace.

The Employer Recognition Scheme (ERS) encourages organisations which champion the armed forces and encourage others to follow suit. This includes employing serving and former members of the armed forces community, and demonstrating flexibility towards training and mobilisation commitments for Reservists and Cadet Force Adult Volunteers.

Bury Council, which already had Bronze status, had to meet a range of criteria to receive Silver, including signing the Armed Forces Covenant which pledges to give serving members, veterans and their families the support they need and deserve.

## Community Wealth building

As mentioned previously in this report we are dedicated to growing our local economy through our refreshed Economic Development Strategy, our upcoming Skills Strategy, and future mayoral development zone in the borough. But our primary focus is not just on economic growth and development but also on ensuring that the benefits of that growth are shared equitably among our residents.

We firmly believe that local wealth should stay within the community and be reinvested for the betterment of all. To achieve this, we have adopted a comprehensive approach that involves various strategies and initiatives.

## Building Community Capacity

We are committed to supporting the borough's 'third sector'. In March 2023 we securing funding for the Bury Voluntary and Community Faith Alliance (VCFA).

The council will provide £170,000 to help the VCFA support Bury groups in their work and build relationships between sectors and local communities.

There are an estimated 1,249 voluntary organisations in the borough, supported by 26,000 volunteers and 4,000 paid staff. Together they contribute £109 million to the local economy. Many of these organisations are small, working on budgets of less than £10,000 per year.

Bury VCFA, which has won national accreditation for its work, helps these groups with training, funding and advocacy.

Examples of its work include:

- helping create the Bury Older People's Network;
- supporting the design of the new Home from Hospital Service led by Age UK Bury;
- hosting the Violence Reduction Unit community-led pilot in East Bury;
- providing an online Volunteer Bank where individuals can register for volunteer opportunities in their community.

Bury VCFA also hosts the Beacon Social Prescribing Service, helping people to take part in activities which improve their health and wellbeing.

At a time when council and health funding is under pressure, and everybody is facing increasing demand for services, we are all working together to improve the quality of life for everyone in Bury.

This funding means we can continue to provide infrastructure and practical support for Bury's voluntary sector organisations so that they have the capacity to continue improving the lives of residents and ensuring they have a voice and influence.

### **Social Care Transformation**

Over the past three years we have been moving forward at pace in relation to our Integrated Care Partnership and following the formation of five integrated neighbourhood teams and an integrated One Commissioning Organization we have been at the forefront of progressing and realising the benefits of unified health and social care system. We have expanded our intermediate care and rapid response service to promote a reablement approach to ensuring those in need of short-term support to maximise their long-term potential can access these services. We are a key partner in our integrated care delivery collaborative that drives improvement programmes across health and care.

Having provided services throughout the Covid-19 pandemic, our workforce continues to deal with the impact and aftermath of this period.

As we move from covid response through recovery and renewal, adult social care faces the most significant programme of reforms in its history

whilst it works to reduce some of the back logs that built up during this time.

Exceptional demands have been put on the adult social care system to support our hospital systems and the borough expanded its hospital step down and intermediate care services to nearly twice their normal size to support timely discharge from our local hospitals. Additional Occupational Therapist have been provided to reduce the numbers waiting for adaptations to help support them remain at home which had built up when carrying out such work in people's houses was not allowed under lock down.

The numbers waiting continues to fall and will return to normal levels in the first quarter of 2023, and a workforce strategy was delivered to ensure the borough could recruit and retain sufficient social workers. All of this has ensured as many people as possible have been able to benefit from support to maintain or regain their independence.

Adult Social Care are committed to delivering the Bury 'LETS' (Local, Enterprising, Together, Strengths) strategy for our citizens and our workforce. Our mission is to work in the heart of our communities providing high-quality, person-centred advice and information to prevent, reduce and delay the need for reliance on local council support.

As a result of this strategy we have seen more of our residents supported to be independent, by providing assessment and support planning with an emphasis on building on individuals strengths and promoting independence.

And for those eligible to access social care services we are ensuring that together they have choice and control over the care and support they receive, and that they are encouraged to consider creative and innovative ways to meet their needs.

To build a health and social care system which will sustain our communities in the coming years within the funding available to us we need to look at providing support in different ways. Our journey over the next three years will be one of continued improvement and transformation, with the development of clear assurance mechanisms to enable transparency and accountability to the communities we serve. As we explore what social care delivery will look like 3 years from now, we will ensure that people who receive our support and their carers are at the heart of co-producing our social care delivery model and that their voice is central as we navigate through the financial and systemic changes we must make.

This page is intentionally left blank