

AGENDA FOR

CABINET

Contact: Philippa Braithwaite
Direct Line: 0161 253 5398
E-mail: p.braithwaite@bury.gov.uk
Web Site: www.bury.gov.uk

To: All Members of Cabinet

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

Dear Member/Colleague

Cabinet

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

Date:	Wednesday, 12 July 2023
Place:	Bury Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

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

Notice of any question must be given to Democratic Services by midday on Monday, 10 July 2023. Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MEMBER QUESTION TIME

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

Notice of any Member question must be given to the Monitoring Officer by midday Friday, 7 July 2023.

5 MINUTES *(Pages 5 - 10)*

Minutes from the meeting held on 7 June 2023 are attached.

6 THE COUNCIL'S FINANCIAL POSITION - 2022/23 OUTTURN *(Pages 11 - 54)*

Report of the Cabinet Member for Finance and Communities is attached.

7 COMMISSIONING NEW MENTAL HEALTH HOUSING - PART A *(Pages 55 - 64)*

Report of the Cabinet Member for Health and Wellbeing is attached.

8 PROPOSALS TO ALTER THE UPPER AGE RANGE AT MANCHESTER MESIVTA SECONDARY SCHOOL *(Pages 65 - 76)*

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

9 TENDER FOR INCLUSION ON BURY COUNCIL'S FLEXIBLE PURCHASING SYSTEM FOR ALTERNATIVE PROVISION (OF EDUCATION) *(Pages 77 - 82)*

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

10 CHILDREN'S SERVICES CAPITAL PROGRAMME - PART A *(Pages 83 - 94)*

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

11 PROJECT SAFETY VALVE UPDATE AND DEDICATED SCHOOLS GRANT DEFICIT RECOVERY *(Pages 95 - 102)*

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

12 BURY CORPORATE PLAN 2023/24 *(Pages 103 - 116)*

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

13 RESTRUCTURE OF THE HR DEPARTMENT - APPROVAL OF REDUNDANCY COST *(Pages 117 - 120)*

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

14 HEALTH AND SAFETY ANNUAL REPORT & POLICY *(Pages 121 - 164)*

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

15 RENEWAL OF THE COUNCILS CORPORATE WATER SUPPLY CONTRACT *(Pages 165 - 184)*

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

16 ELECTRIC VEHICLE CHARGING INFRASTRUCTURE (EVCi) TO SUPPORT RESIDENTS WITHOUT ACCESS TO OFF-STREET PARKING *(Pages 185 - 262)*

Report of the Cabinet Member for Environment, Climate Change and Operations is attached.

17 PRESTWICH VILLAGE REGENERATION - PROGRESS UPDATE AND DRAFT DEVELOPMENT PLAN - PART A *(Pages 263 - 308)*

Report of the Cabinet Member for Strategic Growth is attached.

18 MILL GATE SHOPPING CENTRE & ESTATE: JOINT VENTURE UPDATE AND DEVELOPMENT PRINCIPLES *(Pages 309 - 318)*

Report of the Cabinet Member for Strategic Growth is attached.

19 RADCLIFFE HUB PROJECT - MAIN WORKS CONTRACT - PART A *(Pages 319 - 330)*

Report of the Cabinet Member for Strategic Growth is attached.

20 THE BEE NETWORK - IMPROVING GREATER MANCHESTER'S TRANSPORT GOVERNANCE *(Pages 331 - 362)*

Report of the Cabinet Member for Strategic Growth is attached.

21 MINUTES OF ASSOCIATION OF GREATER MANCHESTER COMBINED AUTHORITY *(Pages 363 - 394)*

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 26 May 2023 and 9 June 2023.

22 URGENT BUSINESS

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

23 EXCLUSION OF PRESS AND PUBLIC

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

24 COMMISSIONING NEW MENTAL HEALTH HOUSING - PART B *(Pages 395 - 400)*

Report of the Cabinet Member for Health and Wellbeing is attached.

25 CHILDREN'S SERVICES CAPITAL PROGRAMME - PART B *(Pages 401 - 404)*

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

26 PRESTWICH VILLAGE REGENERATION - PROGRESS UPDATE AND DRAFT DEVELOPMENT PLAN - PART B *(Pages 405 - 562)*

Report of the Cabinet Member for Strategic Growth is attached.

27 RADCLIFFE HUB PROJECT - MAIN WORKS CONTRACT - PART B *(Pages 563 - 636)*

Report of the Cabinet Member for Strategic Growth is attached.

Minutes of:	CABINET
Date of Meeting:	7 June 2023
Present:	Councillor E O'Brien (in the Chair) Councillors C Cummins, A Quinn, T Rafiq, L Smith and T Tariq
Also in attendance:	Councillors R Bernstein, M Smith and J Rydeheard
Public Attendance:	Five members of the public were present at the meeting.
Apologies for Absence:	Councillor R Gold and Councillor C Morris

CA.1 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Charlotte Morris and Richard Gold.

CA.2 DECLARATIONS OF INTEREST

Councillor Bernstein declared a non-pecuniary interest in respect of item 6, Strategic Housing Review, as he was a Council-appointed Member of the Six Town Housing Board.

CA.3 PUBLIC QUESTION TIME

There were no public questions.

CA.4 MEMBER QUESTION TIME

There were no Member questions.

CA.5 MINUTES**It was agreed:**

That the minutes of the meeting held on 19 April 2023 be approved as a correct record.

CA.6 STRATEGIC HOUSING REVIEW

Councillor Clare Cummins, Cabinet Member for Housing Services, presented the report regarding an independent strategic review of housing management arrangements commissioned from Campbell Tickell and future options for management of housing stock and related activities. It was noted that tonight's report only asked for an in-principle decision, with the subsequent transformation programme and engagement with stakeholders, tenants, and leaseholders critical in developing the proposals further.

Members discussed the report, noting that in 2019 the Council and Six Town Housing started a closer working relationship. Through that, it became clearer that closer working served to bridge communication gaps and had benefits for tenants, residents and the Council, and therefore the proposals outlined in this report were welcomed. It was noted that there were significant concerns and risks, which would be managed in due course, but ultimately this focussed on securing better value and better community for all.

Decision:
Cabinet:

1. Agreed an in-principle decision for the management and maintenance of Council Housing to be provided in-house through direct management;
2. Agreed that a further report be provided to Cabinet in December 2023 following due consideration of the outcome of the Tenants Test of Opinion; and
3. Approved the outline Transition Plan and timetable set out in Paragraph 7.2 of the report.

Reasons for the decision:

The recommendation is for the Council to directly manage its council housing. The strength of returning the service to the Council is that it gives back direct control at a time of considerable operating challenge and would enable the Council to realign services more broadly to achieve its corporate and service objectives. It would enable faster and more responsive decision making through one integrated management structure and would remove an additional layer of management and associated costs.

Other options considered and rejected:

The commissioned Strategic Housing Review considered four future management options and assessed them against the established criteria, these were:

- Do Nothing: The review has confirmed the view that 'doing nothing' is not a viable option in the current operating environment and that a significant perception gap has opened between what the Arm's Length Management Organisation (ALMO) is set up to do, what it does now and what it could do.
- Retention of Six Town Housing (STH) ALMO: This option involves retaining the current delivery model and extending the STH Management Agreement. Whilst there are strengths, the review has highlighted the need for transformational change to respond to the regulatory environment and ensure that customer pathways and connectivity are achieved through creating seamless customer services.
- Hybrid Model: A hybrid approach is an approach which would see the retention of the ALMO and a closer relationship with shared services; clarity for regulatory purposes would be required. In theory a Council appointed, and accountable Chief Operating Officer (COO) should make it easier to align objectives and delivery plans, however retaining a limited company would mean the COO would be ultimately accountable to the Board and there would continue to be duplication of resource and governance.
- Stock transfer: Voluntary stock transfer is still formally part of the Government's Housing Policy; however, the Government last financially supported this option in 2015/16. A dowry would be required to facilitate a transfer with estimated transaction costs of £1.5M and a statutory tenants ballot. Without Government funding this option is not financially viable.

CA.7 PROPOSED NEIGHBOURHOOD AREA AND FORUM FOR PRESTWICH

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth, presented the report regarding applications submitted to the Council for the formal designation of a Neighbourhood Area and Forum in Prestwich. Members discussed the report, noting this was an exciting time for Prestwich and this would offer new ways for residents to engage and new opportunities for the Council to develop plan alongside residents and in dialogue with them.

Decision:

Cabinet:

1. Approved the application for the establishment of the proposed Neighbourhood Area for Prestwich; and
2. Approved the application for the establishment of the proposed Neighbourhood Forum for Prestwich.

Reasons for the decision:

The applications for the neighbourhood area and neighbourhood forum for Prestwich have satisfied the legal requirements and the consultation responses have not raised any significant objection to either proposal.

Other options considered and rejected:

To refuse the applications for the neighbourhood area and neighbourhood forum. However, the applications have satisfied the legal requirements and the consultation responses have not raised any significant objection to either proposal.

CA.8**ADULT DISCHARGE SCHEMES**

Councillor Tamoor Tariq, Cabinet Member for Health and Wellbeing, presented the report which sought permission to commission eight General Nursing Discharge to Assess beds to form part of the wider Adult Discharge Schemes that will be available to support hospitals, residents and the health and social care system over the coming year. The beds would be funded via the Adult Social Care Discharge Grant and therefore not impact the Council's Budget.

Decision:

Cabinet:

1. Agreed to commission eight Nursing Discharge to Assess beds at Heathlands Nursing Home, Prestwich for a period of 12 months at a cost of £552,578;
2. Noted that this will be funded using Bury's allocation of Adult Social Care Discharge Fund and Winter Resilience Monies and will therefore have no impact on the Care in the Community budget and that a procurement waiver will be required to approve the 12-month commission of this service; and
3. Noted the update on residential intermediate care, step down dementia beds and the multi-disciplinary team.

Reasons for the decision:

- The Council and NHS GM (Bury) have received £5.629m of Urgent and Emergency Care monies, which includes Bury Council's allocation of Adult Social Care Discharge Fund, from the Department of Health and Social Care to support system flow, NHS waiting lists and rapid discharge from hospital. The commission of the beds above will ensure the Council spends the money in line with the DHSC criteria and support the people of Bury to leave hospital safer and earlier.
- There are currently 29 commissioned Discharge to Assess and Intermediate Care beds in the borough, not including the Council's own Intermediate Care Facility.
- These beds have been consistently full and the failure to approve the commission will result in people remaining in hospital longer while waiting to have their long term needs assessed.

Other options considered and rejected:

An increased number of Nursing Discharge to Assess beds over and above the eight proposed in this report were considered but there was insufficient budget available.

CA.9**SALE OF FORMER POLICE STATION, IRWELL STREET, BURY - PART A**

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth, presented the report regarding the proposed sale of Former Police Station, Irwell Street, Bury. The site is part of the Accelerated Land Disposal Programme and has been vacant for many years; this proposal would address the vacant site and also the Council's Housing Strategy through developing it into a residential care home.

Decision:

Cabinet:

1. Noted the results of the tender exercise for the sale of the Former Police Station;
2. Approved the grant of the freehold to the selected purchaser, upon the gaining of planning permission, which is to be submitted within 3 months of exchange of contracts. Following Cabinet approval, the exchange of contracts to be completed within 12 weeks of receiving the contractual documentation; and
3. Delegated the signing of all contracts required to complete sale of the site the Director of Law and Democratic Services.

Reasons for the decision:

The sale will bring forward the redevelopment of the land bringing in a capital receipt.

Other options considered and rejected:

Do Nothing - In this scenario the property would be left vacant, its condition may further continue to attract anti-social behaviour. The Council would be responsible for ongoing security and maintenance. The property is within the Accelerated Land Disposal Programme and ongoing security and maintenance costs would have to be incurred if the sale did not proceed. This option would not ensure the on-going rejuvenation of the Town Centre. As such, this option has been discounted.

CA.10 BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT QUARTER FOUR & END OF YEAR 2022-23

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which provided a summary of key delivery and performance that occurred during Quarter Four (January – March) 2022-23, aligned to the 3R priorities, and provided an End of Year summary. Members discussed the forthcoming review of the strategy and the potential role of scrutiny.

Decision:

Cabinet:

1. Noted the performance and delivery against the 3R priorities and the 2022-23 Corporate Plan delivery objectives; and
2. Noted the ongoing developments to strengthen and improve this reporting process and functionality.

Reasons for the decision:

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

Other options considered and rejected:

No alternative option considered.

CA.11 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

Members discussed the minutes of the GMCA meeting in March, in particular the development of infrastructure to support electric car use and the role of private and public sector partnership working in order to facilitate it.

It was agreed:

That the minutes of the Greater Manchester Combined Authority meeting held on 24 March 2023 be noted.

CA.12 EXCLUSION OF PRESS AND PUBLIC**Decision:**

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

CA.13 SALE OF FORMER POLICE STATION, IRWELL STREET, BURY - PART B

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth, presented the Part B report which set out the full financial details.

Decision:

Cabinet:

1. Noted the results of the tender exercise for the sale of the Former Police Station;
2. Approved the grant of the freehold to the selected purchaser, upon the gaining of planning permission, which is to be submitted within 3 months of exchange of contracts. Following Cabinet approval, the exchange of contracts to be completed within 12 weeks of receiving the contractual documentation; and
3. Delegated the signing of all contracts required to complete sale of the site the Director of Law and Democratic Services.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.00 pm and ended at 6.35 pm)

This page is intentionally left blank



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

Report to:	Overview & Scrutiny Committee Cabinet	Date: 5 July 2023 12 July 2023
Subject:	The Council's Financial Position – 2022/23 Outturn	
Report of	Cabinet Member for Finance and Communities	

Summary

1. This report sets out the final financial position for the Council for 2022/23. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending. On revenue, the report sets out that the revenue budget overspent by £2.329m, at quarter 3 the overspend was forecast to be £3.958m therefore the financial position has improved by £1.629m during the last quarter of the financial year. This net overspend comprises of individual departmental overspends and underspends. The largest individual departmental overspend was on Children and Young People at a value of £6.114m. The extra costs were around agency costs for social care and safeguarding, an increase in demand for children's residential placements including Independent Foster Agency costs and increased costs for home-to-school transport. The most significant underspend was on non-specific services, driven by reduced capital financing costs.
2. On capital, the report sets out that there was a £48.390m outturn against a budget of £65.074m. This is after the 2022-23 budget was reprofiled, so that £85.225m budget was transferred into the 2023-24 and 2024-25 financial years.
3. The treasury management outturn position is included in this report, with a recommendation that it is also presented to Full Council, in accordance with regulation (See Appendix 2).

Recommendation(s)

4. Cabinet is asked to:
 - Note the 2022-23 final overspend on the revenue budget of £2.329m, against a budget of £178.922m. It should be noted that this budget, whilst mainly funded from Council Tax and Business Rates income, also included funding of £19.387m from earmarked reserves and a £1.767m contribution from General Fund Balances.
 - Note that a £2m additional contribution was made to the pooled fund in 2022-23, all contributions now balance to the Section 75 agreement across the term.
 - Note the final position on the collection fund was a surplus on Council Tax and a deficit on Business Rates.

- Note that the final position on reserves and balances is £104.241m at the end of 2022/23 (excluding schools balances). The £104.241m is split between £22.701m general reserves and £81.540m earmarked reserves.
- Note the cumulative DSG deficit position of £18.601m and the reduction of £2.872m during the 2022/23 financial year.
- Note the overall school balances are £4.731m which includes schools with deficit balances.
- Note the Housing Revenue Accounts reserve balance of £9.176m at the end of the 2022/23 financial year and the use of £0.666m during the 2022/23 financial year.
- Note expenditure of £48.390m on Capital Programmes during the year.
- Further approve a capital budget carry forward of £17.390m.
- Note that the final treasury management report is included within this report (Appendix 2).

Reasons for recommendation(s)

5. To note the final financial position subject to external audit for the Council for 2022/23.

Alternative options considered and rejected

6. N/A.

Report Author and Contact Details:

Name: Sam Evans

Position: Executive Director of Finance

Department: Finance

E-mail: sam.evans@bury.gov.uk

Purpose of the Report

7. This report outlines the outturn financial position of the Council at the end of 2022/23. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending. The report also sets out the impact on the Council's reserves.
8. The outturn financial position shown in this report mirrors the financial position shown in the Council's unaudited 2022-23 Statement of Accounts. These accounts are still subject to audit by the Council's external auditors.

Background

9. The 2022/23 financial year saw the Council living and operating with COVID-19 – rather than previous years where we were significantly affected due to the pandemic. The Council continued to support businesses and residents in the district with the utilisation of ring-fenced grants. Widespread effects from the pandemic on Council services continued, including consequences for service delivery models, new arising demand pressures and lower fee income.
10. Updated governance arrangements, introduced in 2020-21 were further embedded and helped to improve resilience. These arrangements included an ongoing programme to identify and review savings proposals.
11. With a one-year funding settlement for the 2022-23 financial year and the results of the Fair Funding Review still awaited, uncertainty continues to be a feature of the Medium-Term Financial Plan. The Medium-Term Financial Plan continues to be updated in response to longer term changes to delivery models, demand pressures, reductions in fee income and potential changes relating to the funding of Adult Social Care. 2022-23 saw inflationary pressures presenting new financial challenges.
12. The 2022-23 revenue outturn was an overspend of £2.329m against budget (see table 1 below) resulting in an increased requirement from the General Fund. The outturn reduction in General Fund Balances was from £24.430m at the start of the year to £22.701m at the end of the year.
13. The £2.329m overspend was in the context of an overall revenue budget requirement of £178.922m. The combined variances on the service departments (excluding the non-specific service) have a £5.078m adverse variance compared to the budget requirement. However, a significant underspend on the non-specific service, reduced this overspend significantly due to lower than expected borrowing costs because of slippage on the Capital Programme.
14. The draw on General Fund Reserves to support the budget was significant. Reserves can only be used once. For Bury Council to continue to sustainably support its residents and businesses in the future it must ensure the Medium-Term Financial Plan is supported by resilient and stable financial plans. The ability to maintain usable reserves above the Cipfa recommendation of 10% of Budget is considered an indicator of good Financial Health and resilience.
15. The Council contributed an additional £2m to the Pooled Budget with NHS GM Bury (formerly Bury Clinical Commissioning Group). All contributions are in line with the Section 75 agreement across its duration.
16. The Capital Programme was significantly rephased in the second quarter of 2022/23, reprofiling £78.520m into the 2023-24 financial year and £6.705m into 2024/25. The revised 2022/23 budget was £65.074m, and the actual expenditure during the year was 48.390m, resulting in an underspend of £16.684m.

17. Overall, the spending on the Capital Programme was significantly less than expected when the original budget was set. There will be a review undertaken in quarter one of 2023-24 to challenge the delivery timeframes of the Capital Programme and to reprofile the budget accordingly. This review will also reflect the increasing construction costs and reduced number of bidders which adds to programme risks that are being identified through recent tenders.

FINANCIAL OVERVIEW – REVENUE

18. In 2022/23, the Council's net revenue expenditure was £181.251m. The final outturn position is set out in Table 1 below and shows an overspend of £2.329m.

Table 1

Out Turn Position 2022/23 – As At 31 March 2023				
Directorate	Approved Budget	Revised Budget	Out Turn	(Under)/Over Spend
	£m	£m	£m	£m
One Commissioning Organisation	76.573	79.151	79.333	0.182
Children and Young People	47.556	45.243	51.357	6.114
Operations	16.784	19.020	20.311	1.290
Corporate Core	18.028	19.310	18.106	(1.205)
Business, Growth, and Infrastructure	3.824	3.525	2.518	(1.006)
Housing General Fund	1.136	1.288	0.992	(0.296)
Non-Service Specific	2.701	11.384	8.635	(2.749)
TOTAL	177.483	178.922	181.251	2.329

One Commissioning Organisation – Overspend £0.182m**Table 2**

2022/23 Revenue Outturn Position – as at 31st March 2023			
Directorate	Revised Budget	Actual	(Under) / Overspend
One Commissioning Organisation	£m	£m	£m
Adult Social Care Operations	7.721	7.441	(0.280)
Care in the Community	43.306	44.420	1.114
Commissioning & Procurement	14.767	16.372	1.605
Departmental Support Services	2.430	0.841	(1.589)
Workforce Modernisation	0.078	0.063	(0.015)
Public Health	10.850	10.198	(0.652)
TOTAL	79.151	79.333	0.182

19. The OCO budget overspent by £0.182m which is a £1.252m decrease on the overspend reported at Quarter 3.

Adult Social Care Operations - £0.280m underspend

The Adult Social Care Operations budget is underspent by £0.280m which is a £0.345m worsening on the underspend reported at Quarter 3. The reduced underspend is due to the cancellation of historic Northern Care Alliance Invoices and a substantial increase in utility/energy costs within Sheltered Housing budgets.

As reported throughout the year the overall underspend within ASC Operations has been driven by staffing budget underspends.

The workforce retention strategy recruits Social Workers in operational teams, strengthening focus on delivery of care package savings. However, vacancies for care support workers in the Intermediate care services remain a challenge which is affecting the ability to deliver services to their full capacity.

Care in the Community - £1.114m Overspend

The Care in the Community budget overspent by £1.114m which is a £0.512m improvement on the forecast reported at Quarter 3. The improvement since quarter 3 is due to:

- A contribution from Health towards joint funded care packages
- An extensive data cleanse of client care packages on Controcc enabled through the rapid roll out of the INT/Commissioning/Finance triangulation meetings.
- A reduction in spend following annual reviews of direct payment to clients.

The Care in the Community outturn includes a £2m (gross) contribution to the Integrated Commissioning Fund (ICF) which is in line with the agreed ICF partner

contribution profile detailed below.

Organisation	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
Bury Council	10.5	(15.0)	2.5	2.0	0.0
Bury CCG/ NHS GM Bury Locality (from July 1)	(10.5)	15.0	(2.5)	(2.0)	0.0
TOTAL	0.0	0.0	0.0	0.0	0.0

The Care in the Community outturn also includes £3.629m of care package savings albeit partially offset by £1.644m of new demand pressures as a result of reviews.

During 2022/23, the pressure from supporting hospital discharges into care homes and home care settings was twice the levels before the pandemic and is causing recurrent pressure on the Care in the Community budget. Additional resource (£3.372m) was built into the care budget during 2022/23 to support prompt discharge from hospital, this will not be sufficient to meet the full and ongoing legacy demand resulting from people provided with care at the point of discharge but who remain in care following the period funded by central government and NHS GM discharge funding if the current trend continues.

Commissioning & Procurement (Other) - £1.605m Overspend

The Commissioning and Procurement Budget overspent £1.604m which is a £0.333m increase on the forecast overspend reported in Quarter 3. The increase is due to additional costs at Persona relating to clients whose daycare support stopped during the pandemic and were placed into supported living service settings and continue to receive supported living post- pandemic.

The main drivers of the overall Commissioning & Procurement (Other) overspend in 2022/23 were:

- Shortfall regarding the Persona contract savings target- £0.515m
- Unfunded pressure regarding the Persona 22/23 pay award - £0.665m.
- One off Supported Living costs - £0.400m

The outstanding Persona saving shortfall will be delivered in 2023/24. Continuous dialogue with Persona will be a priority to ensure the reprofiled contract savings are delivered.

Departmental Support Services - £1.589m underspend

The Departmental Support Services budget was underspent by £1.589m which is a £0.940m increase in the underspend reported in Quarter 3. The movement is due to a £717k contribution from OCO reserves to balance the wider 2022/23 Adult Social care suite of budgets and the release of budget provision to support one off Persona cost pressures.

The main drivers of the Departmental Support Services underspend in 2022/23 were:

- The decision to deploy the 5.66% uplift to the 22/23 Better Care Fund budget allocation to mitigate in year OCO budgetary pressures - (£0.631m)
- Release of budget provision held to offset the one-off Persona Invoice regarding additional Supported Living provision - (£0.310m)

- Contribution from OCO reserves to balance the wider 2022/23 Adult Social care budget - (£0.717m)

Public Health/Substance Misuse – £0.652m underspend

The Public Health Budget underspent by £0.652m. This is a £0.463m increase on the underspend reported at Quarter 3 and is due to staffing vacancies within the Social Development team and lower than expected activity across the following Public Health contracts:

- Domestic Violence Floating Support
- NHS Health Check Programme
- Out of Borough GUM

In addition to the reduced contract activity above the other main drivers of the £0.652m Public Health/Substance Misuse underspend were lower than expected activity on substance misuse contracts (Needle exchange and Prescribing Costs) and a staffing budget underspend due to a delay in recruitment to the new Public Health structure.

Use of Reserves

Transfers To OCO Directorate Reserves

A total of £1.599m was transferred to OCO directorate reserves in 2022/23, of which £1.149m went into the Adult Social Care reserves and £0.500m went into Public Health Reserves.

The funds transferred to Adult Social Care reserves were system monies such as Health or grants that have not been fully utilised in year. The funds transferred to Public Health reserves will be deployed in 2023/24 to support the funding of the Healthy Lifestyle Service

Transfer From OCO Directorate Reserves

A total of £3.372m was transferred from OCO Reserves into OCO revenue budgets in 2022/23, of which £3.125m went into Adult Social Care budgets and £0.248m went into Public Health budgets.

Adult Social Care reserves were deployed on a number of areas during 2022/23, including:

- Legacy demand is due to residents who were rapidly discharged from hospital during the Pandemic who still continue to receive a package of care.
- Project costs for the social care database Finance Module
- Resourcing the Hospital to Home Service
- Social work posts to deliver the capacity within the department to deliver our Improving lives for working age adult's programme
- Provider market sustainability costs
- Rebalancing of the pooled budget
- Balancing of the wider 2022/23 Adult Social care budget

Public Health reserves were targeted at several schemes during 2022/23, namely;

- Home safety equipment,
- Promoting good mental health
- Tackling Congenital Heart Disease Inequalities

Children and Young People – Overspend £6.114m

Table 3

2022/23 Revenue Outturn Position – as at 31st March 2023			
	Revised Budget £m	Outturn £m	(Under)/Over spend £m
Children's Commissioning	0.796	0.759	(0.037)
Early Help & School Readiness	2.616	2.211	(0.405)
Education & Inclusion	16.544	18.262	1.718
Social Care & Safeguarding	25.288	30.126	4.838
TOTAL	45.244	51.358	6.114

20. The Children and Young People (CYP) Department revenue budget has overspent by £6.114m at the end of the 2022/23 financial year. This outturn position for CYP is after the use of £3.992m of reserves. If these reserves had not been deployed the overspend position for the department would have been £10.107m.

21. The Outturn position is analysed in the table above with further details below: -

Children's Commissioning

22. The Children's Commissioning division underspent by (£0.037m). This position is as a result of an £0.069m adverse variance with regards to staffing for the Performance, Planning and commissioning team offset by a favourable variance of (£0.106m) for Children's Social Care Administration and Strategic Support / Commissioning.

Early Help & School Readiness

23. Across the Early Help and School Readiness Division, maximisation of grant income along with a number of vacancies within the service have generated a favorable variance for this area of (£0.405m).

Education & Inclusion

24. Education & Inclusion overspent by £1.718m in 2022/23. There are a number of reasons for this variance as follows:

- SEN Transport has overspent £1.334m. This adverse variance has been partly generated through the review of appropriate charges to the Dedicated Schools Grant (DSG) (£0.961m)

- alongside an unachieved budget reduction (£0.120m).
- The Educational Psychology service has an adverse variance of £0.317m as a result of unachieved income, payments for partnership agreements and training expenses.
- Short Breaks overspent by £0.279m. This is mainly due to a saving to the Dedicated Schools Grant agreed by the Project Safety Valve Programme Board which has removed the £0.300m DSG contribution to this service. There has been further pressure on staffing within this area due to the reliance on agency staff, however this has been mitigated by other non-pay efficiencies and a saving against direct payments.
- School Crossing patrols have an unfavorable variance at the year-end of £0.271m. This is due to loss of income for the service.

Social Care and Safeguarding

25. The Social Care and Safeguarding division overspent by £4.838m in 2022/23. The reasons for this variance are detailed below:

- Within corporate parenting, £1.712m of the overspend relates to Children's residential placements that are provided by agency providers, of which £0.200m is due to an unachieved budget reduction. £0.346m is as a result of Independent Foster Agency payments with £0.593m relating to through care support costs. Agency costs at a net additional cost of £0.386m have contributed towards the adverse variance alongside other non-pay variances across the service area. Other favorable variances such as (£0.109m) in the Adoption service are mitigating this overspend.
- The largest area of overspend within Safeguarding Services is £1.513m as a result of Safeguarding Teams. This overspend has been generated by the use of agency staff across the service. Another key area for additional costs over those that are budgeted is legal costs. External legal costs from Counsel and the costs of issuing cases are ad hoc dependent on the needs of the child and are variable. For 2022/23 there has been a £0.336m overspend in this area.
- £0.155m of the overspend within Strategic Commissioning is with regards to an unachieved vacancy factor for children's services. There has also been an overspend on staffing costs including agency costs which, in part, has been offset by grant income.

Operations Directorate – Overspend £1.290m

Table 4

2022/23 Revenue Outturn Position – as at 31st March 2023			
Department of Operations	Approved Budget	Out Turn	(Under) / Overspend
	£m	£m	£m
Wellness Operations	3.499	3.426	(0.072)
Engineers (including Car Parking)	(0.310)	0.005	0.315
Street Scene	5.685	6.046	0.361
Commercial Services	(0.421)	0.297	0.718
Waste, Transport and Stores	6.332	6.462	0.130
Operations Senior Management	2.292	2.440	0.148
Health & Environmental Protection	1.588	1.379	(0.208)
Corporate Landlord	0.356	0.255	(0.101)
TOTAL	19.021	20.310	1.290

26. The Operations Directorate budget was overspent by £1.290m. This has been helped by a number of one-off contributions from reserves to offset pressures on several areas totaling £2.686m.

The main variances are as follows:

Wellness Operations

Wellness Operations is broadly on budget overall with an underspend of (£0.072m). Shortfalls in income from leisure and library services of £0.397m along with energy overspends of £0.356m have been offset by underspends in capital financing of (£0.250m), staffing costs of (£0.383m) and a net use of reserves of (£0.182m).

Engineers

Engineers overspend of £0.315m is due to a £0.345m loss on car parking income, offset by various net underspends.

Street Scene

Street Scene overspend of £0.361m is due to energy overspends of £0.177m, staffing and agency overspends in grounds maintenance of £0.189m.

Commercial Services

Commercial Services overspend of £0.718m is due to overspends in the catering

service of £0.343m (made up of reduced income £0.144m and increased food costs of £0.351m offset by £0.099m use of reserves), markets under-recovery of income of £0.249m offset by underspends of (£0.083m), ongoing civic hall costs of £0.142m, energy costs of £0.107m.

Waste & Transport

The overspend within Waste and Transport of £0.130m is due to the Waste service overspend of £0.240m on fuel offset by a net underspend on staffing/agency costs of (£0.073m) and the net over-recovery of income on Stores, (£0.098m), The Transport service was broadly on budget.

Health & Environmental Protection

The underspend of (£0.208m) within Health & Environmental Protection is due to a utilization of a number of grants and funding held in reserves.

Use of Reserves

Transfers To Operations Directorate Reserves

A total of £0.876m was transferred to Operations directorate reserves in 2022/23, of which £0.159m went into specific grants reserves and £0.400m went into Section 106 Reserves both of which are required to be utilised in accordance with the relevant conditions attached to them. A total of £0.183m was placed into the Leisure Reserve as mitigations for future committed works.

Transfer From Operations Directorate Reserves

A total of £2.686m was transferred from Operations reserves into the revenue budgets in 2022/23. This was for various purposes including use of grants already held in reserves, planned committed works from reserves and management of the overall outturn position.

Corporate Core and Finance Directorate - Underspend £1.205m

Table 5

2022/23 Revenue Outturn Position – as at 31st March 2023			
Corporate Core and Finance	Approved Budget	Out Turn	(Under)/Over Spend
	£m	£m	£m
Corporate Core	14.215	13.132	(1.083)
Corporate Core Finance	5.096	4.973	(0.122)
TOTAL	19.310	18.106	(1.205)

27. Corporate Core and Finance underspent by £1.205m. The main variances are as follows:

Corporate Core is underspent by £1.083m and is largely due to the holding of vacancies within ICT (£0.833m) following the additional investments as part of this year's budget setting whilst the review is undertaken as to the future target operating model. The balance of the underspend is made up by vacancies within other services alongside additional income in Adult Learning

Corporate Core Finance has underspent by £0.122m which is due to the overachievement of summons costs income for council tax (0.125m) as the courts return to the normal schedule of sessions. Overspends on interim staff are offset with underspends due to vacancies and the use of reserves.

Business, Growth, and Infrastructure – Underspend (£1.006m)

Table 6

2022/23 Revenue Outturn Position – as at 31st March 2023			
Business, Growth, and Infrastructure Directorate	Approved Budget	Out Turn	(Under)/Overspend
	£m	£m	£m
Business Growth Management Team	0.991	1.250	0.259
Planning and Development Control	1.611	1.585	(0.026)
Property Management	(0.596)	(0.807)	(0.211)
Housing Service	1.519	0.490	(1.029)
TOTAL	3.525	2.518	(1.006)

28. The Business, Growth and Infrastructure Directorate has an underspend of (£1.006m), summarised as follows:

Housing Service – (£1.029m) underspend

Housing Needs – (£0.909m) underspend

There is an underspend within Housing due to utilization of grants underspends on staffing and recharges to the HRA and across various capital schemes.

Property Management – (£0.211m) underspend

The underspend is due to staffing vacancies within the Property Management Team (£0.120m) which have been held all financial year and staffing recharges across various capital projects in year. The service is looking to restructure in the new year 23/4, and finance will be involved to ensure proposals are kept to within existing budget allocations.

Business Growth Management Team - £0.259m overspend

The overspend within the Business Growth Management Team is due to an unachieved £250k capital receipt target, which was set as part of the 2022/3 budget setting process which supports the need to have a clear programme of land disposals which considers not only the costs of disposal but also the subsequent capital receipt which could materialise across different financial years.

Housing General Fund – Underspend £0.296m**Table 7**

2022/23 Revenue Out Turn Position – as at 31 March 2023			
Housing General Fund	Approved Budget	Out Turn	(Under)/Over Spend
	£m	£m	£m
Housing General Fund	1.288	0.992	(0.296)
TOTAL	1.288	0.992	(0.296)

29. The Housing General Fund underspend of (£0.296m) is due to a contribution from the bad debt provision of (£0.203m) and net subsidy income of £0.097m.

Non Service Specific – Underspend £2.749m**Table 8**

2022/23 Revenue Outturn Position – as at 31 March 2023			
Non-Service Specific	Approved Budget	Outturn	(Under) / Over spend
	£ m	£ m	£ m
Accumulated Absences	0.496	0.496	0.000
CAR Lease Salary Sacrifice	(0.025)	(0.031)	(0.006)
Chief Executive	0.263	0.188	(0.075)
Corporate Management	1.610	1.277	(0.333)
Cost of Borrowing	6.238	0.457	(5.781)
Disaster Expenses	0.011	0.011	0.000
Environment Agency	0.100	0.108	0.008
Pension Service Costs	(14.308)	(14.308)	0.000

GMWDA levy	12.831	12.060	(0.770)
Passenger Transport Levy	13.650	12.887	(0.763)
Town of Culture	0.090	0.000	(0.090)
Townside Fields	(0.058)	(0.042)	(0.016)
Provisions / Reserves	(9.514)	(4.468)	5.046
TOTAL	11.384	8.635	(2.749)

30. The Non-Service Specific budget has underspent by (£2.749m) for the following reasons:

Cost of Borrowing – (£5.781m) underspend

The Cost of Borrowing budget underspend is as a consequence of the rephasing of the Capital Programme and funding of the Capital Programme via a combination of external grants and borrowing.

Corporate Management – (£0.333m) Underspend is mainly due to lower costs on corporate Initiatives and other subscriptions budgets.

Greater Manchester Waste Disposal Levy (GMWDA) - (£0.770m) underspend

The GMWDA Levy is now showing an underspend resulting from additional rebate income from the Waste Authority. This is due to a combination of increased rebate from improved recycling and also increased income from the energy produced from the burning of refuse.

Passenger Transport Levy – (£0.763m) underspend

The underspend is because the passenger transport levy was set too high. This has been reset as part of the 2023/24 budget setting process.

Provisions/Reserves – this variance was partly due to the delayed implementation of the transformation savings, £1m. The savings programme has increased scrutiny during 2023-24 with improved monitoring and governance supported by the Executive Delivery Board. The budget for Provisions/Reserves includes appropriations from earmarked reserves and the General Fund. An increase in the Council's bad debt provision of £1.7m was also charged against this budget at year end and a combination of the write off of pre 2014 historic debt and commuted sums overspends of £1.6m.

Delivery of the Savings Plan

31. Planned savings £16.364m were included in the 2022/23 revenue budget. Of these £13.698m were delivered within the financial year. The biggest single programme is the £3.037m transformation programme. A summary of all the Councils savings is set out in the table below.

Table 9

2022/23 MTFS SAVINGS AS AGREED BY COUNCIL					
Year Approved	Dept	Proposal Description	Saving £m	Saving delivered £m	Variance £m
Feb 2022	ALL	Vacancy Factor	1.200	1.200	0.000
Feb 2022	ALL	Unpaid leave - budget realignment	0.100	0.100	0.000
Feb 2021	ALL	Supplier Review of Contracts	0.265	0.265	0.000
Feb 2021	ALL	Transformation Agenda	3.037	2.021	(1.016)
	ALL	Sub-Total	4.602	3.586	(1.016)
Feb 2022	CORE	Adult Learning	0.050	0.050	0.000
Feb 2022	CORE	Corporate Security & Call Out Services	0.060	0.060	0.000
		Sub-Total	0.110	0.110	(0.000)
Feb 2022	CYP	Children's Personal Budgets	0.150	0.150	0.000
Feb 2022	CYP	Children's Short Breaks	0.150	0.150	0.000
Feb 2022	CYP	Children's External Placements	0.200	0.000	(0.200)
Feb 2022	CYP	Further Education early retirements/pensions	0.100	0.100	0.000
Feb 2022	CYP	Children's Early Help	0.100	0.100	0.000
Feb 2021	CYP	Removal of budget for vacant posts and reduced travel and expense costs	(0.309)	(0.309)	0.000
Feb 2021	CYP	Contract Reviews for services provided by external agencies	0.100	0.100	0.000
Feb 2021	CYP	Reduced transport costs as a result of fewer out of borough placements	0.120	0.000	(0.120)
	CYP	Sub-Total	0.611	0.291	(0.320)
Feb 2021	OCO	Review of Care Packages	2.055	1.518	(0.537)
Feb 2021	OCO	Innovative Commissioning (Personal & Transitions Planning)	1.600	0.985	(0.615)
Feb 2021	OCO	Adult Social Care Personalisation and Transformation	1.000	1.060	0.060
Feb 2021	OCO	Development of Assistive Technology	0.500	0.00	(0.500)
Feb 2021	OCO	Improved Housing Options for People with Disabilities	0.050	0.000	(0.050)
Feb 2021	OCO	Effective and Efficient Commissioning	1.950	2.648	0.698
Feb 2022	OCO	Release half demographic growth	0.500	0.500	0.000
Feb 2022	OCO	CCG recurrent pick up of IMC and rapid response	1.224	1.224	0.000
Feb 2022	OCO	Deploy BCF Uplift	0.631	0.631	0
2022/23 (In year)	OCO	Recommissioning of an LD Service	0.100	0.003	(0.097)
Feb 2022	OCO	OCO element of Corporate Security & Call Out Services	0.040	0.040	0.000
	OCO	Sub-Total	9.650	8.609	(1.041)
2022/23 MTFS SAVINGS AS AGREED BY COUNCIL					

Year Approved	Dept	Proposal Description	Saving £m	Forecast £m	Variance £m
Feb 2022	OPS	Trade Waste Income	0.020	0.014	(0.006)
Feb 2022	OPS	Pest control increased income and efficiencies	0.017	0.005	(0.012)
Feb 2022	OPS	Public protection - Income Generation and Budget Rationalisation	0.020	0.020	0.000
Feb 2022	OPS	Traded Services Review - Caretaking and Cleaning	0.084	0.084	(0.000)
Feb 2022	OPS	Traded Services Review - Schools Catering	0.100	0.000	(0.100)
Feb 2022	OPS	Change provision of waste caddy liners	0.050	0.050	0.000
Feb 2022	OPS	Leisure & Wellness Programmes - increased efficiency	0.212	0.140	(0.072)
Feb 2022	OPS	Increase Recycling and Minimise Waste	0.050	0.055	0.005
Feb 2022	OPS	Review of Persona Transport Services	0.100	0.100	0.000
Feb 2022	OPS	Removal of Vacancies, job redesign	0.143	0.139	(0.004)
Feb 2022	OPS	Modernise Utility Billing	0.050	0.050	0.000
Feb 2022	OPS	Merge Equipment Stores	0.040	0.040	0.000
Feb 2021	OPS	Review of Highway Fees	0.070	0.070	0.000
Feb 2021	OPS	Remove vehicle and equipment leasing costs to reflect approved borrowing through the Capital Programme	0.300	0.300	(0.000)
Feb 2021	OPS	Review of Waste Services and Fleet Rationalisation	0.025	0.025	0.000
Feb 2021	OPS	Street Light Dimming	0.010	0.010	0.000
Feb 2022	OPS	OPS element of Corporate Security & Call Out Services	0.100	0.000	(0.100)
	OPS	Sub-Total	1.391	1.102	(0.289)
		TOTAL DELIVERY AGAINST 2022/23 MTFS SAVINGS	16.364	13.698	(2.666)

PREVIOUS YEARS MTFS SAVINGS CARRIED FORWARD AS NOT DELIVERED IN 2021/22					
Prior Yr Saving	Dept	Proposal Description	Saving £m	Forecast £m	Variance £m
Prev Year	ALL	Transformation	0.184	0.184	0.000
Prev Year	BGI	Restructure Stretch Savings Target	0.200	0.200	0.000

One Commissioning Organisation Savings Programme

The OCO savings programme delivered £8.609m of savings which equated to an 89% delivery (or £1.040m shortfall) of the £9.650m Cabinet agreed savings programme.

In addition to delivering 89% of the 2022/23 OCO savings programme a further £0.221m additional savings were achieved as part of in year additional savings initiatives and consequently this takes the total savings delivered by the OCO directorate to £8.830m which is a 92% delivery (or £0.819m shortfall) of the 2022/23

savings programme.

The 2022/23 savings underachievement was driven by:

- Delay and the resulting reprofile in Persona achieving their savings programme
- Recruitment delays in the Assistive Technology team
- Demand pressures in Learning Disability and Adult Social care packages, however, this was mitigated by over delivery of personal budget claw backs and additional savings delivered through the efforts of the Reviewing Team

Moving forward into 2023/24 the OCO Directorate will continue to undertake several actions to mitigate any savings shortfall with regards to achieving the 2023/24 savings programme, including:

- Continuous dialogue with Persona to ensure the reprofiled contract savings are delivered
- Ongoing reviews of existing care packages
- Continue the roll out of the new workforce retention strategy which will strengthen the focus on delivery of care package savings
- Robustly applying the strength-based ethos with regards to commissioning care packages.
- Continuous data quality review of the system (Controcc) used to derive the Care in the Community outturn forecast.

Children and Young People

As shown in the table above, the Children and Young People Department had a total savings target of £0.611m of which £0.291m was achieved. The savings with regard to external placements and the transport to external placements (total of £0.320m) was not achieved due to ongoing demand pressures. The achievability of these permanent budget reductions will be monitored closely throughout 2023/24 working with the service to provide mitigations for any ongoing deliverability issues.

Operations

The saving for schools catering was not achieved due to the increased staffing and food costs for the service. The additional staffing costs have been built into the 23/24 Service Level Agreement. The wellness additional income target was not fully achieved, however underspends on staffing and other areas were mitigations for this. The Corporate Security & Call out savings are dependent in their current form on a Corporate Landlord model.

Corporate Core

The corporate savings targets have all been fully achieved.

Reserves

32. At the end of 2022/23 the Council's total earmarked reserves excluding those held to mitigate risk, were £63.132m. During the financial year 2022/23 these reduced to £55.508m due to two main reasons: the use of reserves to support the 2022/23 revenue budget and utilising of ring-fenced external grant reserves to support businesses and residents during the pandemic.

Table 10

Analysis of Earmarked Reserves at 31 March 2023	
	£M
General Reserves	22.701
Directorate Risk Reserves	2.470
Volatility and Fiscal Risk	39.744
Total Management of Risk Reserves	64.915
COVID-19 Related Grants	1.956
Corporate Priorities	13.491
External Funding/Grants	10.608
Total Earmarked Reserves	26.055
Invested Funds	3.000
Section 106 commuted sums	5.559
Manchester Airport Share Reserve	4.512
Ring-fenced Reserves	13.271
TOTAL COUNCIL RESERVES	104.241
School Reserves	
Individual School Budgets	5.168
DSG Central Reserve	(18.600)
TOTAL SCHOOL BUDGETS	(13.432)
TOTAL RESERVES	90.809

Other Budgets

Schools Balances

33. Schools Balances brought forward from 2021/22 totalled £8.358m. At the end of the 2022/23 financial year, the School Balances totalled £4.731m, a total reduction of £3.627m. These numbers do not include academies that the Local Authority does not report on.
34. During the year, the Council has seen the number of schools that have reported an end-of-year deficit increase to 13 at the end of 2022/23, from 3 at the end of the financial year. Schools are required to adhere to their budget limits, but in the event of an unplanned deficit occurring this will be deducted from the following year's budget share. Schools that aren't able to produce a balanced budget for 2023/24 can request approval to set a deficit budget by submitting a deficit recovery management plan to the Executive Director of Children and Young People. The deficit should normally be recovered within two years. There are 8 schools that cannot currently set a balanced budget for 2023/24. Deficit recovery management plans are currently being reviewed by Finance staff before submission for approval.
35. There are 15 schools with a surplus above the recommended maximum percentage of 8% for Nursery, Primary and Special Schools and 5% for High Schools. In past financial years, clawback has been agreed for those schools where the surplus is above the 8%, which has been used as a contribution towards the Council's DSG deficit position.
36. Monitoring of school budgets takes place throughout the year and will be kept under review, especially where any deficit recovery plans are in place.

DSG Deficit Position 2022/23

37. From 2019/20 the Department for Education (DfE) required all Councils to complete a recovery plan should their overspend on the DSG exceed 1%. During 2020/21 the DfE introduced the 'Safety Valve' (PSV) approach to target the Local Authorities with the greatest proportionate DSG deficits, of which Bury was in the top 5 nationally. The Council welcomed this intervention and agreed to a 5-year recovery plan to ensure, with additional funding provided by the DfE as part of the Safety Valve agreement, that the deficit would be recovered over a set timeframe.
38. The main reasons for the ongoing pressures on the DSG are:
- Increased numbers of Education and Health Care Plans (EHCP's) and associated Special Educational Needs and Disabilities (SEND) EHCP top up funding to all mainstream schools and academies
 - Increased capacity and associated costs of schools' banded assessments at Bury's special school provision
 - Increased volumes of placements to high cost out of borough provision, including independent Alternative Provision
39. The Council had a deficit position of £21.473m at the beginning of the 2022/23 financial

year. During the financial year, the Council has continued to review the charges made against the DSG, worked hard on making savings where possible and through partnership working has secured recurrent contributions from Health.

40. The Council's financial accounts have now been prepared with the DSG deficit position at the end of the 2022/23 financial year (pre audit) at £18.601m. This outturn position is after a £0.895m contribution of general fund resources.
41. The work on the PSV workstreams and reducing expenditure is paramount in ensuring a balanced position in the High Needs Block and a continued reduction in the carried forward DSG deficit position. The Council is working with colleagues from the Department for Education on its projected position and is completing a DSG Management Plan to support the Council with the ongoing work as part of the Project Safety Valve Agreement. Reducing the DSG deficit is a challenge for Bury, however the Council is resolute in its commitment to the continued reduction of this deficit.

Collection Fund

42. The increasing prominence of council tax and business rates in helping fund council services means that the collection fund is monitored on an ongoing basis. The outturn position is an in-year deficit of £5.376m plus a net deficit brought forward from 2021/22 of £2.323m bringing the overall outturn deficit to £7.699m. The Council's share of the deficit is £7.728m and the Greater Manchester

Combined Authority's share is (£0.028m) (for police and fire and rescue services).

43. The deficit brought forward on the Business Rates area of the collection fund was partly Covid related as a result of government mandated reliefs for retail and nursery establishments for which the Council has received increased compensatory grants of £8.755m which will partially mitigate this.
44. In addition, £3.022m of Covid Additional Relief Fund (CARF) has been received which will also mitigate the losses which will arise from the discretionary scheme which has been mandated by government but locally designed. This relief applied to 2021/22 liabilities but was actioned in 2022/23.
45. The compensatory grant amount held in reserves for these reliefs was released in 2022/23 to contribute towards repaying the Council's share of the deficit as required in the regulations. The CARF which was held as income received in advance as required by regulations has now also been released in 2022/23.
46. Due to the impact on the Council's ability to collect both Council Tax and Business Rates, an important change to Collection Fund accounting was introduced for 2020/21, which (with the exception of the £24.899m Government grant funded Business Rate reliefs) mandated the smoothing of the impact of COVID related deficits over three financial years, thus reducing the impact on the revenue budget. The Council's 2021/22 budget and future year's budget estimates have been prepared using this new facility.

47. The in-year deficit on Business Rates is in part due to write offs required for older debts of £1.274m and the subsequent required net contribution to the allowance for impairment of debt of £1.177m along with the increase in the appeals provision required of £3.297m.

Table 11

2022/23 Collection Fund Outturn Position			
	Council Tax £m	Business Rates £m	Total £m
Balance Brought Forward (Surplus)/Deficit	(4.902)	14.348	9.446
Prior Year estimated deficit paid in during the year	5.364	(12.870)	(7.123)
(Surplus)/Deficit for the year	(1.178)	6.554	5.376
Closing Cumulative (surplus) / deficit carried forward	(0.716)	8.415	7.699
Distributed:-			
Bury Council	(0.604)	8.332	7.728
GMCA Mayoral Police and Crime Commissioner	(0.076)	0.000	(0.076)
GMCA Mayoral Fire and Rescue Service	(0.036)	0.084	0.048
Total Allocation	(0.716)	8.416	7.700

Housing Revenue Account

48. The Housing Revenue Account (HRA) had an additional £0.666m of expenditure compared to its income. In comparison, the budget planned that there would be an additional £3.749m of expenditure compared to income, with the difference drawn from HRA reserve balances.

49. Within Table 14 below, the budgeted draw from HRA reserve balances of £3.749m is shown against the heading contribution from reserves.

Table 12

2022/23 Housing Revenue Account Outturn			
Housing Revenue Account	Approved Budget	Actual Outturn	Forecast (Under)/Over spend
	£m	£m	£m
Income			
Dwelling Rents	(31.568)	(31.549)	0.019
Non-Dwelling Rents	(0.203)	(0.212)	(0.009)
Other Charges	(1.048)	(1.297)	(0.249)
Total Income	(32.819)	(33.058)	(0.239)
Expenditure			
Repairs and Maintenance	6.902	6.913	0.011
Supervision and Management	8.781	10.136	1.355
Rents, Rates and Other Charges	0.036	0.037	0.001
Increase in Bad Debts Provision	0.510	0.290	(0.220)
Capital Charge	4.713	4.266	(0.447)
Depreciation	7.472	7.012	(0.460)
Debt Management Expenses	0.045	0.044	(0.001)
Contribution to/(from) reserves	(3.749)	0.000	3.749
Total Expenditure	24.710	28.698	3.988

Net Cost of Services	(8.109)	(4.360)	3.749
Interest receivable	(0.018)	(0.220)	(0.202)
Principal Repayments	0.000	0.000	0.000
Revenue Contributions to Capital	7.910	5.246	(2.664)
Sub Total	7.892	5.026	(2.866)
Operating (Surplus)/Deficit	(0.217)	0.666	0.883

50. There are a number of variations that have contributed to this overall result however the main reasons are:

Depreciation – the depreciation charge is transferred to the Major Repairs Reserve at the end of the financial year and is (£0.460m) lower than the anticipated charge due to the reversal of last year's losses and impairments.

Contribution to/(from) reserves – as noted above, the budget assumed £3.749m would need to be contributed from HRA balances (Business Plan Headroom Reserve) to ensure the HRA returned an in-year operating surplus. However, the outturn required only a £0.666m contribution from reserves.

Revenue contributions to capital – the budget planned a £7.910m contribution from revenue to fund capital expenditure. The outturn contribution was £5.246m. The positive variance is (£2.664m). However, the reduced contribution was due to slippage in capital budgets £2.459m. The carry forward will enable capital projects on the housing stock to be completed during 2023/24.

51. There are a number of factors that can impact on the HRA year-end balance with the main ones being void levels, the level of rent arrears and the levels of Right to Buy sales.

- **Voids** - The rent loss due to voids for 2022/23 was on average 1.06%. The original dwelling rents budget allowed for a void level target of 1%.
- **Arrears** - The rent arrears at the end of 2022/23 totalled £2.050m, an increase of 6.7% from the start of the year when arrears totalled £1.921m. Of the total arrears, £0.585m relates to former tenants and £1.465m relates to current tenants. An estimated £1.224m of current tenant arrears are in cases where either the under-occupancy charge applies, or the tenants are in receipt of Universal Credit rather than Housing Benefit.
- **Right to Buy Sales** - The actual number of sales in 2022/23 was 58.

52. A major element of the HRA's costs is the Management Fee paid to the authority's Arm's Length Management Organisation (ALMO), Six Town Housing. As ALMO is a

wholly owned Council company it is appropriate for the Cabinet to take a view on the company's financial position.

The use of reserves is subject to the terms of the Management Agreement between SixTown Housing and the Council.

Capital Programme

53. The Council's Capital Programme was rephased at Month 6, and further adjusted throughout the year with additional approvals, to a revised total for the year of £65.074m. The re-phasing review at Month 6 resulted in a decision made by the Cabinet to carry forward £85.225m into the following financial years, 2023/24 and 2024/25.
54. The amount of £78.520m from the re-phased 2022/23 budget was included in the 2023/24 Capital Programme budget, approved by the full Council on the 23rd of February. The balance of £6.705m was re-phased and included in the 2024/25 estimate for the Capital Programme.
55. The total 2023/24 Capital Programme approved in February 2023 was £127.198m.
56. The final revised Capital Programme for 2022/23 and the outturn, analysed by the capital themes which align to the Council priorities is set out in Appendix 1. A summary of the main results is set out below:

Expenditure 2022/23 at Outturn

57. The £48.390m total expenditure for the year was less than the revised budget of £65.074m, resulting in a variance of £16.683m. Several schemes have overspent at completion, and this overspend was initially met with borrowing, a total of £0.707m. This means that £17.390m is recommended as a budget carry forward, slippage from the 2022/23 Capital Programme into 2023/24. This carry forward would increase the previously rephased 2022-23 budget of £78.520m to £95.910m.
58. The Cabinet are therefore recommended to approve an overall carry forward of £17.390m, for schemes that commenced or progressed during 2022/23 to be completed as intended.
59. Most of the variances in the Capital Programme are due to timing rather than changes in the overall cost of capital schemes. However, several schemes have recorded overspends at Outturn. The Cabinet is requested to approve funding from the Council's own resources, namely borrowing, to cover the overspend. Departments will be asked to identify other contributions or budgets that can alleviate the effect of increased borrowing or associated costs added to the borrowing total.

Financing

60. The £48.390m 2022/23 Capital spend required £17.413m of borrowing. This was after £17.760m of capital grant funding and other funding. An analysis of the sources of financing for the 2022/23 total spend is shown in Table 15 below.

Table 13

Funding the Revised Capital Programme 2022/23	
	£ m
Capital Programme 2022/23	48.390
Funded By:	
External Funding and Contributions	(17.760)
Use of Capital Receipts	(0.254)
Prudential Borrowing	(17.413)
General Fund and Reserves	(0.706)
Housing Revenue Account	(5.246)
Major Repairs Reserve	(7.011)
TOTAL	(48.390)

Completed schemes

61. Several completed schemes in the programme have registered overspends at outturn, to a total of £0.707m. Although funded from borrowing, services are seeking to resolve these amounts from existing budgets that will register underspends, or other contributions such as revenue reserves.

Outcomes

62. In delivering the Capital Programme in 2022/23 the Council has:

- continued to successfully progress with the work on major regeneration projects;
- completed several ICT projects including migration of own servers to the Cloud;
- continued with the vehicle replacement strategy;
- maintained and improved the highways infrastructure across the borough;
- adapted residents' homes to make them more accessible and allow for increased independent living;
- invested in modernisation of school buildings;
- continued with the refurbishment of Britain's Favorite (Bury) Market;

- set out a programme of measures and delivered schemes that reduce the impact of Climate change, including decarbonisation of several public buildings;
- started the 'Zero Carbon Retrofit' programme for 225 homes of its social housing stock
- completed schemes that increase access to green spaces, play areas, sports, including completion of high-quality refurbishment of Tennis fields located in community parks;

Future Years

63. Effective financial planning is key to the sustainability and operation of all local authorities. The development of the Council's medium-term financial strategy shows that there is a significant financial challenge in future years. The current uncertainty on government funding, long term changes to services and inflation presents significant challenges.

Links with the Corporate Priorities:

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

Equality Impact and Considerations:

65. *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.

Environmental Impact and Considerations:

66. There are no environmental impacts associated with this report.

Assessment and Mitigation of Risk:

67. The report's content supports the Council in managing the overall financial risks and financial planning.

Legal Implications:

68. In accordance with the Local Government Act 2003 and the Council's Financial Procedure rules, this report is provided for the purposes of budget monitoring and control.

Financial Implications:

69. The financial implications are set out in the report.

Background papers:

None.

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

Term	Meaning

Appendix 1

Capital Theme	Revised Budget	Forecast Outturn	Outturn	Carry Forward / (Reduce re-phased) to	Completed schemes
Capital Scheme	2022/23	2022/23	2022/23	2023/24	2022/23
	£m	£m	£m	£m	£m
Radcliffe Regeneration					
Radcliffe Market Chambers	0.500	0.020	0.018	0.482	
Radcliffe Regeneration (includes acquisitions)	0.920	3.558	0.000	0.919	
Radcliffe Hub Pre Development	3.904	1.905	3.904	0.000	
Radcliffe Programme Management	0.161	0.001	0.114	0.047	
Sub Total Radcliffe Regeneration	5.484	5.484	4.036	1.448	0.000
Prestwich Regeneration					
Strategic Acquisition	0.090	0.080	0.090	0.000	
Prestwich Village	1.004	0.800	0.178	0.826	
Prestwich Regeneration	0.020	0.016	0.020	0.000	
Sub Total Prestwich Regeneration	1.114	0.895	0.288	0.826	0.000
Ramsbottom Regeneration					
Ramsbottom Town Plan	0.010	0.010	0.006	0.004	
Ramsbottom Market Chambers	0.020	0.020	0.009	0.011	
Sub Total Ramsbottom Regeneration	0.030	0.030	0.015	0.015	0.000
Bury Regeneration					
Bury Market/Wider Market Area	1.769	0.521	1.769	0.000	
Bury Flexi Hall/ Strategic Acquisitions	3.476	4.823	3.558	(0.083)	
Bury Business Centre	0.055	0.035	0.055	0.000	
Bury Town Centre Masterplan Civic Centre Phase 1	0.173	0.173	0.173	0.000	
Sub Total Bury Regeneration	5.472	5.552	5.555	(0.083)	0.000
Commercial Sites Regeneration					
Commercial Sites (Bradley Fold) Regeneration	0.146	0.008	0.013	0.134	
Chamber Hall Phase 2	0.093	0.093	0.013	0.081	
Sub Total Commercial Sites Regeneration	0.239	0.101	0.025	0.214	0.000
Refurbishment of Bury Market					
Refurbishment of Bury Market	0.558	0.458	0.466	0.092	
Market Management IT System	0.030	0.030	0.000	0.030	
Sub Total Refurbishment of Bury Market	0.588	0.488	0.466	0.122	0.000
TOTAL - Regeneration	12.928	12.551	10.386	2.542	0.000

Place Shaping / Growth					
Radcliffe	0.042	0.012	0.014	0.030	0.002
Other Development Schemes	1.790	2.306	0.507	1.286	0.003
TOTAL - Place Shaping / Growth	1.832	2.318	0.521	1.316	0.005
Sport And Leisure					
Parks and Green Space Strategy	1.139	0.581	0.634	0.505	
Play Area Strategy	0.432	0.465	0.511	(0.079)	
Outdoor Gyms	0.130	0.000	0.000	0.130	
Access, Infrastructure and Quality Parks	0.071	0.086	0.090	(0.019)	
Leisure Gym Equipment Upgrade	0.035	0.035	0.011	0.024	
Bury Athletics Track	0.325	0.325	0.305	0.020	
Flood Repair 3 G Pitch	0.100	0.100	0.080	0.020	
Sustainable Tennis Strategy	0.025	0.025	0.020	0.005	
Match Fund Football Grants	0.119	0.119	0.089	0.030	
Flood Repair and Defence	0.471	0.401	0.167	0.351	0.047
Environmental Works	0.015	0.030	0.040	(0.025)	
Parks	0.059	0.067	0.060	0.000	0.001
Leisure Health and Safety Improvements	0.278	0.086	0.278	0.000	
TOTAL - Sport and Leisure	3.199	2.320	2.284	0.963	0.048
Operational Fleet					
Vehicle Replacement Strategy	2.973	2.557	1.259	1.714	
Large Sweepers	0.497	0.414	0.497	0.000	
Grounds Maintenance Equipment	0.133	0.081	0.081	0.052	
TOTAL - Operational Fleet	3.603	3.051	1.837	1.766	0.000
ICT					
ICT Projects	1.756	2.827	1.873	(0.117)	
Replacement of Library MIS System	0.050	0.050	0.055	0.000	0.005
TOTAL - ICT	1.806	2.877	1.928	(0.117)	0.005
Highways					
Highways Investment Strategy – Tranche 2	0.000	0.000	0.000	0.000	
Cycling and Walking Routes / Mayors Challenge Fund	1.594	0.720	2.454	(0.860)	
Mobile Speed Signs	0.035	0.000	0.000	0.035	
Street Lighting	1.078	1.078	1.103	(0.025)	
Traffic Calming and improvement	0.061	0.053	0.016	0.045	
Traffic Management Schemes	0.120	0.120	0.006	0.114	
Public Rights of Way	0.079	0.089	0.029	0.051	
Highways Planned Maintenance	9.963	8.210	6.714	3.250	
Pothole Fund	0.329	2.048	0.017	0.312	

Bridges	1.180	1.180	0.234	0.946	
Road Safety	0.329	0.329	0.084	0.246	
TOTAL - Highways	14.768	13.826	10.656	4.113	0.000
Children and Young People					
NDS Modernisation Including New Pupil Places	4.863	4.137	2.639	2.224	
Devolved Formula Capital	0.780	0.274	0.417	0.363	
Targeted Capital Funding	-0.306	0.000	0.053	0.000	0.358
Special Provision Grant	0.074	0.043	0.006	0.068	
High Needs Provision	1.018	0.520	0.033	0.985	
TOTAL - Children and Young People	6.428	4.975	3.148	3.639	0.358
Estate Management - Investment Estate:					
Demolition of Former Fire Station Bury	0.000	0.000	0.005	(0.005)	
Tile Street	0.070	0.070	0.000	0.070	
St Mary's Place	0.005	0.025	0.000	0.005	
TOTAL - Estate Management - Investment Estate:	0.075	0.095	0.005	0.070	0.000
Estate Management - Corporate Landlord:					
Council Buildings Health and Safety	0.200	0.023	0.024	0.176	
Fernhill Gypsy and Traveller Site	1.161	1.161	1.357	(0.196)	
Bradley Fold Welfare Facilities	0.060	0.077	0.030	0.029	
Leisure Health and Safety Improvements	0.000	0.011	0.011	0.000	0.011
Seedfield Health and Safety	0.025	0.025	0.000	0.025	
Muslim Burial Site Extension	0.064	0.076	0.057	0.007	
Bury Cemetery Upgrade of Welfare Facilities/Access Road	0.058	0.058	0.006	0.051	
Springwater Park Land Slip	0.171	0.171	0.071	0.100	
Ramsbottom Library Roof Replacement	0.200	0.027	0.002	0.198	
FM Emergency Building Major Repairs & Audit compliance remedials	0.100	0.039	0.005	0.095	
TOTAL - Estate Management - Corporate Landlord:	2.038	1.667	1.562	0.487	0.011
One Commissioning Organisation					
Disabled Facilities Grant	1.500	0.986	1.141	0.359	
TOTAL - One Commissioning Organisation	1.500	0.986	1.141	0.359	0.000
Housing					
Housing HRA	14.232	14.938	12.220	2.012	
HRA Disabled Facilities Adaptations	1.000	0.351	1.000	0.000	
Empty Property Strategy	0.001	0.001	0.001	0.000	
Haworth Close Extra Care Scheme (Peachment Place)	0.068	0.000	0.087	0.000	0.019
William Kemp Heaton future development	-0.255	0.000	0.000	0.000	0.255
Radcliffe Times development	0.000	0.000	0.006	0.000	0.006
Housing Development	0.021	0.021	0.047	(0.008)	

<i>TOTAL - Housing</i>	15.067	15.311	13.343	2.004	0.280
<i>Climate Change</i>					
Community Climate Capital Fund	0.021	0.021	0.021	0.000	
Climate Change Resilience Fund	0.118	0.118	0.105	0.013	
Waste Management	0.206	0.201	0.000	0.206	
Public Sector Decarbonisation	1.483	1.483	1.453	0.029	
<i>TOTAL - Climate Change</i>	1.828	1.823	1.580	0.248	0.000
Total Capital Programme	65.073	61.801	48.390	17.390	0.707

Appendix 2

Treasury Management

- 1.1 The report outlines the financial position and provides an update on the following aspects of the Treasury management function throughout 2022/23. The report covers:
- the Council's capital expenditure and financing.
 - the treasury position as 31 March 2023.
 - the investment and borrowing strategy.
 - borrowing and investment Outturn.
- 1.2 The Council is required by legislation to produce an annual Treasury Management review of activities and the actual prudential and treasury indicators for the year. This report meets both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

Recommendation(s)

Overview and Scrutiny Committee is asked to note the report.

Cabinet is requested to approve, for onward submission to Council on the 19 July 2023, the:

- ***2022/23 Prudential and Treasury Indicators***
- ***Treasury Management 2022/23 Outturn Report***

Reason for the Decision:

It is a requirement of the CIPFA Code that the Council receives an annual Treasury Management Outturn Report.

2.0 Introduction

- 2.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2022/23. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 2.2 During 2022/23 the minimum reporting requirements were that the full Council should receive the following reports:
- an annual treasury strategy in advance of the year (approved 23/02/2022)

- a mid-year, (minimum), treasury update report (approved 16/11/2022) – this went to Cabinet not Council
- an annual review following the end of the year describing the activity compared to the strategy, (this report)

2.3 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

2.4 This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by Cabinet before they were reported to the full Council.

3 The Council's Capital Expenditure and Financing

3.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

3.2 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual expenditure and how this was financed.

Capital Expenditure & Financing	2021/22 Actual £M	2022/23 Revised Budget £M	2022/23 Actual £M
Capital Expenditure:			
Non-HRA	32.120	60.334	35.093
HRA	13.616	14.703	13.297
Total Capital Expenditure	45.736	75.037	48.390
Resourced by:			
Capital Receipts	0.613	0.108	0.254
Capital Grants	15.258	23.641	17.760
HRA	12.418	13.711	12.257
Revenue	0.306	1.429	0.706
Total Resourced by:	30.998	38.889	30.977
Financing Requirement	17.141	36.148	17.413

4 The Council's Overall Borrowing need

- 4.1 The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2022/23 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 4.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (such as the Government, through the Public Works Loan Board [PWLb], or the money markets), or utilising temporary cash resources within the Council.
- 4.3 The Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need, (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.
- 4.4 The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council's 2022/23 MRP Policy, (as required by DLUHC Guidance), was approved as part of the Treasury Management Strategy Report for 2022/23 on 23/02/2022.

The Council's CFR for the year is shown below, and represents a key prudential indicator. It includes PFI and leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract (if applicable).

- 4.5 Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

Capital Financing Requirement	2021/22 Actual £M	2022/23 Budget £M	2022/23 Actual £M
CFR – Non HRA	174.242	207.423	189.904
CFR – HRA	118.784	118.784	118.860
TOTAL CFR	293.026	326.207	308.764
Financing Requirement	17.141	36.148	17.413
MRP	(2.602)	(2.967)	(1.675)
Movement in CFR	14.539	33.181	15.738

- 4.6 Gross borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the current financial year 2022/23 and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure.
- 4.7 This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2022/23. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	2021/22 Actual £M	2022/23 Budget £M	2022/23 Actual £M
Gross Borrowing Position	220.826	226.634	243.633
CFR	293.026	326.207	308.764
(Under) / Over Funding of CFR	(72.200)	(99.573)	(65.131)

- 4.8 The authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2022/23 the Council has maintained gross borrowing within its authorised limit.
- 4.9 The operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.
- 4.10 **Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	2021/22
	£M
Authorised limit	279.014
Maximum gross borrowing position	243.633
Operational Boundary	269.014
Average gross borrowing position	232.229
Financing costs as a proportion of net revenue stream:-	
Non - HRA	0.52%
HRA	12.24%

5. Treasury Position as at 31 March 2023

- 5.1 The Council's treasury position at the end of 2022/23 (excluding borrowing by PFA and finance leases), position was as follows:

		31 March 2022			31 March 2023		
		Principal		Avg.	Principal		Avg.
		£m	£m	Rate	£m	£m	Rate
Fixed rate funding							
	PWLB Bury	153.695			150.503		
	PWLB Airport	11.828			11.828		
	Market Bury	55.300	220.823		64.300	226.631	
Variable rate funding							
	PWLB Bury	0	0		0		
-	Market Bury	0	0		17	17	
Temporary Loans / Bonds		0.003	0.003		0.003	0.003	
Total Debt		220.826		3.57%	243.633		3.57%

Total Investments	43.555	0.10 %	1.720	0.11%
Net Debt	177.27		241.91	4

5.2 The maturity structure of the debt portfolio was as follows:

Maturity structure of fixed rate borrowing	2020/22 Actual £M	2020/22 Actual %	2022/23 Actual £M	2022/23 Actual %
Under 12 months	13	5.89%	36	14.78%
12 months and within 24 months	5	2.26%	7.3	3.00%
24 months and within 5 years	2.85	1.29%	0.550	0.23%
5 years and within 10 years	51	23.10%	51	20.93%
10 years and within 15 years	26	11.77%	26	10.67%
15 years and over	122.976	55.69%	122.78	50.40%
Total Debt	220.826	100.00%	243.633	100.00%

5.3 The Council's investment portfolio was as shown below:

	Investment balance at 31/03/2022	Amount Invested in year	Investments realised in year	Investment balance at 31/03/2023
Fixed Rate Investments				
	0	0	0	0
Total - Fixed rate	0	0	0	0
Notice Accounts				
Barclays Bank - 32 day Notice account	0.25			0.25
Barclays Bank - 95 day Notice account	0.25			0.25
Lloyds - 32 day Notice account	0			0
Santander - 31 day Notice account	5	0	(5)	0
Santander - 35 day Notice account	0			0
Santander - 60 day Notice account	0			0
Total - Notice accounts	5.5	0	(5)	0.5
Call Accounts				
Barclays Bank - Flexible Interest Bearing Current	38.055	310.846	(347.681)	1.220

Account Bank of Scotland - Call Account	0			0
Total Investments	43.555	310.846	(347.681)	1.720

5.4 All of the Council's investments are held for a period of up to 1 year.

6. The Strategy for 2022/23

6.1 *Economic Context*

- 6.1.1 The war in Ukraine continued to keep global inflation above central bank targets and the UK economic outlook remained relatively weak with the chance of a mild recession. The economic backdrop during the January to March period continued to be characterised by high energy and commodity prices, high inflation, and the associated impact on household budgets and spending. Central Bank rhetoric and actions remained consistent with combatting inflation. The Bank of England, US Federal Reserve, and European Central Bank all increased interest rates over the period, even in the face of potential economic slowdowns in those regions.
- 6.1.2 Starting the financial year at 5.5%, the annual CPI measure of UK inflation rose strongly to hit 10.1% in July and then 11.1% in October. Inflation remained high in subsequent months but appeared to be past the peak, before unexpectedly rising again in February. Annual headline CPI registered 10.4% in February, up from 10.1% in January, with the largest upward contributions coming from food and housing. RPI followed a similar pattern during the year, hitting 14.2% in October. In February RPI measured 13.8%, up from 13.4% in the previous month.
- 6.1.3 The labour market remained tight albeit with some ongoing evidence of potential loosening at the end of the period. The unemployment rate 3mth/year eased from 3.8% April-June to 3.6% in the following quarter, before picking up again to 3.7% between October-December. The most recent information for the period December-February showed an unemployment rate of 3.7%. Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets.
- 6.1.4 External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets. The inactivity rate was 21.3% in the December-February quarter, slightly down from the 21.4% in the first quarter of the financial year. Nominal earnings were robust throughout the year, with earnings growth in December-February at as 5.7% for both total pay (including bonuses) and 6.5% for regular pay. Once adjusted for inflation, however, both measures were negative for that period and have been so throughout most of the year.

- 6.1.5 Despite household budgets remaining under pressure, consumer confidence rose to -36 in March, following readings of -38 and -45 in the previous two months, and much improved compared to the record-low of -49 in September. Quarterly GDP was soft through the year, registering a 0.1% gain in the April-June period, before contracting by (an upwardly revised) -0.1% in the subsequent quarter. For the October-December period this was revised upwards to 0.1% (from 0.0%), illustrating a resilient but weak economic picture. The annual growth rate in Q4 was 0.6%.
- 6.1.6 The Bank of England increased the official Bank Rate to 4.25% during the financial year. From 0.75% in March 2022, the Monetary Policy Committee (MPC) pushed through rises at every subsequent meeting over the period, with recent hikes of 50bps in December and February and then 25bps in March, taking Bank Rate to 4.25%. The Committee noted that inflationary pressures remain elevated with growth stronger than was expected in the February Monetary Policy Report.
- 6.1.7 From the record-high of 10.6% in October, Eurozone CPI inflation fell steadily to 6.9% in March 2023. Energy prices fell, but upward pressure came from food, alcohol, and tobacco. The European Central Bank continued increasing interest rates over the period, pushing rates up by 0.50% in March, taking the deposit facility rate to 3.0% and the main refinancing rate to 3.5%.
- 6.1.8 **Financial markets:** Uncertainty continued to be a key driver of financial market sentiment and bond yields remained relatively volatile due to concerns over elevated inflation and higher interest rates, as well as the likelihood of the UK entering a recession and for how long the Bank of England would continue to tighten monetary policy. Towards the end of the period, fears around the health of the banking system following the collapse of Silicon Valley Bank in the US and purchase of Credit Suisse by UBS caused further volatility.
- 6.1.9 Over the period the 5-year UK benchmark gilt yield rose from 1.41% to peak at 4.70% in September before ending the financial year at 3.36%. Over the same timeframe the 10-year gilt yield rose from 1.61% to peak at 4.51% before falling back to 3.49%, while the 20-year yield rose from 1.82% to 4.96% and then declined to 3.82%. The Sterling Overnight Rate (SONIA) averaged 2.24% over the period.
- 6.1.10 Credit review: Early in the period, Moody's affirmed the long-term rating of Guildford BC but revised the outlook to negative. The agency also downgraded Warrington BC and Transport for London.
- 6.1.11 In July Fitch revised the outlook on Standard Chartered and Bank of Nova Scotia from negative to stable and in the same month Moody's revised the outlook on Bayerische Landesbank to positive. In September S&P revised the outlook on the Greater London Authority to stable from negative and Fitch revised the outlook on HSBC to stable from negative.
- 6.1.12 The following month Fitch revised the outlook on the UK sovereign to negative from stable. Moody's made the same revision to the UK sovereign, following swiftly after with a similar move for a number of local authorities and UK banks including Barclays Bank, National Westminster Bank (and related entities) and Santander.

- 6.1.13 During the last few months of the reporting period there were only a handful of credit changes by the rating agencies, then in March the collapse of Silicon Valley Bank (SVB) in the US quickly spilled over into worries of a wider banking crisis as Credit Suisse encountered further problems and was bought by UBS.
- 6.1.14 Credit Default Prices had been rising since the start of the period on the back of the invasion of Ukraine, and in the UK rose further in September/October at the time of the then-government's mini budget. After this, CDS prices had been falling, but the fallout from SVB caused a spike on the back of the heightened uncertainty. However, they had moderated somewhat by the end of the period as fears of contagion subsided, but many are still above their pre-March levels reflecting that some uncertainty remains.
- 6.1.15 On the back of this, Arlingclose reduced its recommended maximum duration limit for unsecured deposits for all UK and Non-UK banks/institutions on its counterparty list to 35 days as a precautionary measure. No changes were made to the names on the list.
- 6.1.16 As market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.
- 6.1.17 Local authorities remain under financial pressure, but Arlingclose continues to take a positive view of the sector, considering its credit strength to be high. Section 114 notices have been issued by only a handful of authorities with specific issues. While Arlingclose's advice for local authorities on its counterparty list remains unchanged, a degree of caution is merited with certain authorities.

6.2 Investment Strategy

- 6.2.1 Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 6.2.2 Bank Rate has increased from 0.75% at the beginning of the year to 4.25% at the end of March 2023. Short-dated cash rates, which had ranged between 0.7% - 1.5% at the beginning of April, rose by around 3.5% for overnight/7-day maturities and 3.3% for 6-12 month maturities.
- 6.2.3 By end March 2023, the rates on DMADF deposits ranged between 4.05% and 4.15%.
- 6.2.4 Investment returns remained close to zero for much of 2022/23. Most local authority lending managed to avoid negative rates and one feature of the year was the continued growth of inter local authority lending.

6.3 Borrowing strategy and control of interest rate risk

- 6.3.1 During 2022/23, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were very low and minimising counterparty risk on placing investments also needed to be considered.
- 6.3.2 The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.
- 6.3.3 Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Director of Finance therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks:
- if it had been felt that there was a significant risk of a sharp FALL in long- and short-term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
 - if it had been felt that there was a significant risk of a much sharper RISE in long- and short-term rates than initially expected, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.
- 6.3.4 The cost of both long and short-term borrowing rose dramatically over the year, with rates at the end of March around 2% - 4% higher than those at the beginning of April. Rate rises have been driven primarily by inflation and the need for central banks to control this by raising interest rates. Particularly dramatic rises were seen in September over a twenty-four-hour period some PWLB rates increased to 6%. Rates have now fallen from September peaks but remain volatile and well above recent historical norms. The PWLB 10-year maturity certainty rate stood at 4.33% at 31st March 2023, 20 years at 4.70% and 30 years at 4.66%.
- 6.3.5 PWLB rates are based on, and are determined by, gilt (UK Government bonds) yields through H.M.Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields.
- 6.3.6 A new HRA PWLB rate of gilt yield plus 40bps (0.4% below the currently available certainty rate) was announced on 15th March 2023. This discounted rate is to support local authorities borrowing for Housing Revenue Accounts and the delivery

of social housing and is expected to be available from June 2023, initially for a period of one year.

6.3.7 With regard to PWLB borrowing rates, the various margins attributed to their pricing are as follows:

- PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
- PWLB HRA Rate is gilt plus 40bps (G+40bps)
- Local Infrastructure Rate is gilt plus 60bps (G+60bps)

7 Borrowing Outturn

7.1 Treasury Borrowing

7.1.1 The Council has taken out PWLB/Local Authority loans totalling £22.808m during 2022/23.

	Balance at 31 March 2022 £M	Loans raised in year £M	Loans repaid in year £M	Balance at 31 March 2023 £M
PWLB	153.695	0.000	-3.192	150.503
Market	55.3	19.000	-10.000	64.300
Temporary Loans	0.000	17.000	0.000	17.000
Other loans	0.003	0.000	0.000	0.003
Bury MBC Debt	208.998	36.000	-13.192	231.806
Airport PWLB Debt	11.828	0.000	0.000	11.828
Total Debt	220.826	36.000	-13.192	243.633

7.2 Debt Rescheduling

No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

7.3 Borrowing in advance of need

The Council has not borrowed more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

8 Investment Outturn

8.1 Investment Policy

- 8.1.1 The Council's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Council on 23 February 2022. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).
- 8.1.2 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

8.2 Resources

- 8.2.3 The Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:

Balance Sheet Resources	31 March 2022	31 March 2023
	£M	£M
Balances General Fund	24.468	22.701
Balances HRA	9.842	9.176
Earmarked reserves	109.773	86.708
Provisions	7.825	8.484
Usable capital receipts	6.967	10.890
Total	158.875	137.959

8.3 Investments held at 31 March 2023

- 8.3.1 The Council managed all of its investments in house with the institutions listed in the Council's approved lending list. At the end of the financial year the Council had £1.720 m of investments as follows:

Type	Institution	Amount £M	Term Days	Rate %
Call Accounts	Barclays Bank	1.220	0	0.08%
Total Call Accounts		1.220		
Notice Accounts	Barclays Bank	0.250	32	0.14%
	Barclays Bank	0.250	95	0.24%
	Santander	0	31	
Total Notice Accounts		0.500		
Total Investments		1.720		

This page is intentionally left blank



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Part A Commissioning new mental health supported living	
Report of	Deputy Leader and Cabinet Member for Health and Wellbeing	

Summary

1. This report requests approval to commission the necessary care services for two new mental health supported housing schemes, which align to Housing with Additional Needs strategy:
 - **137 The Rock, Bury, BL9 0ND:** Northern Healthcare is an existing mental health supported living provider in Bury and they have leased the building to offer the opportunity of 13 apartments. The property would be developed into supported living accommodation for people (18+) with a mental health condition who are ready to live more independently. In this scheme Northern Healthcare is both the developer and proposed care services provider. It is the care service provision that is the subject of this report.
 - **127 Blackburn Street, Radcliffe, M26 3WQ:** Redside Capital Resources has purchased the building and is offering this property of 6 apartments. The property would be developed into supported living accommodation for (18+) with a mental health condition who are ready to live more independently. In this scheme the Council intends to procure a separate care service provider.
 - In summary the key commercial proposal for both schemes is that the Council will buy a block of care service packages at a discounted rate to provide care to the user/tenant at each accommodation unit irrespective of take up of the services. Consequently, the risk of the Council not being able to place (aka “nominate”) a user/tenant to use the care service must be managed.
 - As part of the associated property arrangements in each scheme the Council will have exclusive nomination rights to nominate a user/tenant to occupy the units and receive the associated care. The property arrangements include a lease between owner and Registered Provider of Social Housing (“RP”) and viability of both schemes' rental arrangements depend on the RP providing “Intensive Housing Management” (IHM) in order to secure a higher uncapped level of rent known as “Exempt Accommodation”. IHM is necessary in these

schemes due to the support user/tenants require to maintain their tenancies. This IHM support is provided by the RP in conjunction with the care services provided by the care providers this report seeks approval to procure.

Recommendation(s)

2. It is recommended:

- The Council commissions Northern Healthcare, as the appointed care provider for the mental health supported living scheme at 137 The Rock, Bury, BL9 0ND, by making a direct award for a 3 year contact.
- The Council procures via tender a care provider for the provision of mental health support for 127 Blackburn Street, Radcliffe, M26 3WQ, for a 3 year contact and following this process delegates to the Director of Adult Social Services the contract award.
- Note that this will be funded using Bury's Adult Social Care Community Care budget.

Reasons for recommendation(s)

3. The above recommendations align to the Housing with Additional Needs Strategy and the vision for mental health supported accommodation to:

- Improve outcomes for people with mental health needs.
- Enabling people to live independently.
- Reduce the need for out of area placements.
- Enable tenancy sustainment.
- Support management of long-term health conditions.
- Create employment for local people.
- Create value for individuals, communities and statutory services.

Alternative options considered and rejected

4. None

Report Author and Contact Details:

Name: Jannine Robinson
Position: Integrated Commissioning Officer
Department: Community Commissioning
E-mail: jannine.robinson@bury.gov.uk

Name: Ahmed Ajmi
Position: Integrated Strategic Lead
Department: Community Commissioning
E-mail: a.ajmi@bury.gov.uk

Background

1. Introduction

- 1.1 The Bury Housing with Additional Needs Strategy outlines the need to increase the number of beds / units in Bury by 2025 for people with Adult Social Care needs, including those with a mental health diagnosis.
- 1.2 The Housing with Additional Needs Market Position Statement projects an additional 86 supported living units are required to provide mental health provision by 2025.
- 1.3 A Mental Health Housing Group has been established to progress this work, with colleagues from health and social care teams and the housing growth and infrastructure team, providing valuable knowledge and insight.
- 1.4 Two opportunities have been presented by developers to commissioners for new supported housing schemes:
 - **137 The Rock, Bury, BL9 0ND**: 13 apartments presented by Northern Healthcare.
 - **127 Blackburn Street, Radcliffe, M26 3WQ**: 6 apartments presented by Redside Capital Resources.
- 1.5 The Group has considered both properties, and based on local needs for people with mental health conditions, propose that the following new schemes are established:

The Rock: supported living accommodation for people (18+) with mental health conditions who are ready to live more independently, stepping down from 24/7 supported care, or potentially stepping up from community living to avoid hospital admission. The building lends itself to town centre living, with close proximity to public transport and social activity. Often this is not an option for residents receiving adult social care as there are no suitable properties/buildings in the area.

Blackburn Street: supported living accommodation for people (18+) with mental health conditions who are ready to live more independently, stepping down from 24/7 supported care, or potentially stepping up from community living to avoid hospital admission. The property is in a central accessible location in Radcliffe.
- 1.6 Existing mental health supported living accommodation is varied, some with shared living (kitchen and lounge) facilities and others with 'own front door' self-contained apartments. Bury currently has approximately 110 people living in mental health supported living accommodation across 29 different care providers. Around 30 of the people are jointly funded with the NHS.

- 1.7 Consultation with Community Mental Health Team (CMHT) colleagues has confirmed there is a need for more supported living, for both 24/7 support and step-down support. The proposed step-down schemes would also be considered for hospital avoidance as a step-up option.
- 1.8 The support from suitably qualified staff will help people to recover further, supporting them with things like medication, appointments, cooking, budgeting and social inclusion.
- 1.9 The schemes would have a mixture of people with different levels of support needs, ranging from low, medium and high. People would be referred into the schemes by their Care Co-ordinator and assessed by the care provider to ensure all the people living in the scheme synergise well together. The allocation of apartments would adhere to the current due process.

2. New Scheme – 137 The Rock

- 2.1 The property is in Bury town centre, near the Rock. Northern Healthcare is an existing mental health supported living provider in Bury and they have leased the building. Planning permission is still pending for the change of use and structural alterations.
- 2.2 The property was previously a retail unit and is deemed suitable for developing into 13 self-contained apartments. In summary the building will offer:
 - One-bedroom apartments with living area, kitchen and bathroom
 - No allocated parking but ample car parks nearby and good access to public transport
 - Building over 4 floors (no lift)
 - 5 ground floor rooms and 3 are duplex
 - 3 first floor rooms
 - 3 second floor rooms
 - 2 third floor rooms
 - Outside space – small-shared courtyard, plus the 3 duplex apartments with small private gardens
 - Staff based in a ‘pod style office’ in the courtyard
- 2.3 Due to the town centre location, an overnight concierge service will be considered to support residents, this will be reviewed at 6 monthly intervals.
- 2.4 A Registered Housing Provider will be appointed, and rents will be submitted for approval to Bury Council’s Housing Benefit Team. As there will be a Registered Provider in place, there will be no additional costs to the Council for rent or service charges. An Assured Shorthold Tenancy (AST) will be offered to tenants on a fixed term of up to 2 years. During this period tenants will be supported to further develop their independent living skills to improve resilience and community connections before being supported to move on to independent living in the community.

2.5 Northern Healthcare is an experienced mental health provider and will appoint the staff required to support all 13 residents, for maximum efficiency. This scheme would provide a level of care that is a 'step-down' from 24/7 care meaning staff would be available during the day and early evening but not overnight. It is envisioned that there will be an out of hours call system available for tenants, including during weekends.

2.6 The following should be noted as part of the consideration for making a direct award to Northern Healthcare:

- Northern Healthcare is an established supported living provider in the Borough and has operated Montgomery House in Radcliffe since 2018.
- The proximity of Montgomery House and 137 The Rock would provide resilience and reassurance to the people moving into the step-down accommodation.
- The provider has achieved good outcomes for people living in their existing schemes and supported their recovery towards more independent living.

2.7 The approximate timescales for this project are:

The Rock, Bury	Approximate timescale
Cabinet approval to make a direct award for the care provision	July 2023
Building work completed	September 2023
Provider recruits and trains staff	October to November 2023
People move into the property	Late Nov / early Dec 2023

3. New scheme – 127 Blackburn Street

3.1 Redside Capital Resources Ltd has purchased the property.

3.2 The property was previously a children's nursery and is deemed suitable for redevelopment into 6 self-contained apartments, planning permission has been approved. In summary the building will offer:

- One-bedroom apartments with living area, kitchen and bathroom.
- No allocated parking but ample car parks nearby and good access to public transport
- Small area of outside space
- Staff office base on first floor
- Building over 2 floors (no lift)
 - 3 x ground floor apartments
 - 3 x first floor apartments

3.3 The appointed Registered Housing Provider is Inclusion Homes and rents will be submitted to Housing Benefit for approval. As there is a Registered Provider in place, there will be no additional costs to the Council for rent or

service charges. An Assured Shorthold Tenancy (AST) will be offered to tenants on a fixed term of up to 2 years to offer a settled secure home to enable people to take part in therapeutic interventions and treatment to support their recovery.

- 3.4 A tender process for the Blackburn Street scheme will be conducted to appoint a suitable care provider. It is envisaged that the same provider will provide the required support to all 6 residents, for maximum efficiency. This scheme would provide a level of care that is a 'step-down' from 24/7 care meaning staff would be available during the day and early evening but not overnight. The option of an out of hours call system available for tenants will be considered once people are referred into the scheme.
- 3.5 The timescales for this project are similar:

127 Blackburn Street, development	Approximate timescale
Cabinet approval to publish a care tender on The Chest	July 2023
Building work completed	September 2023
Care provider appointed	October 2023
People move into the property	Late Nov / early Dec 2023

4. **Strategic Background**

- 4.1 Bury Council's mental health spend is the highest per head of adult population when compared to 15 other statistical neighbours. People remain in accommodation with higher levels of care and support than they need due to the shortage of options to 'step down' their support.
- 4.2 People are also placed out of Borough due to the lack of provision in Borough for this level of support, there is one other scheme that provides a similar model of care to those proposed in this paper.
- 4.3 The new schemes will improve the wider system flow with options for people in hospital and 24/7 supported living support schemes and fill a deficit in local provision.
- 4.4 It is expected the schemes will be staffed between the hours of 9am and 9pm, to provide the required level of support for a step-down mental health scheme. The estimated contract values have been calculated and are detailed in report **Part B Commissioning New Mental Health Supported Living**.
- 4.5 Both properties will be owned by private developers. However the housing management functions will be carried out by the Registered Housing, hence the reason why they will be claiming Intensive Housing Management fees. The Council has negotiated 100% nomination rights in perpetuity to all 19 dwellings. The Council will also be paying a block contract for the care

provision in all 19 units. Whilst the nominations agreement is in perpetuity it can be ended with notice as per the terms of the contract

- 4.6 Commissioners are therefore seeking to award a block contract for the care support for all 19 apartments (across both schemes) by negotiating reduced prices from the Bury Council standard supported living rates, this will provide further savings opportunities, estimated in the region of 6%-10% from the standard rates.
- 4.7 The contracts will outline the required outcomes and performance arrangements and incorporate review milestones.

Links with the Corporate Priorities:

5. The Housing with Additional Needs Strategy aligns to the Bury Let's Do It Strategy which provides the vision to enable people of all ages to live well within their neighbourhoods, supported by the integration of public services with our neighbourhood hubs.

Local

- Local housing options for local people
- Developing and regenerating the unique townships where people live
- Prevent the need for Bury residents to have to go out of the borough to live
- Bring Bury residents back in borough, if its right for them
- Work with local developer's and providers who know the local area.

Enterprise

- Encouraging enterprise to drive inclusive economic growth through our business community
- Enterprising innovation and creative solutions to current housing issues
- Be bold in our housing solutions and future developments in Bury.

Together

- Working together to design quality, fit for purpose homes for people with additional needs in Bury
- Working together with service users, their cares and family to shape accommodation
- Working together to insure inclusivity throughout the housing agenda.

Strengths

- Taking a strengths - based approach to recognise the assets and strengths of communities
 - Recognising the strengths of individuals enabling their independence, choice and control for housing.
-

6. Equality Impact and Considerations:

The outcomes of the initial equality analysis are positive. The service will be available for people with mental health needs who are struggling in accessing accommodation and need support to develop independent living skills.

7. Environmental Impact and Considerations:

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

8. Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Planning permission isn't approved	127 Blackburn Street has received planning approval. 137 The Rock has received informal positive feedback from planning but not official approval.
Registered Provider still to be appointed	Both projects have engaged with the Bury Registered Provider framework and are in discussions to appoint a partner for the properties.
Providing the right care to meet the needs of the people living in the schemes	Engagement with Mental Health Practitioners is on-going to understand the care needs of the people who could live in these properties to ensure appropriate care and support is in place when people move in.
The proposal will generate a total of 19 Multifunctional supported homes (which can be adapted to suit need at any given time) to help meet the Council's housing targets.	

9. Legal Implications:

From 1 April 2015, Part 1 of the Care Act 2014 consolidates the existing law relating to adults with care and support needs. The emphasis in the Care Act is on meeting needs to improve the well-being of adults who need care and support because of physical or mental impairment or illness, as well as meeting the support needs of their carers.

The Department of Health has produced the [Care and Support Statutory Guidance](#) to the Care Act. Local authorities must 'have regard' to this guidance when carrying out their responsibilities under the legislation. An authority must be able to justify any actions it takes that depart from the guidance.

[Department of Health guidance](#) defines care and support as the help some adults need to live as well as possible with any illness or disability they may have.

The guidance states that it can include help with things like:

- getting out of bed
- washing
- dressing
- getting to work
- cooking meals
- eating
- seeing friends
- caring for families
- being part of the community

It might also include emotional support at a time of difficulty and stress, helping people who are caring for an adult family member or friend or even giving others a lift to a social event.

This report seeks approval to procure and commission care services to discharge the above obligations.

The care services are part of an overall “scheme” of arrangements that include related property arrangements as described but which are fundamental to the provision and viability of the care packages. These property arrangements will be brought to members for approval separately (unless dealt with by officers under delegated powers).

10. Financial Implications:

Both contracts are proposed for 3 years with annual reviews built in therefore rigorous contract monitoring is essential. It is essential that voids at the units and non-take up of care services are kept to a minimum otherwise the Council is at risk of paying for unused hours of care. A close working relationship is essential with each of the care providers to ensure that there is an identified cohort of residents ready to move into the properties and take up the care services once they are ready in late November/early December of this year and further identified service users/residents should an apartment become vacant during the contract period.

Clients who are currently residing in spot purchase placements similar to the recommended provisions' set out in this report will be placed (where practical to do so) in the newly created block contract provisions and therefore the reduction in spot contract expenditure will offset the cost of the Block contract provision

resulting in a net nil cost to the Council with regards to the commissioning recommendations in this report

Block booking the accommodation means the Council will receive a discount on the care costs which are funded from the adult care budget. The savings generated will contribute to the Health and Adult Care department's savings requirements of £500,000 over 4 years for mental health packages of care. As part of the monthly budget monitoring cycle, Finance, Commissioners and Social work teams will triangulate and track the expenditure linked to the provision set out in this report ensuring that all expenditure aligns to the funding provided. Any financial risks/pressures identified will be highlighted to the Director of Adult Social Services as part of the monthly budget monitoring cycle whereby an action plan will be deployed to mitigate any financial risks/ pressures.

Procurement Method

The Northern Healthcare scheme is a direct award under regulation 32 2 (a) no other supplier. This has been confirmed with the Council's procurement service.

For the Radcliffe Scheme the care provider will be appointed by open tender.

Appendices:

None

Background papers:

[Bury Housing with Additional Needs Strategy](#)

[Housing with Additional Needs Market Position Statement](#)

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

Term	Meaning
None	



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Proposals to alter the upper age range at Manchester Mesivta Secondary School	
Report of	Cabinet Member for Children and Young People	

1.0 Summary

- 1.1 In accordance with the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, Cabinet is requested to determine a proposal published by the Governing Body in respect of Manchester Mesivta Secondary School regarding a prescribed alteration to change the age range of the school.
- 1.2 The current provision comprises a local authority maintained 11-16 secondary school, and an independent 6th form provision funded by the Education & Skills Funding Agency (ESFA), through a sub-contracting arrangement facilitated by Bury College. There are approximately 50 students in the 6th form.
- 1.3 The ESFA has indicated that it intends to withdraw from such sub-contracting arrangements, and the proposal presented to Cabinet is intended to ensure continuity of funding for the 6th form by incorporating it into the maintained school.
- 1.4 As with the 11-16 school, the 6th form serves boys from the Orthodox Jewish community, provision that is not available elsewhere.
- 1.5 It is proposed to alter the upper age range at Manchester Mesivta Secondary School from 11-16 year olds to 11 - 18 year olds in order to add 6th form provision with effect from September 2023.
- 1.6 The Governing Body of Manchester Mesivta Secondary School has published the proposal and has consulted upon that proposal.
- 1.7 Ordinarily, and taking into account Department for Education guidance on school organisation matters, Officers would be recommending refusal of the proposal on the basis of its size, and given the current Ofsted rating for the school which is 'Requires Improvement'. DfE suggest a minimum of 200 pupils, and only making such changes when provision is judged to be good or better.
- 1.8 There are, however, exceptional circumstances in this instance. The 6th form has been in place for many years, and has continued to deliver positive educational outcomes. On the basis of the ESFA funding arrangements it has also demonstrated that it is financially viable.

- 1.9 The proposal, whilst making a statutory change, will not impact on the way the 6th form operates, and there is nothing to suggest that the educational outcomes and financial viability will be impacted by the proposed changes.
- 1.10 However, robust arrangements are already in place to enable the local authority to support schools, and hold them to account, which is designed to mitigate any potential risk. These arrangements will be extended to cover the 6th Form.
- 1.11 Conversely, if the Council was not minded to support the proposal, the implication is that the 6th form provision would cease, significantly disadvantaging the community, with no comparable provision available to meet the needs to students from the Orthodox Jewish community.
- 1.12 On balance therefore, Officers are recommending that the proposal is supported.
- 1.13 Under the same sub-contracting arrangements, state funding is currently provided to Shalsheles which is an independent 6th form provision located in Manchester and which serves girls from the same Jewish community. As an independent provision, Shalsheles is not governed by the same regulations as Mesivta and ESFA has been able to confirm the continuation of the existing state funding arrangements.

2.0 Recommendation(s)

That:

- Cabinet notes the outcome of the consultation.
- Cabinet approves the proposal to alter the upper age range at Manchester Mesivta Secondary School from 11-16 year olds to 11 - 18 year olds in order to add 6th form provision with effect from September 2023.

2.1 Reasons for recommendation(s)

To date, the independent 6th form provision linked to Manchester Mesivta School has received funding from the Education and Skills Funding Agency (ESFA) routed via sub-contracting arrangements with Bury College. However, the ESFA has advised that it intends to withdraw from this form of sub-contracting arrangement.

The Governing Body of the school are therefore seeking to add 6th form provision thus bringing it into the maintained sector. The Governing Body assert that this change is administrative only and is expected to have no direct impact upon their provision.

Demand for the post 16 provision has been proven over the last decade, and Mesivta is currently the community's only route for Charedi boys to achieve A-levels and access higher education. The school has a good track record of its pupils enrolling in university.

Without the 6th form, there is no comparable provision accessible to the Orthodox Jewish community.

2.2 Alternative options considered and rejected

Extensive discussions have taken place with the Governing Body of Manchester Mesivta, with Bury College, the Education & Skills Funding Agency and Department for Education to identify potential options, given the decision of the ESFA to withdraw the current funding mechanism.

Options including the transfer of the current 6th form provision to a Trust, or the establishment of a separate 6th Form provision, both stand-alone or in partnership with other Orthodox Jewish schools. These have been considered and discounted.

3.0 Background

- 3.1 Manchester Mesivta School was established in November 2004 when the former Manchester Jewish Grammar School, an independent fee paying school, transferred into the maintained sector as a Voluntary Aided School. The school, which serves the Orthodox Jewish community, caters for boys aged 11-16, the majority of whom reside in Bury or Salford.
- 3.2 At the time of the establishment of Manchester Mesivta, a parallel proposal was also agreed that saw the establishment of Beis Yaakov School in Salford catering for girls (11-16) from across the same Orthodox Jewish community. This was to ensure equality of provision for both boys and girls.
- 3.3 At the time, given that there was no parallel 6th form provision at the girls school, the 6th form at Manchester Mesivta was not included in the transfer to the maintained sector and remained as a stand-alone independent provision, albeit operating out of the same building, and utilising many of the same staff and resources.
- 3.4 Whilst being independent, over time the 6th form has been able to secure state funding to remove the reliance on fees payable by parents. This has been secured from the Education and Skills Funding Agency (ESFA) routed via sub-contracting arrangements with Bury College. However, the ESFA has advised that it intends to withdraw this and other similar arrangements.
- 3.5 In order to ensure that state funding continues to be available to support the 6th form, the Governing Body has had to explore a number of options.
- 3.6 These options included the transfer of the current 6th form provision to a Trust, and the establishment of a separate 6th Form provision, stand-alone or in partnership with other Orthodox Jewish schools. Those options have been discounted.

4.0 The proposal

- 4.1 The Governing Body propose to alter the upper age range at Manchester Mesivta Secondary School from 11-16 year olds to 11-18 year olds in order to add 6th form provision with effect from September 2023.
- 4.2 The main objective of the proposal is to continue the existing provision, teaching new and current sixth-form students to a high standard whilst complying with the recent changes in legislation.

- 4.3 The Governing Body does not believe the proposal would have a negative impact on other schools or academies in the local area as this change is administrative only, with little practical impact on operations.
- 4.4 The provision will continue to be located on site at Manchester Mesivta, and therefore will require no capital investment for adaptations.
- 4.5 The school currently receives funding via Bury College. The Bury College funding agreement with the school includes a retention of 20%, therefore the school receives 80% of the ESFA funding value. If the school extends provision and receives funding directly from the ESFA, it will not be subject to this top-slicing. The school already employs the staff who teach the Y12 pupils so there should be no increase in costs.
- 4.6 The school also has an established administrative team with the capacity to cover any additional workload as a result of the change.
- 4.7 Mesivta's teaching staff have been delivering the 6th form programme successfully for 15 years, and so no structural or cost changes are required in this respect.
- 4.8 The School Organisation Regulations and associated [guidance](#) in relation to such proposals sets out those factors that decision makers should take into account when considering the proposal. This includes issues relating to size and quality of existing provision.
- 4.9 In this instance, the school is neither judged by Ofsted to be good or better, nor is the size of the sixth form at least 200 places. Both of which are stipulated in the guidance. The school is currently judged to be Requires Improvement and the sixth form provides education for 50 pupils.
- 4.10 However, the provision meets the need of a specific community, and without the 6th form there will be no comparable provision accessible by the Orthodox Jewish community. In determining the proposal, the Council will need to consider whether on balance, the need to ensure continuity of provision for the community outweighs those other factors.
- 4.11 Further, given that the 6th form provision has existed for many years, during which time it has remained financially viable at its current size, and has achieved positive academic outcomes, would suggest that these are not factors that weigh against the proposal.
- 4.12 This aspect has been discussed with the DfE, and it agrees that this is an appropriate proposal to bring forward for determination.

5.0 The Statutory Process

- 5.1 The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 (*'the Prescribed Alterations Regulations'*) set out the statutory process to be followed when making significant changes, including changing the age range of a school. Ordinarily the LA will be the decision maker on such proposals.
- 5.2 The statutory process for making prescribed alterations to maintained schools has four stages:

Stage	Description	Timescales	Comments
Stage 1	Publication (statutory proposal/notice)		
Stage 2	Representation (formal consultation)	Must be 4 weeks	As set out in the 'Prescribed Alterations' regulations
Stage 3	Decision	LA should decide a proposal within 2 months otherwise it will fall to the Schools Adjudicator	Any appeal to the adjudicator must be made within 4 weeks of the decision
Stage 4	Implementation	No prescribed timescale	It must be as specified in the published statutory notice, subject to any modifications agreed by the decision-maker

5.3 In accordance with section 19(3) of the Education and Inspections Act 2006 and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, a Governing Body of a voluntary school can propose an alteration of the upper age range to add 6th form provision by following the prescribed alterations statutory process. The LA is the decision maker on such proposals.

5.4 On 16 May 2023, publication of a statutory notice of the proposal launched a statutory four week representation period of formal consultation with stakeholders. The Statutory Notice and full proposal are contained at Appendix A and B respectively.

5.5 Four responses were received during the consultation period, all in support of the proposal. One response was from Bury College, one from Yesoiday Multi Academy Trust, a firm of solicitors, and Beis Yaakov Jewish High School Academy.

6.0 The Decision Making process

6.1 In accordance with the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013, Cabinet is now requested to determine the proposal. Decisions must be made within a period of two months of the end of the representation period or they must be referred to the Schools Adjudicator.

6.2 In determining proposals, decision-makers must take account of the following:

- Decision makers will need to be satisfied that the appropriate fair and open local consultation and/or representation period has been carried out and that the proposer has given full consideration to all the responses received.
- Decision-makers should not simply take account of the numbers of people expressing a particular view. Instead, they should give the greatest weight to responses from those stakeholders likely to be most affected by a proposal – especially parents of children at the affected school(s).

- Decision-makers should consider the quality and diversity of schools in the relevant area and whether the proposal will meet or affect the needs of parents, raise local standards and narrow attainment gaps.
- Decision-makers must comply with the Public Sector Equality Duty (PSED), which requires them to have 'due regard' to the need to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
 - advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; and
 - foster good relations between people who share a relevant protected characteristic and people who do not share it.
- Decision-makers should consider the impact of a proposal upon community cohesion.
- Decision-makers should satisfy themselves that accessibility planning has been properly taken into account and the proposed changes should not adversely impact on disadvantaged groups.
- Decision-makers should bear in mind that a proposal should not unreasonably extend journey times or increase transport costs, or result in too many children being prevented from travelling sustainably due to unsuitable walking or cycling routes. A proposal should also be considered on the basis of how it will support and contribute to the LA's duty to promote the use of sustainable travel and transport to school.
- Decision-makers should be satisfied that any necessary funding required to implement the proposal will be available and that all relevant local parties (e.g. trustees of the school, diocese or relevant diocesan board) have given their agreement. A proposal cannot be approved conditionally upon funding being made available.

Furthermore, DfE guidance states that in deciding whether new 6th form provision would be appropriate, proposers and decision makers should consider the following guidelines:

- Quality: The quality of pre-16 education should be good or outstanding (as rated by Ofsted) and the school should have a history of positive Progress 8 scores (above 0);
- Size: The proposed sixth form should provide at least 200 places;
- Subject Breadth: The proposed sixth form should – either directly or through partnership – offer a minimum of 15 A level subjects. Local authorities may wish to consider the benefits of delivering a broader A level curriculum through partnership arrangements with other school sixth forms. Working with others can offer opportunities to:
 - a. Improve choice and attainment for pupils;
 - b. Deliver new, improved or more integrated services;
 - c. Make efficiency savings through sharing costs;
 - d. Develop a stronger, more united voice; and

e. Share knowledge and information.

Schools proposing a partnership arrangement should include evidence of how this will operate on a day-to-day basis, including timetabling and the deployment of staff;

- Demand: There should be a clear demand for additional post-16 places in the local area (including evidence of a shortage of post-16 places and a consideration of the quality of Level 3 provision in the area). The proposed sixth form should not create excessive surplus places or have a detrimental effect on other high quality post-16 provision in the local area;
- Financial viability: The proposed sixth form should be financially viable (there must be evidence of financial resilience should student numbers fall). The average class size should be at least 15, unless there is a clear educational argument to run smaller classes – for example to build the initial credibility of courses with a view to increasing class size in future.

6.3 When issuing a decision, the decision-maker can:

- reject the proposal;
- approve the proposal without modification;
- approve the proposal with modifications, having consulted the LA and/or GB (as appropriate); or
- approve the proposal, with or without modification – subject to certain conditions (such as the granting of planning permission) being met.

Report Author and Contact Details:

Name: Paul Cooke
Position: Strategic Lead
Department: Education services
E-mail: p.cooke@bury.gov.uk

Links with the Corporate Priorities:

The proposal will support key ambitions of the Let's do it strategy:

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

Equality Impact and Considerations:

The outcomes of the initial equality analysis is positive.

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

- a. A public authority must, in the exercise of its functions, have due regard to the need to.
- b. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.

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

An equality impact assessment has been undertaken and identified no areas of negative impact in relation to protected characteristics

Environmental Impact and Considerations:

There are no environmental impacts for this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Impact on stakeholders	Full consultation and engagement
Opportunity to improve provision	
Early identification of needs of pupils and allow for strong transition into school	

Legal Implications:

Statutory Guidance [Making significant changes \('prescribed alterations'\) to maintained schools Statutory guidance for proposers and decision makers](#)

Prescriptive guidance can be found in the Code in relation to the need to comply with the consultation process and timeframes for each stage. Failure to comply with the stages therein may render the process flawed and open to challenge.

Financial Implications:

The current proposal would not meet the criteria for establishment of a new 6th form in terms of student numbers and therefore financial viability. However, under the current arrangements Bury College act as an agent and sub contract the delivery of the 6th form provision. Bury College receive the funding directly from ESFA but take a topslice before passing the balance to Mesvita. Under this proposal Mesvita will provide their own 6th form. Going forward, the Council will receive the funding and will passport in full the funding through to Mesvita.

Background papers:

[Making significant changes \('prescribed alterations'\) to maintained schools Statutory guidance for proposers and decision makers](#)

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

Term	Meaning
ESFA	Education and Skills Funding Agency

CHARLTON AVENUE
PRESTWICH
M25 0PH

T 0161 773 1789
E office@mesivta.co.uk
W www.mesivta.co.uk



ב"ד

RABBI B. SULZBACHER
מנהל / HEADTEACHER

RABBI D. BENARROCH
מנהל משנה / DEPUTY HEADTEACHER

MR S. BLATCHER
ASSISTANT HEADTEACHER

Proposal to extend Manchester Mesivta to an 11-18 age range

Proposal

The Governing Body of Manchester Mesivta propose to extend the age range at Manchester Mesivta school, from 11-16 to 11-18 with effect from September 2023.

School Details

Name: Manchester Mesivta
Address: Charlton Ave, Greater, Prestwich, Manchester M25 0PH
URN: 134195
DfE number: 351/4005
Category: Maintained school

Description of Proposed Alteration

For the past 15 years, Manchester Mesivta has had an arrangement with Bury College to administer its' programme for students post-16 (years 12+).

Due to changes to the school funding schemes, the school have been working with Bury College, the Department for Education and Bury MBC to finalise plans to bring its sixth form provision into the main school. This change is administrative only and is expected to have no direct impact on our provision.

Evidence of Demand

Manchester Mesivta has been running a successful sixth form programme in conjunction with Bury College for 15 years, whereby Bury College has funded the school to directly employ teachers and deliver the educational provision with a high level of autonomy.

This has been a fruitful partnership, but due to legislative changes, the ESFA have advised that the school must find alternative arrangements for its pupils.

Demand for the provision has been proven over the last decade, and Mesivta is currently the community's only route for Charedi boys to achieve A-levels and access higher education.

The school has a good track record of its pupils enrolling in university and offers a full provision of subjects for up to 30 boys per year.

Objectives of the Proposal

The main objective of the proposal is to continue the existing provision, teaching new and current sixth-form students to a high standard whilst complying with the recent changes in legislation.

The Effect on Other Educational Settings in the Area

The school does not believe the proposal would have a negative impact on other schools or academies in the local area as this change is administrative only, with little practical impact on operations.

Project Costs & Indication of How These Will Be Met

The provision will continue to be located on site at Manchester Mesivta, and therefore will require no capital investment for adaptations.

The change would mean that Mesivta receives the per pupil funding directly at 100%, rather than through Bury College, where deductions have been previously taken for administration and processing costs. This would afford Mesivta a net gain per pupil.

The school has an established administrative team with the capacity to shoulder any additional workload as a result of the change.

Mesivta's teaching staff have been delivering the sixth form programme successfully for 15 years, and so no structural or cost changes are required in this respect.

Implementation

If approved, it is anticipated that the new provision will open at the start of term in September 2023.

Consultation

The proposal to alter the age range will be subject to a full statutory consultation process.

Following the publication of a Statutory Notice on 16 May 2023, the statutory four-week Representation Phase will run from 16th May 2023 to 16th June 2023.

All representations will be analysed and considered prior to a report being presented to the Council's Cabinet.

Procedure for Making Representations

Any person may object to or make comments on the proposal by sending them to Rachael Stirk, Bury Council, Department for Children & Young People, Education Services, 3 Knowsley Place, Duke Street, Bury BL9 0EJ. Tel: 0161 253 5685, Email: schoolorganisation@bury.gov.uk

Comments and objections should be sent by no later than 16th June.

APPENDIX B

CHARLTON AVENUE
PRESTWICH
M25 0PH
T 0161 773 1789
E office@mesivta.co.uk
W www.mesivta.co.uk



ר"ד
RABBI B. SULZBACHER
מנהל / HEADTEACHER
RABBI D. BENARROCH
מנהל / DEPUTY HEADTEACHER
MR S. BLATCHER
ASSISTANT HEADTEACHER

Statutory consultation on the proposed extension of Manchester Mesivta to an 11-18 age range

The school is required by law to consult on the proposed changes to its age range.

Notice is given in accordance with section 19(3) of the Education and Inspections Act 2006 and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 that the Governing Body of Manchester Mesivta (Voluntary Aided) Secondary School intends to make a prescribed alteration to Manchester Mesivta with effect from 1st September 2023.

The Governing Body proposes to increase the school's age range from 11-16 to 11-18, in order to bring our sixth form provision in-house.

What we are proposing to change and why

For the past 15 years, Manchester Mesivta has had an arrangement with Bury College to administer its' programme for students post-16 (years 12+).

Due to changes to the school funding schemes, we have been working with Bury College, the Department for Education and Bury MBC to finalise plans to bring our sixth form provision into the main school. This change is administrative only, and is expected to have no direct impact on our provision.

We are consulting on these plans, prior to final approval by Bury MBC and the DfE, for implementation in September 2023.

Consultation timetable

- 16 May 2023: Consultation opens.
- 16 June 2023: End of consultation period, deadline for submitting responses.

This notice is an extract from the complete proposal. The complete proposal is published on the school's website at www.mesivta.co.uk. Copies can also be requested by telephoning 0161 773 1789 or by emailing office@mesivta.co.uk

Any person may object to or make comments on the proposal by sending them to Rachael Stirk, Bury Council, Department for Children & Young People, Education Services, 3 Knowsley Place, Duke Street, Bury BL9 0EJ. Tel: 0161 253 5685, Email: schoolorganisation@bury.gov.uk

Comments and objections should be sent by no later than 16th June 2023.

Noach Fletcher (Chair of Governors)

Date: 16 May 2023

This page is intentionally left blank



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Tender for Inclusion on Bury Council's Flexible Purchasing System for Alternative Provision (of Education)	
Report of	Deputy Leader and Cabinet Member for Children and Young People	

1. Summary

- 1.1 Children's Services is seeking to update the range of providers on its established Flexible Purchasing System for Alternative Provision to meet its statutory duty as set out by The Government's published guidance; *Alternative Provision Statutory Guidance for Local Authorities (2013)*. and to provide a broad range of appropriate high-quality one-to-one tuition sessions and group-based alternative curriculum options for children and young people.
- 1.2 The paper sets out the recommended route to tender for the re-design of the Alternative Provision Offer for children and young people in Bury. The new supplier framework and directory of provision is required for September 2023 so that the Council and schools can refer to high quality provision with choice. This requires the tender to go live and be evaluated over the summer 23.
- 1.3 The tender will ensure there is value for money and will establish a supplier framework. There will be individual agreements with an associated value for each child and young person placed with a supplier.

2. Recommendation(s)

- 2.1 That Cabinet approve the proposed route to tender for the re-design of the Alternative Provision Offer for children and young people in Bury to be in place for September 2023; and
- 2.2 That Cabinet delegate authority to the Executive Director of Children and Young People and the Executive Director for Finance in consultation with the Cabinet Member for Children and Young People to award the contract once procured.

3. Reasons for recommendation(s)

- 3.1 This will give an opportunity to tighten up the existing specification, deliver better outcomes, refresh the provider base, offer more choice and provide better value for money.

4. Alternative options considered and rejected

- 4.1 Other models in neighbouring authorities and GM have been explored and this learning and input has influenced the development of the proposed model as appropriate.

Report Author and Contact Details:

Name: Nick Bell

Position: Secondary Inclusion lead

Department: Children's Services

E-mail: N.Bell@bury.gov.uk

5. Background

- 5.1 The Government's published guidance; *Alternative Provision Statutory Guidance for Local Authorities (2013)*. makes it clear that Local Authorities are responsible for arranging suitable full-time education for permanently excluded pupils, and for other pupils who, because of illness or other reasons, would not receive suitable education without such provision.
- 5.2 Alternative Provision is an important element in the education offer for Bury children and young people and is used in several circumstances, including for those at risk of exclusion or who are disengaging from learning, in managing behaviour in schools, improving attendance and supporting the SEMH (Social, Emotional and Mental Health) needs of pupils.
- 5.3 In January 2023, the school census indicated Bury had 29,415 pupils of school age of which 17.2% of the cohort had SEN (5% EHCP and 12.2% SEN Support). The primary types of need are: SEMH - Social, Emotional and Mental Health, ASD - autistic spectrum condition and SLCN - Speech, Language and Communication Needs.
- 5.4 The original tender exercise for an Alternative Provision Flexible Purchasing System was undertaken summer 2018 and then in line with the conditions of the purchasing system there was an option to open the framework annually. This was done in 2019 and 2020 to take on new providers. This has resulted in 50 plus providers on the directory of Bury's Alternative Provision.
- 5.5 In practice for a variety of reasons, the pool which is regularly used for placements is circa 20 providers from the directory search as others are not able to meet the specific needs of the child/young person which the new specification will address.
- 5.6 The review of current services and development of the new specification has been in consultation with stakeholders, professionals, and schools. An evaluation exercise was undertaken with secondary schools to establish strengths and gaps in current provisions and identify requirements.

- 5.7 Referrals will be made to providers on a case-by-case basis depending on the most suitable service for the child/young person. There are decision making processes in place with final approval at the SEN Resource Panel.

6. Proposal

- 6.1 The proposal is for a new specification for Alternative Provision to provide a broad range of appropriate high-quality one-to-one tuition sessions and group-based alternative curriculum options for children and young people who are currently out of school due to permanent exclusion, emotionally based school avoidance, medical needs, disengagement, or because the Local Authority is in the process of finding a suitable school placement to meet identified needs. This will require providers to respond quickly to referrals and work flexibly and creatively to meet the need of the young people.
- 6.2 The flexible purchasing system will be used by Bury Council's SEND Team, Inclusion Service, Home Education Service and Virtual School. In addition the Alternative Provision directory will be made available to all Bury schools in order for them to select Alternative Provision to meet their student's needs.
- 6.3 The objectives of these services are to ensure that:
- Children and young people can access full-time education appropriate to their level of needs
 - Children and young people are able to progress and develop in their level of educational attainment
 - Children and young people engage with education and achieve awards / qualifications in accordance with their ability
 - Wherever possible, children and young people will ultimately return to school full time.
- 6.4 The new specification will deliver high quality services with appropriately trained, consistent staff and specialist services where there is an identified need. By ensuring the available resources are allocated based on need and are proportionate the duty to ensure best value will be met.
- 6.5 The service specification is for the provision of six lots:
- **Lot 1: Secondary Full-Time Alternative Provision**
 - **Lot 2: Primary Full-time Alternative Provision**
 - **Lot 3: Part-time turnaround provision (KS3)**
 - **Lot 4: Part-time Vocational Provision including but not limited to Sports, Construction, Hair and Beauty, Mechanics**
 - **Lot 5: Tutoring (One-to-One or group)**
 - **Lot 6: Complementary Provision (including mentoring)**
- 6.6 All providers will be responsible for identifying and securing suitable locations throughout the borough which are fully equipped and appropriate to the lot they are offering.

- 6.7 The expenditure on Alternative Provision (non-schools) is currently £850,000 in 2023/24. This is predominantly for pupils with Education Health and Care Plans. Alternative Provision is a key work-stream of Project Safety Valve (PSV) and this redesign of the system is required to streamline existing practice in order to ensure cost effectiveness and identify potential savings.
 - 6.8 The procurement route for the new services will be a Flexible Purchasing System to provide more choice of provision, value for money and the option for new providers to join the framework as the market develops.
 - 6.9 The contracts will be awarded for 3 years with 2, plus 1 year extension options which equates to 5 years in total.
-

7. Links with the Corporate Priorities:

- 7.1 The Alternative Provision service specification links to the Bury Let's Do It Strategy by:
 - 7.2 **Growth and Inclusion:** Promoting the participation and inclusion of children and young people in their local community through a positive experience in their school life and being the best, they can be. The specification will actively seek to understand the barriers to a child and young people disengaging or dropping out of school and addressing those needs so to overcome this.
 - 7.3 **Strength-based Approach:** Improving the life chances of the children and young people to be healthy, stay safe, enjoy and achieve and make a positive contribution in their social and economic wellbeing.
 - 7.4 **Delivering Together:** Preparing for adulthood by building self-confidence and raising aspirations for independence and employment.
 - 7.5 **Local Neighbourhoods:** Communities will be more connected, diverse and vibrant and will benefit from young people who are socially and economically active in their local area.
-

8. Equality Impact and Considerations:

An Equality Impact Assessment is currently in draft. Some of the young people who require Alternative Provision to support their needs may have an Educational Health Care Plan and have identified special educational needs. Others who do not have an EHC may require Alternative Provision to support them due to Permanent Exclusion or risk of Permanent exclusion. In the majority of cases young people will require the support of Alternative Provision due to SEMH need.

- 8.1 This recommended course of action will promote equality of opportunity. It will not have a detrimental effect but will have a positive impact on those children

and young people with the protected characteristic of Disability as it will put in place provision to meet their needs. The SEND Code of Practice is statutory guidance, which came into force in September 2014. It sets out the duties, policies and procedures following on from legislation set out in the Children and Families Act 2014 and the duties of local authorities, health bodies, schools and colleges to provide for those with special educational needs under part 3 of the Children and Families Act 2014.

- 8.2 Once decisions regarding the provision mix have been made later in the tender process, a final analysis of the impact will be completed. This will include the effect on quality, choice and extended opportunities for all children and young people including those where protected characteristics.

9. Environmental Impact and Considerations:

- 9.1 The aim of this tender is to establish a network of providers offering local provision which will mitigate against placing children and young people out of borough in settings including special schools as their needs can be met locally. Not only will this reduce the transport costs for the Council, it will also impact on the travel arrangements for children and young people and reduce their carbon footprint as they are not travelling excessive and prohibitive distances outside of Bury.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
A key risk is that the needs of children and young person are not met as there is market failure, gaps in services and a lack of capacity.	To promote the launch to a wide range of existing and new providers through the Chest and Q & A session
Reputational damage with the proposed changes if services are destabilised in the re-design.	To ensure robust procurement process and transition plan to new services.
The increase of children and young people in high cost provision.	To have a choice of provision locally to meet the different levels of need of children and young people which is value for money and reduces the requirement for out of borough provision.
A reduction in the duration that children and young people remain in Alternative Provision.	To have internal processes and procedures to ensure robust decision making and reviews of provision are actively taking place to ensure that needs are continually reviewed.

A lack of progression or positive outcomes from Alternative Provision.	To ensure reviews are scheduled and are outcome focused with the primary focus of reintegration back to mainstream schooling.
--	---

Legal Implications:

The proposed tendering procedure for the creation of an Alternative Provision Flexible Purchasing System is compliant with both the Council's Contract Procedure Rules and Regulation 34 of the Public Contracts Regulations 2015. Cabinet approval is required as the likely annual expenditure will exceed £500,000.

Financial Implications:

Alternative provision is a key workstream within Project Safety Valve, Procurement through a framework will ensure that a number of providers are able to be judged against their ability to meet the needs of the young person whilst also delivering best value for money.

Appendices:

None.

Background papers:

- Joint Strategic Needs Analysis 2023)<https://theburydirectory.co.uk/JSNA>
- DfE Census Data for SEND (January 2023)
<https://www.gov.uk/government/statistics/special-educational-needs-in-england-january-2023>

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

Term	Meaning
AP	Alternative Provision
SEND	Special Educational Needs and Disability
DfE	Department for Education
PSV	Project Safety Valve
SEMH	Social Emotional and Mental Health



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Children's Services Capital Programme – Part A	
Report of	Deputy Leader and Cabinet Member for Children and Young People	

Summary

1. Cabinet has received a number of reports in respect of capital projects to support a number of developments.
2. A number of these projects are now at different stages of design and delivery but a common theme that is evident with these projects, and others being delivered across the Council, is the challenges linked to market capacity and inflationary pressures. Please see appendices.
3. Demands on the construction industry nationally means that there is limited competition in the marketplace, extended lead times for the supply of materials, with resultant impact on project delivery timescales, and significantly higher tender costs.
4. Technical consultants leading on the design and procurement of projects have attempted to factor time delays and inflationary pressures into schemes, but the market continues to be challenging.
5. This report provides an update on the status of three projects that have previously been reported to Council, given the significant changes that have occurred since first being reported.

Spurr House

6. At its meeting of the 7th September 2022 (CA.51) Cabinet approved the transfer of Spurr House from Adult Care to Children and Young People to facilitate the relocation of the Pupil Referral Unit (Spring Lane School) from its current Spring Lane building. This was to enable vacant possession of the Spring Lane site to be provided to the Department for Education for the construction of the new secondary school. The requirements and consequences of late delivery are detailed in paragraph 8. At the same meeting, Cabinet approved the indicative capital costs (CA.62) for the required improvements and adaptations to the Spurr House building. These costs are shown in Part B.
7. An important consideration in developing the project for the adaptation of Spurr House, is the cost-effectiveness and value of money of the proposed solution, taking into account the benefits of both releasing the Spring Lane site for the new high school, and in providing high quality replacement accommodation for the PRU.

8. There are clear dependencies between a number of projects, with significant risks to delivery, and with financial implications. The Council has committed to provide vacant possession of the Spring Lane site to DfE in order to enable construction of the new high school to commence. There are financial penalties payable by the Council in the event that it does not achieve the vacant possession date, which are £2.4m and reflect the cost of demolishing existing structures and providing the all-weather pitch. Further, the vacant possession date is critical in enabling the provision of the modular accommodation on the Spring Lane site, necessary for the new high school to open in September 2024.
9. These dependencies, and the need to ensure continuity of provision for the PRU present significant risks. The actions set out in this report, to review the cost and programme for the adaptations to Spurr House, and to identify an interim solution in the event of late delivery of those adaptations, are intended to mitigate those risks.
10. The relocation of the Pupil Referral Unit (PRU) to Spurr House is seen as part of a longer-term strategy whereby the Pupil Referral Unit will ultimately be co-located with the new SEMH Free Special School, the indicative timeline for which is completion in the 2025/26 academic year, at which point Spurr House will continue to be used to deliver specialist education provision. The design of the improvements and adaptations reflect this changing use over time.
11. The project for improvements and adaptations to Spurr House has now been developed in greater detail (RIBA Stage 3), and tenders invited. Only one tender was submitted which was at a significantly higher cost than anticipated.
12. This report sets out options in response, and seeks approval to further develop the design, whilst looking to value engineer the project in order to reduce cost and accelerate project delivery. To do so requires the Council to enter into a Pre-Construction Services Agreement with the sole tenderer to develop the scheme to RIBA stage 4.
13. Cabinet approval is sought to the cost of this work being commissioned, to be funded from the Children's Services Capital Programme.
14. Entering into a PCSA does not commit the Council to award a contract to the sole tenderer for delivery of the project.
15. The work undertaken to develop the scheme to RIBA stage 4 will enable the value for money of the project to be re-assessed, and if necessary, inform the need to re-procure, recognising that this will lead to further delay in delivery of the project.
16. Whilst the technical consultants advised on a programme of 30 weeks to deliver the project, the single tenderer has indicated a 44 week programme. Unless this programme can be accelerated the building will not be ready to

accommodate the Pupil Referral Unit until summer term 2024, beyond the date on which they must vacate their current building.

17. The Council has committed to provided vacant possession of the Spring Lane site to the DfE by 1st March 2024, with a significant financial penalty if that is not achieved. As detailed above there is a penalty of £2.4m which reflects the cost of demolishing existing structures and providing the all-weather pitch. It is essential therefore that the PRU is able to vacate its building before that date.
18. In order to put in place a contingency in the event that the completion of Spurr House is delayed, work is ongoing with the leadership team of the PRU, the Land & Property Team within the Council, and technical advisers, to identify an interim solution that can accommodate the PRU between February half-term 2024, until Spurr House is ready for occupation, and how the impact of these interim arrangements on the young people attending the PRU can be minimised.
19. A number of options are being considered including the use of Council owned buildings, and the provision of modular classrooms sited on a council owned site. It is the intention to confirm the preferred option by the end of July.
20. Funding for the contingency arrangements will be met from the Children's Services Capital Programme.
21. A further report will be presented to Cabinet in September as part of the Quarter 1 monitoring of the Council's Capital Programme, which consider how the Children's Services Capital programme will need to be re-profiled to reflect these and other additional costs will be met.

Millwood Special School

22. At its meeting of the 14th December 2022 (CA.103) Cabinet considered a report about ongoing remediation at Millwood Special School and also the need to expand capacity at the school. Cabinet approved the submission of a business case to the North West Construction Hub in support of a direct contract award to ISG Ltd, to deliver a project to expand the school.
23. The rationale for the direct award was set out in the December report and included the need for timely and cost-effective delivery of the project to enable the establishment of additional special school places by September 2024.
24. The December 2022 report did not contain any capital costs but indicated that a further report would be presented to Cabinet detailing the programme and costs.
25. The Children's Services Capital Programme did contain a provisional sum for the works, based on initial high-level estimates. These costs have now risen substantially. The financial details are set out in Part B.

26. This report sets out options in response, and seeks approval to further develop the design, whilst looking to value engineer the project in order to reduce cost and accelerate project delivery.
27. To do so requires the Council to enter into a Pre-Construction Services Agreement with the contractor to develop the scheme to RIBA stage 4. This enables the detail of the project to be developed, enabling greater confidence in the capital cost and programme for delivery.
28. In entering into a PCSA, it does not commit the Council to award a contract to ISG for delivery of the full project.
29. Cabinet approval is sought to the cost of this work being commissioned, to be funded from the Children's Services Capital Programme.
30. As development of this detail is progressed, ongoing advice and guidance from Legal services and Star Procurement will inform the value for money of the project in the context of that remerging detail, and inform future decisions on the final procurement route, and whether the project needs to be re-tendered.

Specialist Resourced Provision Units

31. At its meeting on the 11th January 2023 (CA.116) Cabinet received a report outlining plans for the development of specialist Resourced Provision units, linked to a number of mainstream schools.
32. The report included a schedule of indicative capital costs required to deliver individual projects in the programme and which included a project at Woodbank Primary School. The Specification for Woodbank has been reviewed and enhanced to reflect specific need and, this together with challenging market conditions has resulted in a tender cost for this project which is significantly higher than originally reported, and the background to this is outlined in this report.
33. Cabinet approval is sought to acceptance of the lowest tender.

Recommendation(s)

34. In order to progress the development of the scheme to adapt Spurr House, Cabinet is asked to approve a decision to enter into a Pre-Construction Services Agreement with a contractor selected following a tender process, and which will incur a commitment to the payment of pre-construction costs of up to £184,000. Those costs are to be met from the Children's Services capital programme.
35. In order to progress the scheme to extend Millwood Special School, Cabinet is asked to approve a decision to enter into a Pre-Construction Services Agreement with ISG, and which will incur a commitment to the payment of pre-construction costs of up to £195,000. Those costs to be met from the Children's Services capital programme.

36. Cabinet is requested to approve a contract award in respect of Woodbank Primary School, to the lowest tenderer.

Reasons for recommendation(s)

37. In order to deliver the new secondary school in Radcliffe, the Council is required to confirm that it will commit to meet certain obligations, including providing DfE with vacant possession of the Spring Lane site by 1st March 2024. Failure to provide such commitments will prevent the new school in Radcliffe scheme from progressing and the Council will incur financial penalties. The delivery of the Spurr House scheme, and the interim solution for the PRU are essential in enabling vacant possession of the Spring Lane site to be provided.
38. Development of additional capacity at Millwood Special School and new resourced Provision at Woodbank Primary School as set out in the Project Safety Valve agreement between the Council and the Department for Education, is a key element of the specialist place sufficiency strategy. Taken together, the Agreement and strategy set out the business case for the development of new provision to meet increasing demand within Bury for specialist provision and reduce the reliance on placements in Independent Non-Maintained Special Schools (INMSS). The projects at Millwood Special School and Woodbank Primary School are priorities within this strategy.

Alternative options considered and rejected

39. In respect of the relocation of the Pupil Referral Unit, whilst it is possible to re-procure the scheme for adaptation of Spurr House, it will build in further delay to delivery of the project with no certainty that costs will be reduced. The option to re-procure will remain and can be pursued in the event that the PCSA does not deliver the desired outcomes.
40. In respect of Millwood, whilst it is possible to re-procure the scheme, it will build further delay to delivery of the project with no certainty that costs will be reduced. The option to re-procure will remain, to be pursued in the event that the PCSA does not deliver the desired outcomes.

Report Author and Contact Details:

Name: Paul Cooke

Position: Strategic Lead (Education)

Department: Children's Services

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

Background

41. **Relocation of Spring Lane School – Adaptations to Spurr House**

42. In order to facilitate the delivery of the new secondary school in Radcliffe, there is a requirement to provide the Department for Education (DfE) with vacant possession of the Spring Lane site. Whilst construction of the new school is due to commence in January 2024 on the northern part of the site, the Southern part of the site is required by March 2024, initially to enable location of modular classrooms allowing the school to open in September 2024, and then to become the site of the school's all-weather pitch.
43. The Pupil Referral Unit (Spring Lane School) and the Radcliffe Leisure Centre are both located on this part of the site.
44. As a consequence, it is necessary for the Secondary Pupil Referral Unit (PRU) to vacate its current premises by 1st March 2024. Plans are also being made to decommission the Leisure Centre prior to this date.
45. Following an initial land and property search for potential relocation options for the PRU, the Department for Business Growth & Investment commissioned Gardiner & Theobald LLP (G&T) to carry out an option appraisal exercise. This included indicative capital costs for each of the options identified.
46. Based on the outcome of that option appraisal, G&T were then commissioned to provide Project Management and Quantity Surveying/Cost Management services in respect of the preferred relocation option, to adapt Spurr House, a Council owned former elderly care facility. This work enabled more detailed indicative costs and programme to be developed (RIBA Stage 3).
47. In Sept 2022 (CA.62) Cabinet approved the funding of capital costs to be met from the Children's Services capital programme on the basis that those costs remain indicative until detailed tender submissions were received. It was noted that further approval would be sought from Cabinet to the final costs once these were determined. The indicative programme suggested delivery of the works within 30 weeks.
48. Tender documents for the adaptations work at Spurr House were issued and in April 2023 a single return was received. The tendered price submitted is significantly higher than the indicative cost reported in September 2022 and with a protracted delivery timescale of 44 weeks. These costs are set out in Part B.
49. The contractor has indicated that there may be opportunities to reduce costs and improve upon their submitted programme through further development of the design to RIBA Stage 4 (RS4), and which may include the re-procurement of elements of the project involving the sub-contracted works.
50. Given the significantly higher tender costs, the Council could take the project out to re-tender but this presents risks in that there can be no certainty that,

based on the current RIBA stage 3 designs, that costs would be any more competitive, and further, it would introduce further delay to implementation of the scheme.

51. On advice from the Department's technical advisers G&T, it is proposed to engage with the contractor via a Pre-Construction Service Agreement (PCSA) to progress the design to RIBA Stage 4 and to include a re-tender to the subcontractor supply chain on an open book basis.
52. The Council is required to commit to meet the cost of entering into a PCSA, to enable the design to be developed to RIBA stage 4. The cost is £183,520 and can be met from the Children's Services capital programme.
53. If the Council ultimately does not proceed with the current contractor the pre-construction services (such as the design works) will still be able to be used should it be necessary to look to re-procure and make a contract award to another contractor.
54. In parallel to the development of the Spurr House improvement and adaptation scheme, and given the indication from the only tenderer of an extended delivery programme, consideration has been given to contingency plans in order to accommodate the PRU from the point when it needs to vacate the Spring Lane site (prior to 1st March 2024), until Spurr House is ready for occupation.
55. Working with the leadership of the PRU Lane School, with input from the Council's Land & Property Team, and supported by the technical team from G&T, a range of options are being considered, and proposals will be developed to enable Spring Lane School to decant from its current building, into an interim provision, pending completion of the works to Spurr House.
56. A number of options are being explored including the potential use of a number of Council owned buildings, and also the provision of modular classrooms on one of a number of Council owned sites. The outcome of this option appraisal is expected by end of July.
57. **Millwood Special School – expansion of capacity**
58. In December 2022 Cabinet considered a report which provided an update on the remediation programme being undertaken by ISG Ltd at Millwood Special School in respect of the design and construction of the school roof.
59. That report also set out a proposal to expand capacity at the school in order to meet increasing demands for local specialist provision.
60. In respect of the proposal to expand the capacity, Cabinet was requested to approve the submission of a business case to the North West Construction Hub (NWCH) requesting that a direct award be made to ISG for the expansion project. The rationale for making a direct award was set out in the report including the legal/procurement justification for procuring the expansion project

in this way. However, it did include an assumption that ISG would be able to deliver the expansion project in a more timely and cost-effective manner given their understanding of the existing building and site, and that they were already carrying out extensive work to the existing school building.

61. Cabinet gave its approval to this request and a business case was subsequently submitted and approved by the NWCH. Cabinet also noted that a further report would follow in due course requesting approval of Capital costs once final figures have been determined.
62. The Children's Services capital programme includes a provisional sum in respect of the extension project, but also a further allocation for potential roof remediation which is a legacy of the long-standing uncertainty about how the roof defects would be funded. This uncertainty is now much clearer, with ISG assuming responsibility for the cost of remediation.
63. ISG has now produced a high-level scheme which is suggesting that costs to extend the building will be significantly higher than initially anticipated, and with an extended project delivery programme. These indicative costs are set out in Part B.
64. Given the indicative cost and extended programme, the Council has the option to review its approach to procurement, and to re-procure the scheme. However, this introduces a number of risks, in that a tender exercise based on the current high-level design may not result in a more competitive outcome but will build delay into delivery of the project.
65. The appointment of ISG to carry out the extension project requires a specific procurement approach on which the Council's Legal Services and Procurement Team have advised. 'Stage 1' of a two-stage call-off procurement process under the protocols and procedures of the NWCH requires a Pre-Construction Services Agreement (General Contractor) 2016 (PCSA), which enables the contractor to collaborate with Council and team of consultants to develop detailed designs, to develop the main contract works, and to compile specialist tender documents.
66. This more detailed design work enables greater understanding of costs, and how the overall cost of the project and the programme for delivery can be improved upon.
67. Approval is sought to enter into the PCSA with ISG which will incur a commitment to the payment of pre-construction costs of up to £ 195,000 to be met from the Children's Services capital programme.
68. If the Council ultimately does not proceed with ISG with a contract award, the pre-construction services (such as the design works) will still be able to be used should it be necessary to re-procure.

69. Once detailed tender costs are available, a further report will be presented to Cabinet seeking approval to proceed with a contract award.
70. **Woodbank Primary School – Development of Resourced Provision**
71. Cabinet received a report on the 11th January 2023 (CA.116) setting out a programme plan for the establishment of Specialist Resourced Provision units at a number of schools. This report contained indicative capital costs of the works necessary to establish the units at each school. For Woodbank Primary School, the indicative capital cost was £350,000.
72. A proposal to establish Specialist Resourced Provision at Woodbank Primary School was approved by Cabinet (CA.168) at its meeting on the 19 April 2023.
73. An open tender process was carried out in March 2023. This resulted in a number of concerns with submitted tenders which were then rejected.
74. A review was carried out with the Council's Procurement Team on alternative routes to market and a specific framework was chosen as a suitable way of attracting modular build contractors who specialise in education modular classrooms.
75. A second tender process resulted in four tender returns, the lowest of which contained no issues or errors and is awardable, but which was significantly higher than the indicative costs included in the January 2023 report, albeit still below the threshold for requiring formal financial approval by Cabinet.
76. The reasons for increased costs are set out below:
- The initial provisional sum was based on a high-level assessment of the project before any detailed design.
 - The tender figure reflects current market conditions with costs for materials increasing due to the demand in the trade and inflationary pressures.
 - The costs now include a bond in the event of contractor default
 - The decision to re-procure and use the ESPO framework has incurred an additional fee cost.
77. Given that Cabinet had previously approved indicative costs for the project, approval is now sought to acceptance of the lowest tender. The tender cost is set out in Part B.
78. The revised project cost will be met from within the Children's Services capital programme.
-

Links with the Corporate Priorities:

The proposal will support key ambitions of the Let's do it strategy:

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

Equality Impact and Considerations:

The outcomes of the initial equality analysis is positive. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows: A public authority must, in the exercise of its functions, have due regard to the need to:

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

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

An equality impact assessment has been undertaken and identified no areas of negative impact in relation to protected characteristics.

Environmental Impact and Considerations:

79. Environmental impacts and concerns will be considered as part of the pre-construction services and will be in-line with existing Council policies.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
There are significant risks to the Council in terms of timely delivery of capital projects, and within budget	The measures set out in this report are designed to mitigate this risk

Delays in the delivery of the relocation of the Pupil Referral Unit have the potential to impact on the timescale for the delivery of the new high school, and with financial penalties payable by the Council	The measures set out in this report are designed to mitigate this risk
--	--

Legal Implications:

80. STAR and Legal Services have advised on the procurement procedures being followed in respect of the three projects and are satisfied that in all three cases they are compliant with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

Financial Implications:

All of these schemes have been subject to previous Cabinet reports but the values reported previously have all been significantly lower. The awarding of pre construction service agreements for the PRU relocation to Spurr House and Millwood Special School expansion, whilst committing the Council to further expenditure will allow costs to be tested and for value engineering to take place as part of RIBA stage 3.

The funding for these schemes is within the Education capital programme which is funded through direct allocations from the Department for Education. However, increasing costs will require prioritisation of future schemes and commitments as all three of the schemes within this report are essential to provide increased sufficiency as part of the Council's Project Safety Valve commitments.

Timeframes for the vacation of the existing PRU remain a concern as there is a significant financial penalty of £2.4m if the Council does not provide a vacant site to the DfE by 1st March 2024. There will be costs associated with a temporary solution which still need to be determined once the temporary solution is agreed.

Appendices:

None.

Background papers:

Cabinet Report – 7th September 2022 – Relocation of Pupil Referral Unit (Spring Lane School). [Link](#)

Cabinet Report – 14th December 2022 – Millwood Primary Special School: Update on remediation Programme and expansion proposal. [Link](#)

Cabinet Report – 11th January 2023 – Programme plan for future specialist resourced provision – update on progress [Link](#)

Cabinet Report – 14th April 2023 – Proposals to establish specialist resourced provision at Chantlers Primary School and Woodbank Primary School. [Link](#)

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

Term	Meaning



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Project Safety Valve Update and Dedicated Schools Grant Deficit Recovery	
Report of	Cabinet Member for Children and Young People	

Summary

This report updates Cabinet on the Dedicated Schools Grant (DSG) deficit position and the next steps required to reduce the deficit through General Fund contributions.

Recommendation(s)

It is recommended that:

- 1) Cabinet notes the work and modelling that has been completed for the Dedicated Schools Grant (DSG) management plan submission to the Department for Education (DfE) that describes the unprecedented demand on Special Educational Needs and Disability (SEND) services despite intense activity through the SEND strategy and the specific Project Safety Valve (PSV) interventions and workstreams.
- 2) Cabinet notes the urgent action required before the submission of the plan on 18 July.
- 3) Cabinet notes the intention to a reduction of the deficit position through use of the General Fund over a 3-year period: £2m in 2025/26, £2m in 2026/27, £2m 2027/28. This will be facilitated by the identification of additional savings during the MTFS process for each of the respective years. The financial mechanism supporting this will be subject to DfE confirmation.

Reasons for recommendation(s)

There is a risk that the current Project Safety Valve Agreement with DfE would be withdrawn, which would mean that the Council would not receive the remaining £6m within the agreement to contribute towards the historic deficit. The deficit at the end of the 2022/23 financial year was £18.6m.

Alternative options considered and rejected

We have considered further discussions with DfE. However, the position of the DfE has been made plain in recent discussions and they are clear in their expectations, having required the same type of commitment from other local authorities within Project Safety Valve.

Report Author and Contact Details:

Name: Jeanette Richards

Position: Executive Director of Childrens Services

Department: Childrens and Young Peoples Services

E-mail:

Background

In 2020 Bury Council entered into a Safety Valve Agreement with the DfE to support improvements to SEND Services and to help reduce a historic deficit of expenditure against the Dedicated Schools Grant (DSG). This agreement provided £20m of funding from the DfE over a 4 year period to support the transformation of local services, and to eliminate the cumulative deficit on the High Needs Block (HNB) in the DSG which was predicted to be £25.1m by March 2021 at the time of entering into the Safety Valve Agreement. Please see appendix 1 for the original agreement which is published on the DfE website [here](#).

The agreement included specific milestones with associated deficit reductions to be achieved by 2024/25 resulting in a zero deficit by March 2025 and an ongoing ability to remain within the High Needs Block (HNB) of the DSG. This would be achieved through investment and transformation of SEND services against the 5 conditions described in the agreement:

- Strengthen Special Educational Needs assessment and placements process, including clarifying assessment thresholds for Education Health and Care Plans (EHCP) by March 2022.
- Ensure robust planning for future provision, including reducing the use of independent school placements by increasing the availability and suitability of local provision within Bury.
- Improve quality and timeliness of management information to enable evaluation of impact of central services.
- Support and drive schools in Bury to meet a higher level of need in a more cost effective way within mainstream settings, while maintaining the quality of provision. Develop a culture in which demand is more effectively managed throughout the authority.
- Remodel financial practice to ensure accurate contributions from appropriate funding sources, by December 2021.

Monitoring was provided through quarterly submission reports.

Although Bury has strengthened the EHCP process including increased timeliness and quality of plans and has remodelled the financial practice and implemented a financial strategy. Bury has not been as successful in managing demand and in 2022 saw a 63% increase in the issuing of new EHCP plans. Bury was the fifth highest Local Authority for the issuing of EHCP plans in 2022 and now has the 21st highest proportion of EHCPs per capita and has the 18th highest per capita spend. This is unsustainable and without urgent activity to ensure need is identified and met earlier, spend will continue to escalate and present significant challenges to the DSG deficit eradication. The increase in demand combined with the delay in creating additional special school places in Bury and a reliance on out of borough places has impacted on progress against eradication of the deficit.

There was a target of £3.3m of savings activity to be achieved in 2022/23 and £6.338m savings activity was achieved in year. Savings were achieved from reviewing expenditure in the DSG, in particular in regard to the education restructure and the disestablishment of the CLAS service and a review of the inclusion hubs. The finance strategy has continued with a focus on EHCP banding; inclusion funding; special school banding; a review of Alternative Provision.

However, despite savings achieved the increase in demand and the increase in expensive out of area places due to the lack of SEND sufficiency in Bury meant that Bury has not met the deficit reduction targets within the agreement and is no longer on track to eradicate the deficit within the agreed timescales.

Therefore, in April this year DfE advised that we needed to complete a DSG Management Plan as part of our agreement. This document requires forecasting of our Section 251 budget and how we will reduce the DSG deficit through modelling of our PSV workstreams and activity.

DSG Management Plan Position June 2023

The latest PSV modelling is that despite £6.3m savings achieved in 2022/23, the closing deficit balance on the DSG in March 2023 was £18.601m.

This modelling has confirmed that Bury has experienced unprecedented demand for new Education, Health and Care Plans (EHCPs) following the COVID pandemic which was not included in the original calculations. As previously stated this demand is compromising our ability to reduce the DSG deficit as quickly as the original plan and PSV agreement with the DfE envisaged. The detailed modelling undertaken to support completion of the DSG management plan suggests a 2024/25 deficit of £13.305m. If we are able to utilise support from general funds in terms of £2m per year for 2025/26, 2026/27 and 2027/28, as a consequence of the identification of additional savings through the MTFS process, along with the intensive transformation funded through PSV we would expect a deficit clearance by 2028/29 and a surplus in 2029/30.

There has been joint working across the council, with a number of multi -agency workshops agreeing new workstreams to ensure that there is a focus on ensuring need is identified earlier and met earlier in the system.

Since February 2023 there has been enhanced internal project management capacity and closer working between finance and the SEND service. The Governance structure has been revised; terms of reference of the Project safety Valve Board have been strengthened and there have been three multi agency workshops. There have been weekly joint service meetings to ensure alignment between service activity and spend.

Summary of Service activity and pressures

Our SEND strategy has been driving improvement in Bury over the past 2 years. In particular, we are focusing on:

Earlier Intervention and prevention

There is an immediate need to reduce demand for EHCPs through increased focus on earlier identification and meeting need more consistently at SEN support. Bury's SEND

Graduated Approach Toolkit has been created and will now be embedded in the Local Offer. There is a rolling training programme, with the first set completed by the end of October 2023. The Graduated Approach will also be embedded in the induction of all education staff. To support delivery of the approach, Barnardo's has been commissioned to create a volunteer network in Bury to signpost professionals to the support available. This is an important step as the Approach is embedded and pupils are supported. We expect the Approach to support an increase in the number of pupils receiving SEN support and a decrease in the number of requests for EHCPs. We expect to begin to see a difference in the number of pupils receiving SEN support by July 2023.

High quality Education Health and Care Plans (EHCP) and reviews

Significant progress has continued with improving the EHCP process and working with parents and Bury2gether to continue to deliver an improved SEND service in Bury. An EHCP Team Manager started in August 2022 and the team has remained stable. This has enabled a greater focus on quality, co-production and timeliness.

Since March 2023 the existing finance panel and EHCP panel has been strengthened with increased membership, including commissioning and finance. An additional jointly commissioned fixed term senior post within children's commissioning has been created to enable a review of our commissioning approach to ensure partnership working and best value in meeting need.

Increasing Local Specialist Provision

Increasing local sufficiency is a key strand of the local strategy, as it will reduce the need for expensive Independent, Non-Maintained Special Schools (INMSS), while also meeting need closer to home. Significant progress has been made in creating Resourced Provision (RP) places in primary and secondary schools across Bury. These RP places specialise in Social Emotional and Mental Health (SEMH), Autism Spectrum Conditions (ASC) and Speech, Language and Communication Needs (SLCN) and will be phased in from September 2023 to match need. This additional local capacity, together with the creation of two Free Special Schools (one specialising in ASC, one in SEMH), will mean Bury will be less reliant on commissioning INMSS provision to meet the needs of pupils. This will yield substantial benefits and enable some children and young people currently educated outside the local area to return to local maintained schools.

Demand Pressures within Bury's SEND system

Much progress has been made over the past 2 years, but the positive changes implemented to date have been more than offset by a surge in demand for Education, Health and Care plans. To put this rise in context, the total number of EHCPs has been rising nationally by an average of 10% per year since 2018. However, the rise in Bury in 2022, has been much greater: scaling the number of new EHCPs per head of population, Bury had the 5th highest rate of new EHCPs out of the 150 local authorities in England.

The increasing number of new EHCPs has occurred in advance of the planned increase in local specialist capacity and has led to increasing numbers of children's needs being met within the independent, non-maintained special school sector. The combination of a larger than average number of new EHCPs, with an already higher than average number of existing EHCPs, with increasing use of non-maintained special school provision has created acute demand pressures in Bury's SEND system.

Links with the Corporate Priorities:

The proposal will support key ambitions of the Let's do it strategy:

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

Equality Impact and Considerations:

The outcomes of the initial equality analysis is positive. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows: A public authority must, in the exercise of its functions, have due regard to the need to:

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

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

An equality impact assessment has been undertaken.

Next Steps

It is recommended that Cabinet notes and approves the intention to a reduction of the deficit position through use of the General Fund over a 3-year period: £2m in 2025/26, £2m in 2026/27, £2m 2027/28. This will be facilitated by the identification of additional savings during the MTFS process for each of the respective years. The financial mechanism supporting this will be subject to DfE confirmation.

This will allow for timely submission of the DSG management plan with the latest modelling included in the calculations.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Risk of Bury Council being withdrawn from Project Safety Valve (PSV) due to increased activity and not being able to eradicate the deficit on the DSG (Dedicated Schools Grant) The latest PSV modelling is that despite £6.3m savings achieved in 2022/23, the closing deficit balance was £18.601m.	Strengthened PSV Board; Revised DSG monitoring plan in place; weekly meetings between service and finance; revised workstreams in place
Special educational needs and disabilities improvement adversely impacted by the challenges in regard to the safety valve agreement leading to escalation of complaints	Reviewing engagement plan. Strengthened SEND Board- seeking to appoint an independent chair
Challenges in regard to the special educational needs and disabilities improvement journey result in a poor Local Area SEND inspection.	SEND development plan in place; co-production activity with the Council with Disabled Children.

Legal Implications:

The Authority has been working with the Dfe since 2020 under the Safety Valve agreement to reduce the deficit to the DSG, this report outlines the current position. The Local Authority (Capital Finance and Accounting) England Amendment Regulations 2020 established that the general fund should not support DSG deficits without prior permission, under the agreement with the Dfe we will continue to work to ensure that the relevant permissions are in place.

Financial Implications:

The deficit on the DSG has been accumulated over a number of years and has been driven by increasing demand, increased unit costs for EHCPs in both maintained schools and independent non maintained schools. The service and finance are working very closely to track the activity which is driving the financials and are working with partners across the locality to ensure all parts of the system own the issues.

Expenditure was contained within the high needs block allocation for the 2022/23 financial year and is forecast to do so going forward. This is one of the conditions of Project Safety Valve. The management plan which is to be submitted to the DfE in July identifies that the intention is to reduce the deficit position through the use of the General Fund over a 3-year period: £2m in 2025/26, £2m in 2026/27, £2m 2027/28. This will be facilitated by the identification of additional savings during the MTFS process for each of the respective years and is subject to DfE confirmation.

Appendices:

None.

Background papers:*Cabinet February 2021**Cabinet March 2021**Cabinet April 2022*

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

Term	Meaning
DSG	Dedicated Schools Grant – funding for schools and education services
PSV	Project Safety Valve – DfE initiative to support local authorities in eliminating their DSG deficit
DfE	Department for Education
HNB	High Needs Block – a component part of the DSG
SEND	Special Educational Needs and Disabilities
SEMH	Social Emotional and Mental Health
Section 251	Financial return to the DfE completed by councils covering spending on education and children's social care functions
EHCP	Education, Health and Care Plan – the co-ordinated, agreed plan to support children a higher level of SEND, whose needs could not be met without such a plan.
SEN Support	Additional support provided by mainstream primary and secondary schools to children with additional needs, but without an EHCP - support funded from within school budgets
ASC	Autism Spectrum Conditions
SLCN	Speech, Language and Communication Needs
RP	Resourced Provision – additionally funded places in mainstream primary and secondary schools designed to support children with additional needs to remain within a mainstream school.
INMSS	Independent and Non-maintained special schools – schools outside of the maintained sector, in which places are purchased outside of normal formula funding arrangements – almost always at significantly higher cost.

This page is intentionally left blank



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Bury Corporate Plan 2023/24	
Report of	Cabinet Member for Corporate Affairs and HR	

Summary

1. Bury Council has committed to an ambitious community strategy, LET'S Do It! which sets out vision that by 2030 the borough of Bury will stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation. To achieve this, all organisations within the Team Bury Partnership develop corporate plans that will directly contribute to achieving the seven high-level outcomes that will contribute to delivering that vision.
2. This report provides details of the Council's corporate priorities for 2023/24, aligned to the planning framework set out in the "3Rs" commitment of Response, Recovery and Renewal. It details some of the key deliverables by quarter and the key performance indicators that will be monitored throughout the year.
3. As has been established through previous Corporate Plans, Cabinet will receive quarterly progress reports which will also be reviewed by Overview & Scrutiny.

Recommendation(s)

4. That Cabinet:
 - Agrees the priority activities that are set to be delivered in 2023/24 against the 3R planning framework.
 - Note the contribution of this activity to the LET'S Do It! Strategy and the target outcomes within.
 - Note the key performance indicators which will be tracked monthly to inform the quarterly reports to Cabinet and Scrutiny.

Reasons for recommendation(s)

5. This report sets out a clear line of sight between the in-year activities of the Council and the vision for the borough agreed in LET'S Do It!. It provides clarity over the priorities for the Council which will enable effective decision making in terms of resource planning and work allocation. This will allow for clear performance management throughout the organisation, by directorate and at an individual level.

Alternative options considered and rejected.

6. No alternative option considered.

Report Author and Contact Details:

Name: Kate Waterhouse

Position: Chief Information Officer

Department: Corporate Core

E-mail: k.waterhouse@bury.gov.uk

Background

7. In 2020 Bury Council and Bury CCG (since July 2022 the NHS Bury Integrated Care Partnership) led the development of the LET'S Do It! Strategy for the borough of Bury which sets out the vision for the next ten years. In 2021 a corporate strategic planning process was established, which provided an annual, strategic corporate plan to guide delivery against the LET'S Do It! Vision.
 8. Bury Council's priorities have been developed to contribute to the LET'S Do It! Outcomes through a focused planning approach of Response, Recovery and Renewal (The 3Rs Approach). This provides a short, medium and long-term timeframe for strategic planning, allowing priorities to be developed which take account of current challenges as well as the 2030 vision.
 9. Each year priorities for the Council are agreed by Cabinet and delegated to the Council's Leadership Team to fulfil. Progress is monitored through a quarterly performance report which tracks delivery against those priorities but also monitors a broader set of key performance indicators.
 10. The performance framework for the Corporate Plan has been designed to provide oversight of "business as usual" to allow Elected Members to scrutinise the overall performance of the Council. There will be further review of this process for the 2023-24 Corporate Plan, including new performance dashboards which will be automated to include the most recent data and the inclusion of financial information.
-

Links with the Corporate Priorities:

11. This report sets out the Corporate Priorities for 2023-24 and how they will contribute to the LET'S Do It! vision for 2030.

Equality Impact and Considerations:

12. Not applicable

Environmental Impact and Considerations:

13. Not applicable

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Not applicable	

Legal Implications:

14. There are no legal implications arising from the report however the Corporate Plan forms a fundamental part of our governance assurance to Members.

Financial Implications:

15. There are no direct financial implications arising from this update report, although there are several key finance performance targets and savings delivery targets.

Background papers:

- Bury 2030 Community Strategy – LET'S Do It!

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

Term	Meaning
LET'S	The Council's value and behaviours - Local, Enterprise, Together and Strengths

Introduction

16. The LET'S Do It! strategy presents an ambitious vision. It is a commitment to a decade of reform to tackle deprivation, reduce inequality and boost economic growth at a rate that is faster than the UK average. Each year the Council uses it's Corporate Plan to set out the priority activities it will deliver to contribute to the LET'S Do It! Outcomes.

17. To provide clarity on the direction of the Council, a 3Rs Planning Framework has been adopted to focus activity and ensure a balance between short-term priorities and longer-term strategic development. For every priority within the Corporate Plan milestones have been created which incorporate:
 - **Response:** Dealing with emerging issues and immediate need e.g. the pandemic, Cost-of-Living Crisis, Children's Improvement Plan.
 - **Recovery:** Building on short-term interventions to develop a sustainable model of delivery for the future, taking into account system pressures and changing demand e.g. Health & Care System Reforms, Special Educational Needs Transformation Plan.
 - **Renewal:** Longer term planning requiring large-scale investment, culture change and partnership work e.g. Inclusive Growth, Climate Change and Public Sector Reform.
18. Throughout the year quarterly reports will be provided to Cabinet to monitor progress across the priorities and a wider set of Key Performance Indicators designed to provide transparency and accountability across the full range of Council functions.
19. This process has now been followed for the last two years. In 2022/23, the following key activities were tracked through the Corporate Plan overseen by Cabinet and the Council's Overview & Scrutiny committee:
 - Support to residents and businesses with cost-of-living initiatives. This was underpinned by the development of a Cost of Living and Anti-Poverty strategy through a series of summits with other public sector partners and the voluntary and community sector. The response has included the targeted delivery of Household Support Fund Payments and energy rebates to households in Council Tax bands A-D.
 - Development of a borough-wide Economic Strategy through co-design with residents and businesses, as well as including a new baseline of economic data which models the impact of COVID-19 on key economic indicators.
 - Progress towards carbon neutrality with progress in decarbonising publicly owned buildings.
 - Expanding the public service reform agenda through embedding the neighbourhood model which now includes caseworkers from the Health and Care Integrated Neighbourhood Teams; Children's Early Help and a pilot network around Improving Adult Lives. A parallel focus on place-based community engagement is increasingly visible through the network of community groups and the leadership of our Voluntary, Community and Faith Alliance (VCFA).
 - Health and care transformation has continued, despite the increasingly difficult challenge of recovery following the pandemic, across the planned priorities of urgent care; planned care, community-based services, mental health, and wellbeing and learning disabilities. 2022 also saw the transition of the Clinical Commissioning Groups into the NHS GM (Greater Manchester) ICS

(Integrated Care System) in July and a place-based lead for Bury agreed.

- A Children's Improvement Plan has been developed and agreed with Ofsted, with Programme Governance and an Improvement Programme Board established to monitor progress. Further Ofsted Monitoring Visits took place in June and October.
 - Delivery of strategic regeneration sites in Prestwich, Ramsbottom, and Radcliffe, including the Bury and Radcliffe Levelling Up Schemes has started. Consultation with the public on the draft Bury Town Centre Masterplan and the draft Ramsbottom Town Centre Plan is now complete.
20. In developing the Corporate Plan for 2023/24 a number of factors have been taken into consideration by undertaking a horizon scan against the 3Rs planning framework of response, recovery and renewal:
- The cost of living increased sharply across the UK during 2021 and 2022. The annual rate of inflation reached 11.1% in October 2022, a 41-year high, before easing in subsequent months. It was 8.7% in May 2023. The Bank of England's base interest rate is now its highest in 15 years at 5%. This situation has put increased pressure on residents and businesses to manage household and workplace budgets. As such responding to the need for additional support whilst also implementing the longer-term actions within the Anti-Poverty Strategy remains a key priority.
 - Following the Ofsted inspection in December which rated our Children's Services as Inadequate, there has been a consistent and committed approach to delivering an improvement program, This has involved staff from across the Council and the wider partnership dedicating time and resource to getting our services back to good or better. Ensuring our children are safe, happy and healthy remains a top priority for the Council. Whilst there have been several follow-up visits from the Department of Education to monitor progress which have reported signs of improvement, this needs a relentless focus to ensure improvements are sustained and other areas reach the required standards.
 - To achieve the vision of the LET'S Do It! Strategy, inclusive economic growth needs to be a key priority for the Council. The challenge of delivering economic growth has been made harder by cost-of-living crisis and the impact on business confidence. As such, working with Town Centres Boards across the borough and Economic Development Partners in Bury, Prestwich and Radcliffe requires continued focus within the Corporate Plan to ensure delivery remains on track and our communities can benefit from the investment in the regeneration and renewal of our towns and neighbourhoods.
21. These three issues will therefore be recognised as the top three priorities within the 2023/24 Corporate Plan. Other priorities have been carried forward from the previous Corporate Plan and reflect the commitments made by the Council to the high-level outcomes set out in the LET'S Do It! Strategy, namely:

- Improved quality of life
 - Improved early years development
 - Improved educational attainment for our young people
 - Increased adult skill levels and employability
 - Delivering inclusive economic growth
 - Delivering carbon neutrality by 2038
 - Improved digital connectivity
22. A number of these outcomes require a whole system approach and as such are overseen by Partnership Boards which regularly report into the Team Bury governance. Priorities for these partnerships are reviewed on an annual basis following the production of the State of the Borough Report. Performance against these priorities is managed through the appropriate Partnership Governance.
23. Priorities for 2023/24 are largely a continuation of the work from previous years as the workstreams represent long-term challenges which will require a multi-year, multi-agency approach:

Team Bury Governance	Strategic Priorities
Bury Business Leadership Group	<ul style="list-style-type: none"> - Economic Growth - Business Start-Ups and Sustainability - Skills and Employment - Inward Investment - Town Centre Regeneration - Atom Valley and Northern Gateway
Climate Change Board	<ul style="list-style-type: none"> - Energy Supply - Homes, Workplaces & Public Buildings - Travel - Consumption & Waste - Food - Natural Environment - Green Economy, Skills & Education - Environmental Justice - Climate Resilience & Adaptation
Community Safety Partnership	<ul style="list-style-type: none"> - Reducing drug related offending - Supporting victims and tackling the cause of domestic abuse - Strengthening community cohesion - Creating and maintaining safe spaces - Tackling crime and anti-social behaviour - Reducing reoffending
Children's Strategic Partnership Board	<ul style="list-style-type: none"> - Safe childhoods, protected from harm - Good education, outcomes and skills - Happy, healthy lives - Growing up confident and resilient - Active citizens
Health & Wellbeing Board	<ul style="list-style-type: none"> - Starting Well - Living Well - Living Well with a Long-Term Condition or as a Carer

	<ul style="list-style-type: none"> - Ageing Well - Healthy Places
Locality Board	<ul style="list-style-type: none"> - Urgent Care - Elective Care and Cancer - Mental Health Transformation - Adult Social Care - Learning Disabilities and Autism - Complex Care - Diabetes - Neighbourhood Health and Care - Community Health Services - Primary Care - Palliative and End of Life Care
Voluntary & Community Sector Chief Officers Group	<ul style="list-style-type: none"> - Leadership and Advocacy - Partnerships and Collaborations - Capacity Building - Volunteering

24. Each organisation within the Team Bury Partnership will have its own corporate planning framework and governance arrangements. The next section of the report outlines Bury Council's contribution to the LET'S Do It! Outcomes and the partnership priorities described above.

Bury Council Corporate Priorities for 2023/24

25. The table below sets out the Council's top priorities for 2023/24. Each of these priorities has a delivery plan behind it, owned by the relevant Executive Director and overseen by the Chief Executive and Cabinet Portfolio Holder.

Priority	Key Deliverables
1. Supporting residents and businesses with the cost-of-living crisis	- Deliver 2023/24 Action Plan within the Anti-Poverty Strategy.
	- Launch Social Value Policy / Community Wealth Strategy.
2. Improving Children's Lives	- <i>Childrens' Social Care:</i>
	- Ensuring services for children and young people meet the required standards for good levels of safeguarding and support
	- <i>Educational Improvement:</i>
	- Radcliffe School build commences.
	- Improve the proportion of schools good or better.
	- Academisation Strategy.
	- Improved attendance.
	- <i>Transforming the Special Educational Needs system:</i>
	- Preparing for the new review of services by Ofsted through service transformation.
	- Project Safety Valve Plan Updated and Approved by Department for Education.

3. Achieving Inclusive Economic Growth	<ul style="list-style-type: none"> - Levelling-Up Sites commence construction. - Township Plans for Whitefield, Prestwich and Ramsbottom. - Launch and implement Economic Development Strategy. - Updated Accelerated Growth Programme. - Skills Strategy.
4. Improving the Health & Care System	<ul style="list-style-type: none"> - Intermediate Care Transformation Plan. - Care Quality Commission Inspection Readiness.
5. Reducing Health Inequalities	<ul style="list-style-type: none"> - Reducing the life expectancy gap by focusing on preventing and reducing the impact of the 3 key contributors CVD, Cancer and Liver Disease. - Narrowing the school readiness gap.
6. Tackling Climate Change	<ul style="list-style-type: none"> - Deliver commitments to decarbonisation and household energy efficiency across the borough. - Launch internal climate change action plan.
7. Public Sector Reform	<ul style="list-style-type: none"> - Embedding Public Sector Leadership Teams in each neighbourhood. - Taking a Person and Community Centred approach to Public Sector reform.
8. Delivering sustainable Housing Growth	<ul style="list-style-type: none"> - Six Town Housing Options Appraisal. - Housing Development to deliver 700 new homes.
9. Celebrating culture and supporting our creative sector	<ul style="list-style-type: none"> - Launch and Implementation of new Cultural Strategy. - Delivery of savings in Bury Art Museum. - Development of programme of events. - UK Shared Prosperity Fund monitoring.

26. These priorities are set within wider directorate-level plans which are monitored through the Senior Leadership Group which consists of the Executive Directors and their direct reports. These delivery plans include milestones and performance indicators which are summarised in the table overleaf.

Priority	Key Deliverables	April – June 23	July-Sept 23	Oct – Dec 23	Jan – March 24
Top Three Corporate Priorities for 2023/24		→→→ RESPONSE	→→→ RECOVERY	→→→ RENEWAL	→→→
1. Supporting residents and businesses with the cost-of-living crisis	Deliver 2023/24 Action Plan within the Anti-Poverty Strategy Launch Social Value Policy / Community Wealth	<ul style="list-style-type: none"> Household Support Round Three Mapping of existing commitment via contract register and procurement analysis 	<ul style="list-style-type: none"> Cost of Living Summit Three Framework of opportunities signed-off via Neighbourhood teams Early Years offer resolved Exit of Manged Service Team 	<ul style="list-style-type: none"> Winter support programme delivered Social Value Policy launched 23 International social work arrivals Implement training for EH practitioners. Student Social Worker intake Radcliffe leisure centre relocated to enable new schools build phase to commence Quality assurance visits to schools 	<ul style="list-style-type: none"> Evaluation of impact Evaluation framework agreed and implemented Preparation for Ofsted re-inspection by ensuring services are recognised as improving outcomes for our children and young people Radcliffe School build begins PRU relocates to Spurr House
2. Improving Children's Lives	Childrens Social Care Ensuring services for children and young people meet the required standards for good levels of safeguarding and support Educational Improvement Radcliffe School build commences Improve the proportion of schools good or better Academisation Strategy Improved attendance Special Education Needs Preparing for the new review of services by Ofsted through service transformation Project Safety Valve Plan Updated and Approved by Department for Education	<ul style="list-style-type: none"> Family Safeguarding model implemented Develop school improvement and school cluster model with seconded headteacher Develop training and communication for schools and governors following DfE local area commissioning statement SEND improvement plan updated Graduated approach launched Revised PSV Management Plan submitted 	<ul style="list-style-type: none"> DfE procurement – school build Revise Quality Assurance proforma and mechanism Analyse schools attainment data and RAG rate Revised local offer in place Under 5 plans reviewed Circa 50 RP places open 	<ul style="list-style-type: none"> Options paper for 14-25 SEND service to be completed Recommissioning of short break offer 	<ul style="list-style-type: none"> Unsworth special school open Circa 10 RP places open
3. Achieving Inclusive Economic Growth	Levelling-Up Sites commence construction Township Plans for Whitefield, Prestwich and Ramsbottom Economic Development Strategy Updated Accelerated Growth Programme Skills Strategy	<ul style="list-style-type: none"> Planning secured – Radcliffe & Bury sites High St Taskforce to Whitefield Prestwich consultation OBC-Ramsbottom Enterprise centre Radcliffe pocket park EDS launch 	<ul style="list-style-type: none"> Radcliffe demolition Market operator engaged Whitefield town plan Ramsbottom public realm planning Millgate masterplan Skills Strategy launched 	<ul style="list-style-type: none"> Radcliffe hub construction begins Prestwich funding strategy Planning – Radcliffe enterprise centre Inclusive growth strategy launched 	<ul style="list-style-type: none"> Bury flexi construction begins
Other Organisational Priorities for 2023/24		→→→ RESPONSE	→→→ RECOVERY	→→→ RENEWAL	→→→
4. Improving the Health & Care System	Intermediate Care Transformation Plan Care Quality Commission Inspection Readiness	<ul style="list-style-type: none"> Training needs analysis completed Provider and service user Physical Disabilities network established Assistive Tech team established and operational. Implement new Housing Assistance Policy Deliver contract between Council and GP Fed for payment for Staying Well service Peer Challenge improvement plan prepared Updated self-assessment completed ASC performance Framework designed 	<ul style="list-style-type: none"> Stand-alone Bed Base and Home base service created by merging IMC@Home with Reablement Assistive Tech delivery ASC performance framework implementation 'Getting the call' readiness plan 	<ul style="list-style-type: none"> Assistive Tech delivery Potential assessment window 	<ul style="list-style-type: none"> Review Intermediate Tier and assess requirements Assistive Tech delivery Potential assessment window
5. Reducing Health Inequalities	Reducing the life expectancy gap by focusing on preventing and reducing the impact of the 3 key contributors CVD, Cancer and Liver Disease. Narrowing the school readiness gap.	<ul style="list-style-type: none"> GP FED plan for the delivery of the secondary prevention CVD work in General Practice. Refine the new Wellness Model of delivery to focus work on key priorities Complete first version of the JSNA 	<ul style="list-style-type: none"> Update local smoking plan Develop and roll out alcohol licensing matrix to support licensing decisions prevention CVD work in General Practice 	<ul style="list-style-type: none"> Review self-care information and Tools on the Bury Directory and refine as appropriate Support the roll out of self-care comms through VCSE sector 	<ul style="list-style-type: none"> Review impact of additional substance misuse service investment
6. Tackling Climate Change	Deliver commitments to decarbonisation and household energy efficiency across the borough Launch internal climate change action plan	<ul style="list-style-type: none"> Phase 2 - Replace 252 street lighting columns and LEDs Phase 3 - Carry out design work/tenders for LED replacement 	<ul style="list-style-type: none"> Phase 2 - Replace a further 252 street lighting columns and LEDs Phase 3 - Upgrade 300 streetlights with LEDs Delivery of the remaining 13 electric vans to the Council fleet 	<ul style="list-style-type: none"> Phase 2 - Replace a further 252 street lighting columns and LEDs Phase 3 - Upgrade a further 510 streetlights with LEDs 	<ul style="list-style-type: none"> Phase 2: Replace a further 252 street lighting columns and LEDs; Phase 3: Upgrade a further 510 streetlights Increase public EV charging infrastructure by 100% Implement Social Housing Decarbonisation (Wave 2) Deliver energy efficiency measures to 80 households in Bury Assess next steps for integration
7. Public Sector Reform	Embedding Public Sectors Leadership Teams in each neighbourhood Taking a Person and Community Centred Approach to Public Sector reform	<ul style="list-style-type: none"> Updated Neighbourhood profiles and SoTB Map models of risk stratification already in place - consistent and neighbourhood specific Map models of strengths-based working and assess commonality of approach Community Mental Health Hubs 	<ul style="list-style-type: none"> People & Community plans Develop framework for consistent and multiagency approach Wellness strategy Tenant engagement Improvement plan agreed William Kemp Heaton (18 LD units) Willow St (13 physical, sensory/LD) 	<ul style="list-style-type: none"> Review operation of neighbourhood teams Pilot consistent place-based strengths-based approach Bury East Family Hub open Final decision made Start on Site East Lance Papermill (400 homes) Place for Everyone adopted (Elton) 	<ul style="list-style-type: none"> Radcliffe Family Hub open
8. Delivering sustainable Housing Growth	STH Options Appraisal Housing Development to deliver 700 new homes	<ul style="list-style-type: none"> Decision to In-source Start on site: Wheatfield (30) 	<ul style="list-style-type: none"> Develop plans for new Library in Prestwich Develop plans to relocate library in Bury Support plans for commercialisation of BAM Options appraisal with Market Curators Events Programme 	<ul style="list-style-type: none"> Appoint Flexihall provider Approve BAM option Events Programme 	<ul style="list-style-type: none"> Readiness for regulator complete Start on site: Green St (132); Seedfield (86); School St (91)
9. Celebrating culture and supporting our creative sector	Launch and Implementation of new Cultural Strategy Delivery of savings in BAM Development of programme of events UKSPF monitoring	<ul style="list-style-type: none"> Launch event for Strategy Identify and bid for funding opportunities including LIF 3, MEND and GMCA funding Events Programme go live 	<ul style="list-style-type: none"> Develop plans for new Library in Prestwich Develop plans to relocate library in Bury Support plans for commercialisation of BAM Options appraisal with Market Curators Events Programme 	<ul style="list-style-type: none"> Appoint Flexihall provider Approve BAM option Events Programme 	<ul style="list-style-type: none"> Secure capital funding / MEND for BAM Secure ACE funding to move Bury Library and Capital to refurbish Events Programme

27. Delivering the Corporate Plan is also dependent on several key enablers being in place. These are summarised below and have their own delivery plans, predominantly overseen by the Corporate Core and Finance.

Budget Strategy	<ul style="list-style-type: none"> – Budget efficiencies achieved and in-year budget monitoring to minimise potential overspend due to inflation and other budgetary pressures – Budget Amendments delivered – MTFS updated and budget set for 2024/25
Comms & Marketing	<ul style="list-style-type: none"> – Revised Communication Strategy and Campaign Plan, including Place-Based Marketing Strategy – Refresh of Council and team Bury branding – Continued delivery of digital transformation
Internal Culture Change and Inclusion	<ul style="list-style-type: none"> – Launch of the LET'S Do It! Challenge – Workforce Representation Plan – People Strategy
Workforce Change	<ul style="list-style-type: none"> – Structural change and service improvements – Revised approach to Councillor Casework
Governance and Democratic Services	<ul style="list-style-type: none"> – Establishment of a Corporate Resources Board – Governance model for key decision in the Corporate Plan e.g. Six Town Housing – Preparations for 2024 Local Elections

Performance Management

28. To effectively monitor and manage progress against the Corporate Plan a new approach to performance reporting is being adopted in 2023/24. This will see the authority move from monthly highlight reporting to a more detailed quarterly report which will bring together the delivery activity and key performance indicators.
29. This year, for the first time, financial data taken from the Medium Term Financial Strategy Savings Tracker will also be incorporated into the Quarterly Report to provide a total performance picture of activity, outcomes and budget. Based on this information, priorities may be revisited and some timings may be updated to reflect emerging issues or unanticipated delays.
30. To achieve this a new performance management framework has been agreed with each Executive Director to provide oversight of all service areas and ongoing monitoring information which can be updated either monthly or quarterly, depending on when the data is released. This data will be shared with the relevant Cabinet Lead during portfolio briefings.
31. Performance dashboards are now being built to present this information in an accessible format, include trend information and benchmarking data. Target setting workshops will be held in Quarter One with the aim of all measures having performance targets by Quarter Two. A summary of the performance metrics in development is included overleaf.

Business, Growth and Infrastructure	Children & Young People	Corporate Core	Finance	Health & Adult Care	Operational Services
Cabinet Leads: Leader, Strategic Growth Culture and Economy Housing Services	Cabinet Lead: Children and Young People	Cabinet Leads: Corporate Affairs and HR Finance and Communities	Cabinet Lead: Finance and Communities	Cabinet Lead: Adult Care, Health and Wellbeing	Cabinet Leads: Environment, Climate Change and Operations Culture and Economy
Total planning applications received	Percentage of families engaged in the audit process	Number of births registered	% of audits completed as per plan including owners for audit actions	Referral to treatment total waiting list entries	Waste collection (tonnes)
% of planning decisions granted	% of frontline social workers filled by agency staff	Number of deaths registered	% error rate - Payroll	Referral to treatment total number waiting in excess of 52 weeks	Waste collection: grey bins (tonnes)
Annual housing completions boroughwide	Rate of CPP per 10,000 children aged 0-17 (latest)	Customer Services – number of contacts answered	Working days taken to respond to benefit enquiries	IAPT waiting times % 6 weeks or less from referral	Waste collection: blue bins (tonnes)
Number of housing units completed in the borough which are affordable	Rate of open CIN per 10,000 children aged 0-17 (latest)	Customer Services - Council Tax - % of all calls answered	Working days taken to respond to Council Tax & Business Rate enquiries	Patients in Fairfield General Hospital with No Right to Reside on the last day of the month	Waste collection: green bins (tonnes)
% Housing completions on brownfield land boroughwide	Rate of referrals per 10,000 children aged 0-17 over the last 6 months	Customer Services - % of all calls answered	% of invoices paid within 30 days (Council)	IMC (Killelea) Bed Occupancy (%)	Number of missed bin collections per 100,000
Number of entries on housing waiting list	Rate of CLA per 10,000 children (latest snapshot)	Social Media Engagement	% of sundry debt collected within 30 days	Residential and Nursing Care Bed Occupancy (%)	Proportion of household waste recycled
Average waiting time on housing register (all applications) (snapshot)	Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)	Number of Customers with One Account (Proportion of adult population)	Total debt outstanding (customer accounts) after 30 days	Number of referrals to Adult Social Care (ASC)	The amount (tonnes) of residual household waste per household
Number of rough sleepers in Bury (% being supported)	Re-registrations for children who started on a CP plan (ever) (last 6 months)	Average number of days to respond to councillor casework	% Council Tax collected	Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12 month period	Waste collection (tonnes) from street cleaning
Number of households in temporary accommodation on last day of the month	Number of children in care in residential homes	Adult Learning – Attendance and achievement rates	% Business rates collected	Percentage of 10/11-year olds who are a healthy weight	Number of air quality monitoring stations breaching nitrogen dioxide targets
Social value contributions	The % of pupils attending a good or better Primary School in Bury	Health and Safety Incidents Reported (including RIDDOR incidents)	Recoverable historic council tax debt outstanding	Under 75 mortality rate from cardiovascular diseases considered preventable	Total CO2 emissions produced within our borough
	The % of pupils attending a good or better Secondary School in Bury	Overall Employee Engagement (Pulse Survey)	Business Rate debt outstanding	Number of new referrals received by Live Well Service	Total CO2 emissions resulting from council operations
	The % of pupils attending a good or better School in Bury	Sickness absence: average number of days lost per FTE per year (Bury Council)	Council tax queries - number of items outstanding	Number of overdue reviews	% of council vehicles changed to lower emission versions

	Rate of School Permanent Exclusions	Agency Spend (including GM contract via Reed)	Business rate queries - number of items outstanding	Active safeguarding enquires	Number of EV Charge Points
	Rate of School Fixed Term Exclusions	Percentage of staff in scope who have completed mandatory training		Learning Disabilities Service Users in settled accommodation (ASCOF)	% of street lighting converted to LED
	Persistent absences (Including vulnerable groups)	% of FOIs completed on time (Bury Council)		% of beds in residential homes rated outstanding or good	Average time taken to repair street lighting
	% of Pupils with an EHCP	Number of FOIs outstanding over timescale (Bury Council)		Adult Social Care User Experience	% of physically active adults
	Number of Children with an EHCP	Number of SARs overdue (Bury Council)			% of physically active children and young people
	EHCP: Percent of Plans issued on time, compliance at 20 weeks	% annual PDRs completed in previous 12 months (Bury Council)			Number of wellbeing members and rate of attendance
	Refusal rate for new EHCP's	% of corporate complaints responded to within timescale (Bury Council)			Number of Fixed Penalty Notices for littering
	Elective Home Education (EHE)	Number of Adults services complaints outstanding			Number of Fixed Penalty Notices for fly tipping
	% of children accessing 2 year take up of free childcare	Number of data breaches			Number of ongoing prosecutions for fly tipping
	% of children defined as ready for school	Anti-Social Behaviour Caseloads and resolution rates			Number of new unauthorised traveller encampments on public land
	Progress 8 score at GCSE				Number of potholes reported
	% of Early Help assessments by Partners				Number of potholes repaired
	Education, Employment, or Training (EET) of 16-17 year olds (%)				% highway repairs completed on time
	Education, Employment, or Training (EET) of 17-18 year olds (care leavers)				% of lettings occupied on Bury Market
	Education, Employment, or Training (EET) of 19-21 year olds (care leavers)				% take up of Free School Meals offer

					% take up of use of school grid
--	--	--	--	--	---------------------------------

Conclusion and Next Steps

32. This report sets out the Council's Corporate Plan for 2023/24. It takes account of the current pressures facing residents and business across the borough and looks to support our communities by targeting resources to where they are most needed. Whilst remaining focused on the LET'S Do It! Vision, the Plan also reflects current need and organisational priorities as well as using data to better understand the performance of the full range of Council services.
33. This Plan will be a live document, under constant review by the Chief Executive and the Council's Leadership Team. Cabinet Members will be updated on progress regularly through the standardised Portfolio agendas and via a quarterly report to Cabinet and Overview & Scrutiny.

Recommendation

34. That Cabinet:
 - Agrees the priority activities that are set to be delivered in 2023/24 against the 3R planning framework.
 - Note the contribution of this activity to the LET'S Do It! Strategy and the target outcomes within.
 - Note the key performance indicators which will be tracked monthly to inform the quarterly reports to Cabinet and Scrutiny.



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	12 th July 2023
Title of report:	Restructure of the HR Department – Approval of redundancy cost
Report by:	Cllr. Tahir Rafiq, Cabinet Member for HR & Corporate Affairs
Decision Type:	Council
Ward(s) to which report relates	None

Executive Summary:

The Council's 2023/24 budget includes a total of £1.079m in savings from a review of service structures and operating models in the Corporate Core, with £250k of these savings aligned to the HR Service (£150k in 23/24 and £100k in 24/25).

Delivery of the 23/24 proportion of these savings is being achieved through a combination of a review of the Council's Occupational Health service and a restructure of the wider HR Service. – The HR Service restructure has been developed cognisant of the below key objectives for the Service 2023/24:

1. Continuing work to ensure the service consistently get the basics right and ensure systems, processes and policies are robust, clear and customer focused and that all possible opportunities posed by the Council's wider digital transformation are taken advantage of.
2. Development and delivery of a new People Strategy for the Council which focuses on ensuring the Authority develops, attracts and retains the capacity, capabilities and culture necessary to deliver on our Corporate Plan and wider LET'S Do It! objectives.
3. Providing business partner support to the Council at large with the workforce elements of our wider corporate priorities including:
 - Delivery of the 23/24 MTFS and the associated circa. £30m in budget savings

- The Children's Improvement journey, including stabilisation of the Children's Social Care workforce and transformation of the Education and SEND functions.
- The continued transformation of our Adult Care functions, in the context of a huge change in the associated legal and regulatory framework and continued integration with health
- The potential transfer of the Council's housing function from Six Town Housing back under Council leadership
- Ensuring the Council leads by example as a large employer in the borough through our approach to good employment, supported employment and social value.

Consultation with affected staff on the service restructure began on 3rd May 2023, following approval by the Cabinet Member for HR and Corporate Affairs and with the support of the Trade Unions, and ended on 1st June 2023. Feedback is currently being provided to staff and revisions made to the proposals in response to this feedback as required.

The consultation report agreed noted a maximum redundancy impact from the proposals of 3 FTE, one of which would lead to redundancy costs (including the capital costs associated with the early release of pension benefits) which total more than £100k. - In accordance with the requirements of the section 38 of the Localism Act 2011 and associated statutory guidance as well as the Council's Pay Policy Statement, the approval of redundancy costs of £100k or greater is a matter for Council.

This report request that cabinet supports payment of the redundancy costs associated with the post of Strategic Lead (Human Resources) and commends this proposal to Council for their agreement. Subject to Council approval the individual will be supported to identify an alternative role via the Council's redeployment process. Should they do so the redundancy will not proceed and no payment will be made.

It should be noted that this individual's redundancy is not a matter of choice, but rather is the outcome of the application of the Council's agreed restructure process and compliant with the provisions of Employment Law.

As well as delivery of the required savings, the proposed HR structure brings the services operating model in-line with the organisation's agreed design principles in relation to management layers and spans of control. It also reduces the number of Chief Officer level roles within the structure from two to one.

Under the terms of the Local Government Pension Scheme, pension scheme members who are made redundant after the age of 55 are entitled to access their full pension without any actuarial reduction, the cost of which falls to the council together with any associated redundancy lump sum payment. This individual is in this position and the associated redundancy costs include:

- £37,409 which will be met from the HR Service's budget
- £96,278 in capital costs associated with the early release of pension benefits which will be funded via the Council's annual fund for such payments held centrally with the Greater Manchester Pension Fund.

The wider, post consultation, proposals for implementation of the HR restructure are subject to approval by the Cabinet member for HR and Corporate Affairs under their delegation.

Recommendation(s)

That Cabinet commends approval the costs associated with the proposed redundancy of the post of Strategic Lead (Human Resources) to Council for approval.

Community impact/links with Community Strategy

This proposal will enable the deliver of the budgetary savings required by the HR Service and, in turn, support the implementation of a fit-for-purpose structure to drive forward the Council's workforce priorities.

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

-

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

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

Equality Analysis	The redundancy process will be applied in accordance with Council Policy and the provisions of employment law, which have been subject to full equality impact assessment.
--------------------------	--

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
<p>Council does not approve the proposed redundancy:</p> <ul style="list-style-type: none"> • The staff member could resign and claim constructive dismissal for breach of trust and confidence on the ground that they had been deprived of a redundancy payment and the associated pension contributions. • A role would need to be identified for the individual outside of the agreed structure at additional cost to the Council. 	<p>Approval of the proposals as set out.</p>

Consultation:

The restructure proposals was subject to 30 days consultation with affected staff in accordance with the council's restructure procedure.

Legal Implications:

The Supplementary Guidance (Openness and Accountability in Local Pay) supplements the existing pay accountability guidance published in February 2012 which requires Local authorities to present details of any severance package paid to an officer where the value of the package exceeds £100,000. In accordance with the Council constitution approval of the severance package is subject to agreement by Council.

Financial Implications:

These costs are in accordance with the original proposals. The costs of the redundancy will be met from the service budget before the delivery of in year savings with the capital costs of the pension being met from the centrally held fund.

Report Author and Contact Details:

Sam McVaigh
 Director of People & Inclusion
s.mcvaigh@bury.gov.uk



Classification	Item No.
Open	

Meeting:	Health and Safety Joint Consultative Committee Overview & Scrutiny Committee Cabinet
Meeting date:	21 st June 2023 3 rd July 2023 12 th July 2023
Title of report:	Health and Safety Annual Report & Policy
Report by:	Cllr. Tahir Rafiq, Cabinet Member for Corporate Affairs and HR
Decision Type:	Non Key
Ward(s) to which report relates	All

Executive Summary:

In accordance with the Health and Safety Executive (HSE) best practice the Council produces an annual Health and Safety Report. This report sets out key health and safety activity over the 2022/23 financial year alongside a summary of reported health and safety incidents. It goes on to propose a set of Health and Safety Priorities for the 2023/24 financial year.

As part of the annual reporting process the Council's Health and Safety Policy has also been reviewed (in-line with HSE Best Practice) and the Policy is also included for approval.

Recommendation(s)

Health and Safety Joint Consultative Committee is asked to consider and provide feedback on the Health and Safety Annual Report & Policy

The Overview and Scrutiny Committee is asked to consider and provide feedback on the Health and Safety Annual Report & Policy

Cabinet is asked to Approve the 2022/23 Annual Health and Safety Report and revised Health and Safety Policy

Key considerations

1.0 Health and Safety Annual Report

- 1.1 The 2022/23 Health and Safety Annual Report is appended below (Appendix 1) for consideration and approval. This report reflects the significant work undertaken to strengthen the Council's health and safety management arrangements, governance and culture over the past 12 months. It provides the detail on reported health and safety incidents as well as an update on implementation of the outcomes from audits and investigations undertaken over the past year.
- 1.2 The latter part of the last financial year saw three significant RIDDOR reportable incidents within the Operations Department. Full investigations of each incident were undertaken to identify response actions, which are now being progressed. Given the nature and seriousness of these incidents and external review of health and safety arrangements within the Operations Department has been commissioned to provide further assurance and identify areas for improvement. Members have contributed directly to this review. Supporting action in response to the review will be a key priority for 2023/24, both in terms of practical improvements to systems, processes and ways of working and the wider cultural work noted above.
- 1.3 As noted above, there has been significant progress in strengthening the Council's health and safety management arrangements over the past 12 months. This, however, remains very much work in progress and the need for a continued and increased focus here to ensure the Council's organisational culture and in particular, management attitudes and approaches are health and safety aware will be a key area of focus for the year ahead.

2.0 Health and Safety Policy

- 2.1 In January 2022 the Employment Panel agreed a new Health and Safety Policy for the Council. In-line with HSE guidance, this policy is reviewed annually as part of the annual reporting process. The policy has therefore been reviewed and remains broadly unchanged with the exception of a small number of amendments to ensure clarity and reflect roles and responsibilities in the context of the Council's new leadership structure.
- 2.2 Members are reminded of their responsibilities in line with the Council's Health and Safety policy as both members of the Council community and specifically:

Bury Council expects our employees, agency workers, consultants, contractors, partners, suppliers, and Elected Members to:

- | |
|---|
| <ul style="list-style-type: none">• Take personal responsibility for their own safety and the safety of those around them, considering risks and highlighting concerns through the management line or to the Council Health and Safety team.• Undertake relevant health and safety training as required by the Council |
|---|

- Cooperate in adhering to the standards and expectations laid out in this policy
- Ensure that they carry out their work, so far as is reasonably practicable, without putting themselves or others at risk
- Ensure any tools, materials, and equipment which they may use are safe and free from defects
- Co-operate with any health and safety investigation and prioritise the delivery of identified actions
- Report any hazards that they become aware of; any shortfalls in health and safety management arrangements; any accidents that happen at work and any illness that they believe has been caused or made worse by work
- Assist in the development, implementation and maintenance of health and safety management arrangements when asked to do so

Elected members are responsible for providing leadership on issues of health and safety and ensuring the provision of adequate resources.

A member of the Cabinet will have specific responsibility for the occupational health and safety portfolio and will ensure this policy is promoted and that occupational health and safety issues are brought to the attention of Cabinet when appropriate

Elected Members are responsible for:

- Providing leadership on issues of health and safety
- Adoption of policies, strategies and plans that are within the spirit of this policy and which allow it to be implemented in practice
- Provision of adequate resources to enable the implementation of occupational health and safety policies, plans and strategies
- Scrutiny
- Carrying out Council roles and duties in line with the standards, arrangements and guidance covered by this policy.

Community impact/links with Community Strategy

Health and Safety is an important component to the Council's overall management system and arrangements which support our community to remain safe and well when engaging with Council services or on Council premises.

Equality Impact and considerations:

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

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

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

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

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
An Equality Assessment of the Council's Health and Safety policy was undertaken at the time of its original approval and no negative impacts identified.	

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The lack of a robust Health and Safety Policy which aligns with HSE guidance poses a risk to staff safety as well as legal challenge	Policy approval, communication and continuous review
Lack of compliance with the organisation's Health and Safety Policy	Engagement and training to be rolled out following policy communication.
Lack of clear governance and priorities for health and safety	Agreement of this report and close and continuous joint working with the Trade Union

Consultation:

The Council follows the Health and Safety Executive guidance and produces an annual report for Members consideration, this report is also considered and agreed by the Council's Executive Team and Health and Safety Joint Consultative Committee (JCC).

Legal Implications:

This report requests members to approve the Health and Safety Annual Report, this report is to update Cabinet on the Council's Health and Safety performance over the last 12 months, the report sets out national priorities and the priorities for the next 12 months. As an employer the Council has statutory responsibilities to carry out our undertaking (all activities) so far as is practicable in a safe and healthy working environment for our employees, contractors and partners. In addition, as an Authority we have a duty under s 18 of the Health and Safety at Work Act 1974 to make adequate provision for health and safety regulations in our area.

Financial Implications:

Whilst the production of the annual report and the review of the health and safety policy in themselves do not have any financial consequences, any actions or recommendations identified may have. These may include the external review of health and safety arrangements within the Operations Department which was commissioned to provide further assurance and identify areas for improvement following three serious incidents or additional training or signage as a consequence of reported incidents. However, like all audits and risk assessments the health and safety audits have the potential to mitigate and avoid future potential costs to the Council by preventing accidents from happening.

Report Author and Contact Details:

Sam McVaigh
Director of People and Inclusion
s.mcvaigh@bury.gov.uk

Paul Frain
Health & Safety Advisor
p.frain@bury.gov.uk

Background papers:

Report to Employment Panel: January 2022 – Health and Safety Policy
<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=329&MId=2983&Ver=4>

Report to Cabinet: July 2022 – Health & Safety Annual Report
<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=126&MId=3151&Ver=4>

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

Term	Meaning
HSE	Health and Safety Executive
HST	Health and Safety Team

This page is intentionally left blank



ANNUAL HEALTH & SAFETY REPORT 2022-2023

PREPARED BY:

Bury Council Health & Safety Team

DATE: June 2023

Contents	Page
Introduction	2
2022-23 Health & Safety Performance	3 - 11
National Priorities and Changes	11
The Year Ahead (2023-24)	11-12
Conclusion	12
Appendix 1 Accident/Incident Statistics	13-15
Appendix 2 HSE National Updates	16-17
Appendix 3 Updates on Corrective Actions Arising from Audits, Investigations and HSE Involvement	18-23

1. Introduction

This Annual Health & Safety Report provides an overview of health and safety management activity during 2022-23. It includes progress with the Council's agreed health and safety priorities and an analysis of accident/incident statistics for the year. It identifies the key health and safety risks facing the Council, takes account of organisational, local and national contexts and sets out the Council's health and safety priorities for 2023-24.

2022-23 saw several significant changes in relation to the Council's health and safety management systems and structure. A newly created Health & Safety Team (HST) have introduced: strengthened governance arrangements involving improved provision of health and safety management information to Bury Council senior management and improvements to the electronic accident / incident reporting system. Officers continues to work in partnership with the Trades Unions to review and strengthen health and safety management arrangements. This includes continued engagement through regular meetings of the re-constituted Health and Safety Joint Consultative Committee (JCC).

In 2022-23 the Council's health and safety priorities focussed on embedding and strengthening the core basic requirements of a robust health and safety management system. During the year a comprehensive review of Departmental risk assessment needs and a health and safety assurance checker exercise for Bury's Maintained Schools were undertaken. Alongside this, there has been an increased emphasis on training and work to strengthen and embed a culture of health and safety risk awareness and effective management across the Council. – Whilst this work has progressed well there remains the need for a continued and increased focus here to ensure the Council's organisational culture and, in particular, management attitudes and approaches are health and safety aware.

The Council has maintained a generic Covid-19 Risk Assessment and a watching brief in relation to national advice and guidance in relation to Coronavirus.

The latter part of this year saw three significant RIDDOR reportable incidents within the Operations Department. The HST led full investigations of each incident to identify response actions, which are now being progressed. Given the nature and seriousness of these incidents an external review of health and safety arrangements within the Operations Department has been commissioned to provide further assurance here and identify areas for improvement. This will also consider the capacity and structures needed to ensure health and safety compliance in the Department and more broadly in the context of operational priorities and demands. Supporting action in response to this review will be a key priority for 2023-24, both in terms of practical improvements to systems, processes and ways of working and the wider cultural work noted above.

2. 2022-23 Health & Safety Performance

2.1 Progress Against 2022-23 Objectives

This section provides an update on progress towards achieving the Bury Council health and safety priorities for the 2022-23 year. These priorities are as stated in the 2021-22 Annual Health & Safety Report and are shown below in *italic* font.

1. COVID - 19

The Council will continue to monitor the situation regarding COVID secure working arrangements and risk assessments and update guidance and working arrangements as required.

HST monitoring of COVID secure working arrangements and restrictions continued throughout the year. By the end of 2022-23 all restrictions had been lifted and a small number of remaining COVID secure working arrangements, e.g. in relation to hand sanitation and ventilation, were downgraded from mandatory requirements to advisory recommendations. A generic Covid-19 Risk Assessment for the Council remains in place and will be reviewed in the first quarter of 2023-24.

2. Health and Safety Auditing

An annual programme of in-depth health and safety audits will be undertaken across the financial year, with the aim of undertaking one audit per quarter. The audit location will be risk-based, informed by the Service Area Risk Assessment Needs checkers, with the initial audit undertaken in the Waste Management service.

The target of one H&S Audit to be undertaken in each quarter of 2022-23 was achieved as follows:

- Quarter 1 - Waste Management
- Quarter 2 - Vehicle Workshop
- Quarter 3 - Bury Market
- Quarter 4 - Architectural Services

An update on actions arising from these audits is provided as Appendix 3.

In addition, a full audit was undertaken in relation to a Bury maintained primary school in partnership with the Council's Education function.

As well as formal audit activity regular inspections are carried out as part of the HST's day to day activities. This year inspections have been strongly focussed on the Bradley Fold depot and an individual inspection of the stores area was carried out following a request from the Head of the Service, with positive progress made in response to the areas for improvement identified. Monthly inspections of the full depot are now carried out with the Head of Street Scene and one of the HST.

3. Accident/Incident Reporting System

We will continue to develop the electronic system with a view to making improvements to the quality of reporting and promotion of the reporting of incidents of all types, including near misses and dangerous occurrences.

Changes have been made to the e-reporting system. These include the introduction of a clearer structure to the form which enables more informative reports to be submitted. This greatly assists in producing meaningful management summary reports. A section has also been included in the system to enquire whether the incident has been notified to the employee's Head of Service.

Future improvements to the system will incorporate feedback from system users and a re-classification of some incident types to aid with the producing of more meaningful statistical reports.

Daily monitoring of the system will continue to be undertaken so significant accidents/incidents that may need a more in-depth investigation can be identified quickly.

4.Training

We will deliver a comprehensive programme to improve both the generic and specialist training available to Council staff, informed by the Service Risk Assessment Needs Checker process.

Progress to deliver a comprehensive programme of generic and specialist training to Bury Council staff is ongoing. Training needs are identified from: the Risk Assessment Needs Checker exercise, Training Needs Analysis exercises from within Service Areas, new or updated legislation and/or changes to HSE Guidance, through JCC and H&S Committee meetings and through suggestions from the HST and Heads of Service.

The programme made use of a mix of formats. These were: training delivered by the H&S Advisor, e-learning modules and "Tool Box" talks.

Training delivered by the H&S Advisor during 2022-23 has included:

- IOSH Managing Safely refresher training. - Nineteen Bury Council Managers received IOSH Managing Safety refresher training through courses delivered during the year and a programme of further training is planned.
- Accident / Incident Reporting System training for Operations staff at Bradley Fold.
- Traffic Awareness, Manual Handling and Safe Handling & Collection of Sharps for Street Cleansing staff.

The HST continue to promote relevant modules from the 'Me Learning' suite of e-learning training. The Fire Safety and First Aid awareness e-learning modules remain mandatory for all employees that use council buildings. Other relevant e-learning modules promoted by the HST during 2022-23 were: Driving at Work, Personal Safety and Asbestos Awareness.

The HST continue to promote the delivery of “Toolbox Talks” by Managers within the relevant Service Area.

Health and Safety is included as a key component of the Council’s new mandatory Management Development Programme which launched in January 2023. The Health and Safety Advisor is co-delivering this aspect of the course with the Council’s commissioned provider.

Training will be a significant area of continued focus in 2023-24 (see below).

5. Information, Procedures & Guidance

We will review and update H&S Policies, Procedures & Guidance documentation with priority being given to the new Work-Related Violence documentation. This has been highlighted as a priority area due to the increase of incidents in this current year. – The intention is to fully review 15% of all Health and Safety guidance during this year.

During the 2022-23 reporting year the following pieces of Information / Guidance were reviewed, updated and made available to Bury Council employees:

- Work-Related Violence & Aggression Guidance - a newly created full suite of Guidance documentation was created and made available to all staff via the Bury Council intranet with a range of communication methods used to launch this.
- Personal Protective Equipment (PPE) Guidance - updated guidance on amendments to the PPE Regulations was communicated to all Bury Council staff.
- New and Expectant Mothers - updated guidance was made available to all staff via the Bury Council intranet.
- Construction (Design and Management) Regulations (CDM) - updated guidance was made available to all staff via the Bury Council intranet.
- H&S Reporting – the electronic accident/incident reporting system was reviewed and amended following feedback from users.
- Asbestos Awareness – a newly created guidance document relating to asbestos was made available to all staff.
- Extreme Heat Awareness – guidance information relating to extreme heat conditions for outdoor workers was issued.
- Schools’ H&S Policy – a template Schools’ H&S Policy document, supported through an email from the Director of People & Inclusion and the Director of Education & Skills was issued to all Bury Maintained Schools.

The HST target to ‘*fully review 15% of all Health and Safety guidance during this year*’ was achieved.

Work to update further health & safety policies, procedures, guidance documentation and communications will be ongoing throughout the 2023-24 reporting year.

6. Schools

We will work to embed the new arrangements for Schools' health and safety and provide support and guidance where appropriate, working through the new Schools' Health and Safety Committee.

School's Health & Safety Committee

School's Health & Safety Committee meetings are attended by: a member of the HST, the Director of People & Inclusion, the Strategic Lead for Schools and representatives from relevant Trades Unions. The Committee continued to meet regularly during the 2022-23 reporting year. Issues relevant to the health, safety and the wellbeing of schools staff are discussed and actions to resolve these issues are sought. This year the Committee has given particular attention to activity in relation to staff wellbeing and also provided oversight to specific oversight and assurance around activity in schools in relation to Tree Safety and the potential impact of Reconstituted Autoclaved Aerated Concrete (RCCA).

School's Health & Safety Policy

Towards the end of the 2021-22 year Bury Council reviewed health and safety management arrangements in relation to Bury's Maintained Schools. A Template Schools' Health and Safety Policy was developed and issued. This was supported through an email signed by both the Director of People & Inclusion and the Director for Education & Skills. A request for assurance information regarding health and safety management arrangements within all maintained schools exercise was undertaken throughout the 2022-23 year. Assurance returns have been returned all 56 maintained schools in Bury.

A review of the Schools' Health and Safety Policy template and supporting email is underway with a view to them being issued to schools at the start of the 2023-24 academic year.

HST Support to Bury Schools

The HST continues to support Bury schools through telephone and email communications directly from individual schools. Support is provided through HST inspection/audit visits to schools where specific significant areas of concern have been raised. This included audits of a Bury maintained High school and two Primary Schools during the year.

Guidance and support to schools arising from Children's Services management contact, through issues raised via the Schools Assurance Board and Schools H&S Committee meetings has also taken place throughout 2022-23. This will continue throughout the 2023-24 reporting year.

A Health & Safety Executive (HSE) Inspector visited a Bury maintained Primary School in March 2023 as part of a national HSE campaign to raise asbestos awareness within schools and identified a number of concerns. The HST have been heavily involved in meeting with the HSE, providing advice to the School and agreeing an Action Plan to address the areas of concern raised by the HSE. Based on the actions proposed by the School and Council the HSE agreed that no further

interventions or sanctions were required. Progress on addressing the concerns raised is due to be reported back to the HSE at the start of August 2023.

A wider review and update of asbestos management arrangements within Bury schools is underway based on learning from the above feedback.

A review of control of legionella arrangements within Bury schools has been requested and it is planned that this will take place in the 2023-24 reporting year.

Consortium of Local Educational Authorities for the Provision of Science Services (CLEAPSS)

CLEAPSS have been selected to provide Radiation Protection Advisor (RPA) services to Bury Council schools for the 2023-24 year.

A Council Health & Safety Advisor will act as the Bury Council Radiation Protection Officer (RPO) to support this arrangement.

The two Bury Schools that have radioactive sources for teaching purposes have provided the names of suitable science teachers to take on the role of Radiation Protection Supervisors (RPS).

An exercise to renew CLEAPSS membership for relevant Bury schools for 2023-24 is currently being undertaken.

7. Health and Safety Communications & Awareness

We will develop a programme of communication, engagement and awareness raising activities to strengthen understanding, awareness and confidence around health and safety, particularly in relation to Council leaders.

The Health & Safety Joint Consultative Committee (JCC) was relaunched in the 2022-23 reporting year. Improvements to health and safety governance through the JCC have been made; it is now well established and receives quarterly reports on health and safety performance. There is a direct line of communication to the Bury Council Executive Team from the JCC via the Director of People & Inclusion who attends Executive Team meetings following a recent review of the Council's senior structure.

The Trades Unions are working closely with the Bury Council HST. This is through a series of joint inspections of council buildings. The inspections include direct contact with Bury Council employees, during which the opportunity to discuss areas of concern is given.

The HST issue updates on health and safety legislation and guidance to all employees via global emails that are sent out through the Bury Council Communications Team and through use of the Bury Council intranet. Key communications from this year are summarised in Appendix 2 below.

The Director of People & Inclusion led items on Health and Safety at a number of All Staff Briefings and the Council's Senior Leadership Group (SLG)

8. First Aid

We will undertake a review of First Aid provision within Bury Council

Initial research and updates to the Council's guidance on first aid provision has commenced. However, other priority work has impacted on the progress of this review.

E-learning training in First Aid Awareness, which is mandatory for all employees working in council buildings, is available.

A register to ensure compliance with this training requirement is to be set up in 2023-24.

2.2 Investigations, Incidents, Absence & Claims

1. Investigations

Three formal health and safety investigations took place during 2022-23 and learning from these has been taken forward with the relevant Service Areas.

A high-level investigation into a fall from height incident that occurred on 21/11/22 at Bury Market which resulted in an operative being injured was conducted. An Action Plan which contained recommendations was produced and agreed. After an initial visit and a subsequent meeting with the Bury Council HST and representatives from Market management the HSE are now undertaking their own investigation.

An investigation into a trip incident at the Bradley Fold Depot that occurred on 22/12/22 which resulted in injury to a Highways Operative was undertaken. Contact from the HSE was received and a copy of the HST investigation report was requested and sent. An email was later received from the HSE which stated that, based on the strength of the HST produced investigation report, there would be no further HSE involvement with this incident provided that all actions identified in the investigation were completed.

An investigation was undertaken on an incident that involved a rolling Refuse Collection Vehicle (RCV) that took place in Ramsbottom on 14/1/23. The RCV struck a car, a garage and damaged the fence of a private residential property. One Waste Management Operative sustained an injury.

A HST investigation report into this incident has been produced and response actions are progressing.

The incident was investigated by Greater Manchester Police and no further action was taken.

A summary of the actions for all three of the Investigations detailed above have been included in Appendix 3 of this report.

2. Accidents, Incidents and Near-Misses

During the 2022-23 reporting year there were 202 accidents/incidents/near misses/dangerous occurrences and hazardous situations reported.

There were:

- 85 reports involving members of the public
- 117 reports involving employees.

Of these there were:

- 11 hazardous situations
- 12 near misses
- 3 dangerous occurrences
- 6 RIDDOR reportable incidents

The total number of reports in 2022-23 represent a significant increase on the previous year, from 159 to 202. This should be set in the context of both the first full year of 'normal' Council activity post Covid and a significant emphasis on raising awareness and compliance with reporting arrangements.

The number of RIDDOR reportable incidents reduced from 10 in 2021-22 to 6 in 2022-23. Three of these 6 RIDDORs relate to incidents investigated by the HST which are described in more in Appendix 1 of this report. The other 3 RIDDORs relate to:

- A report of an Occupational Disease (Hand Arm Vibration Syndrome) in the Highways section of the Operations Department reported on 3/5/22. (The HSE responded and confirmed they were happy with the actions taken by the Council, including identification through the Health Surveillance process)
- An incident which occurred on 1/6/22 where a Waste Management employee was alighting from a Refuse Collection Vehicle and struck his ribs against the handrail of the vehicle. It was reported much later that he had fractured a rib.
- On 17/1/23 an employee from Operations Department Stores was struck on the head by a piece of falling timber while he was removing a door from storage. This resulted in an over 7 day absence from work.

There was a significant increase in the number of Near Miss and Hazardous Situations Requiring Management Attention reports in 2022-23. These increased from 1 to 12 and 2 to 11 respectively. This increase should be seen as positive in the context of a focus on encouraging more reporting as noted above.

Work Related Violence & Aggression (WRV&A), which includes: assaults, behavioural actions, verbal abuse and intimidating behaviour; was identified in the 2021-22 Annual Health & Safety Report as being a priority area of work for 2022-23. New Guidance with supporting documents was issued during the year. Information to

employees on the new arrangements was communicated across Bury Council via a 'Wellbeing Wednesday' Staff Briefing email sent by the Communications Team.

The number of incidents reported in this category increased from 20 in 2021-22 to 26 in 2022-23.

More detailed analysis of the 2022-23 reports statistics is provided as Appendix 1.

Other HSE Intervention

As detailed in section 2.1.6 (Schools) above, intervention from the HSE in relation to a Bury Primary School took place during March 2023. Based on the strength of a HST created Action Plan, that was agreed with the HSE at a meeting held on 23/3/23, the HSE have downgraded their level of intervention from 'Improvement Notice' to 'Letter'.

3. Sickness Absence

The Council lost an average of 14.50 days per full-time equivalent employee due to sickness in 2022/23. This is a decrease on 14.69 days during the previous year.

In considering this position it is worth noting four key points:

- Mental health related absence continues to be the most significant cause of sickness and accounts for around 29% of days lost, followed by "other" at 13% and musculoskeletal problems at circa 10%.
- Sickness absence levels vary significantly across Departments with the most significant levels in the One Commissioning Organisation (20.57 days) and Operations (15.35 days).
- The introduction of absence management self-service through iTrent and other specific data reporting has significantly improved the accuracy and timeliness of data on sickness absence and actions to reduce absence are now much more data led and evidence based.
- The impact of the Omicron variant of COVID-19 continues to significantly affect sickness levels. During the 2022-23 reporting year the number of FTE days lost due to COVID was 1516.75 days. This represented the top reason for short term sickness absence during the year, accounting for 20.43% of total days lost.

Addressing sickness absence is a significant area of focus for the HR Team, with regular reporting, data analysis and working together with Service Managers to drive down sickness absence. The Managing Positive Attendance Policy is currently under review. The HR Team will continue to work closely with the Health and Safety Team in this area.

4. Employers Liability Claims

There were 9 Employers Liability claims received during the year. The total reserve against these 9 claims is £154k.

When comparing claims information for the previous year (4 employers liability claims with a total reserve of £28k) there has been a significant rise in the total reserve and number of claims received.

3. National Priorities and Changes

In reviewing health and safety performance and setting priorities for the year ahead, it is important to consider the national landscape and the priorities of key regulatory and sector bodies.

Details of HSE: national campaigns, e-bulletins, webinars and updates to guidance and health & safety legislation which are of particular relevance to the work of Bury Council received during the 2022-23 year are numerous and are therefore contained in Appendix 2.

4. The Year Ahead (2023-24)

During 2023-24, the Council's health and safety priorities will continue to focus on embedding and strengthening the core basic requirements of a robust health and safety management system.

Alongside this, there will be an increased emphasis on training and work to strengthen and embed a culture of health and safety risk awareness and management across the Council.

The outcomes of the external review of Health and Safety arrangements within the Operations Department is due to report in the first quarter of 2023-24 and responding to the findings of this review will be a key priority.

The Health and Safety team will continue to work collaboratively with staff, managers and the Trades Unions in delivering on the proposed priorities set out below:

- 1. Risk Based Audits and Investigations.** – Based on the contents of the Annual Risk Assessment Needs Checker exercise, the HST will conduct a further 4 in-depth Health and Safety Audits this year. The team will also continue to promote the importance of accurate health and safety reporting and respond to incidents of concern as and when required.
- 2. Training** - We will continue to deliver a comprehensive programme of training through a variety of methods to improve both the generic and specialist training available to Council staff. This year, work here will include:
 - A specific session for Senior Managers on health and safety responsibilities
 - Continued roll-out of mandatory training for all managers on health and safety
 - Continued delivery of specialist health and safety training in high-risk services
 - The introduction of mandatory health and safety e-learning for all staff

- The commissioning of a bespoke package of targeted training for staff most at risk of violence and aggression at work.
 - A full review of the Council's approach to monitoring, tracking and the quality assurance of essential roll-based health and safety training
3. **Information, Procedures & Guidance** – We will continue to review and update health and safety Policies, Procedures and Guidance information. The intention for the forthcoming year is to again review 15% of all health and safety information available to staff on the Bury Council intranet.
 4. **Health and Safety within the Operations Department** – The Council will proactively respond to the external review of Health and Safety within the Department, which should be finalised within the first quarter of 2023/24.
 5. **Schools** - Work to embed the arrangements for Schools' health and safety management will continue. Support and guidance will be provided to schools where appropriate. Providing support through attendance at Schools' Health and Safety Committee and Schools Assurance Board meetings will continue. A reviewed and updated Schools H&S Policy Template will be issued and a new Schools H&S Assurance Checker exercise will begin at the start of the 2023-24 academic year.
 6. **Health and Safety Communications & Awareness** – We will continue to develop a programme of communication, engagement and awareness raising activities to strengthen understanding, awareness and confidence around health and safety.
 7. **First Aid** – We will complete a review of First Aid provision within Bury Council within the 2023-24 reporting year.
 8. **Fire Safety** – following the lifting of COVID Secure Working Arrangements, the introduction of a robust system of Fire Marshal arrangements within Bury Council occupied buildings has been identified as a priority work area for 2023-24. This recognises that occupancy levels of buildings have increased significantly after 'Lock Down' and the occupancy level of key buildings (e.g. the Town Hall) will increase further as a result of the Bury Council buildings stock rationalisation exercise. The HST will be working closely with the Bury Council Admin Buildings Team to achieve this.

5. Conclusion

During the 2022-23 year a large amount of work has been undertaken as set out above.

There has been an increase in reported accidents and incidents. This however should be set against publicity campaigns focusing on the importance of reporting accidents and incidents (including Near Misses) and for the newly created WRV&A guidance.

There remains more to do to ensure the Council has fully robust health and safety management arrangements in place. More work is required to promote a safety aware culture and the priorities set out above are intended to provide a robust framework for this work.

Appendix 1 Accident/Incident Statistics

During the 2022-23 period there were 202 reported accidents/incidents/near misses/dangerous occurrences and hazard reports.

Reported Accidents/Incidents for 2022-2023		
1	Members of the public	85
2	Employees (including Agency Workers and Contractors)	117
3	Including: Hazardous situations	11
4	Near miss	12
5	Dangerous occurrences	3
	TOTAL	202

6 of these incidents were reported to the HSE under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) as detailed below:

Breakdown of RIDDOR reported incidents for 2022-23		
1	Over 7-day absence	3
2	Fractures to bones	1
3	Occupational Disease (HAVS)	1
4	Dangerous Occurrence	1
	TOTAL	6

During the 2021-22 period there were 159 reported accidents/incidents/near misses/dangerous occurrences and hazard reports.

Reported Accidents/Incidents for 2021-22		
1	Members of the public	65
2	Employees (including Agency Workers and Contractors)	89
3	Hazardous situations	2
4	Near miss	1
5	Dangerous occurrences	2
	TOTAL	159

10 of these incidents were reported to the HSE under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) as detailed below:

Breakdown of RIDDOR reported incidents 2021-22		
1	Over 7-day absence	4
2	Fractures to bones	4

3	School pupil taken to hospital	2
	TOTAL	10

Breakdown of incidents involving employees reported by Department 2022-23

Breakdown of incidents by Department		
1	Operations	90
2	Children & Young People	9
3	One Commissioning Organisation	7
4	Corporate Core	10
5	Business Growth & Infrastructure	1
	TOTAL	117

Breakdown of incidents involving employees reported by Department 2021-22

Breakdown of incidents by Department		
1	Operations	59
2	Children & Young People	12
3	One Commissioning Organisation	9
4	Corporate Core	7
5	Business Growth & Infrastructure	2
	TOTAL	89

Breakdown of incidents involving members of the public and clients 2022-23

Breakdown of incidents by Department		
1	Operations (Leisure)	57
	Operations (Market)	13
	Operations (Libraries)	8
2	Children & Young People	2
3	Corporate Core	4
4	Schools	1
	TOTAL	85

Breakdown of incidents involving members of the public and clients 2021-22

Breakdown of incidents by Department		
1	Operations (Leisure)	50
2	One Commissioning Organisation	14
3	Corporate Core	1
	TOTAL	65

Breakdown of incidents involving employees by cause 2022-23.

Breakdown of incidents by cause		
1	Work Related Violence	26
2	Road Traffic Collision	5
3	Work Related Stressors	0

4	Hit Against or by an Object	15
5	Slip, Trip or Fall	14
6	Exposure to Hazardous Chemicals / Substances	4
7	Manual Handling	21
8	Exposure to Physical Agent	0
9	Exposure to biological agent	0
10	Trapping / Crushing Incident	1
11	Medical Condition	1
12	Animal Related Attack	4
13	Fall From Height	2
14	Hazardous Situations	3
15	Near Miss	7
16	Dangerous Occurrences	1
17	Burns / Scalds	2
18	Repetitive Movement	2
19	Struck by Vehicle	2
20	Contact With Moving Machinery	3
21	Contact With Sharp Objects	3
22	Contact With Electricity	1
	TOTAL	117

Breakdown of incidents involving

employees by cause 2021-22.

Breakdown of incidents by cause		
1	Work Related Violence	20
2	Road traffic collision	4
3	Work related stressors	1
4	Hit against or by an object	15
5	Slip, trip or fall	16
6	Exposure to hazardous chemicals	3
7	Manual handling	14
8	Exposure to physical agent	3
9	Exposure to biological agent	1
10	Trapping/crushing incident	2
11	Medical condition	1
12	Animal related attack	4
13	Fall from height	1
14	Hazardous situations	2
15	Near miss	1
16	Dangerous occurrences	2
	TOTAL	89

Appendix 2 HSE National Updates

Personal Protective Equipment at Work (Amended) Regulations 2022 –

extended the requirements of the Personal Protective Equipment at Work Regulations 1992 to cover 'Limb (B)' workers (most commonly engaged by Bury Council as "Agency" workers. Communication was sent via global email to managers. Liaised with our Agency Worker providers to be clear on roles and responsibilities.

Safety Alert regarding the issuing of tight fitting respirators. Our Street Scene Department are users of tight fitting respirators and the information was shared in case any of their employees use this type of respirator.

National Campaign relating to Dust, especially Respirable Crystalline Silica (RCS) and Wood Dust. Street Scene have been informed of this continuing campaign to ensure good practice is used at all times when creating RCS dust.

National campaign of HSE inspections to Schools in relation to asbestos.

Information forwarded to: the Strategic Lead for Schools, members of the Schools Assurance Board and to the Schools H&S Committee. Updates on HSE inspections of Bury schools given at Schools Assurance Board and Schools H&S Committee meetings.

Guidance on Protecting Pregnant Workers & New Mothers, included extending cover to some transgender men, non-binary people and people with variations in sex characteristics or who are intersex, Agency and Temporary workers. Information to managers was sent via global email.

Guidance on ensuring that risk assessment responsibilities under the Management of Health & Safety at Work Regulations cover extreme weather risks such as heatwaves. Information relating to this was sent out via a global email.

National campaign of HSE inspections to Construction Sites with a specific focus on Dust Control. Information was sent to Street Scene.

National campaign to publicise the use of Reinforced Autoclaved Aerated Concrete (RAAC) in UK buildings, especially in Schools. Information forwarded to the Strategic Lead for Schools and to members of the Schools H&S Committee. Updates on HSE inspections of Bury buildings provided at Schools H&S Committee meetings.

E-bulletin aimed at Personal Protective Equipment and Safety Equipment buyers to ensure that all equipment they purchase is fit for purpose. Information sent to Leads in Operations and OCO.

Refresh to HSG201 – Guidance on Controlling Exposure to Stone Dust. Information, including work required to ensure compliance sent to Street Scene.

E-bulletin on Motor Vehicle Repair, information sent to Vehicle Workshop.

Information regarding the upcoming Building Safety Act shared with Building Control.

National campaign to Combat Serious Aches, Pains and Strains in Construction Work shared with Street Scene for them to promote across their Service.

Guidance on Working in the Cold sent to Street Scene and Waste Management.

Webinar on Tree Safety, following the death of a child hit by a falling tree in Newcastle and Newcastle Council receiving a £280,000 fine from the HSE. Information sent to Operations and Street Scene.

In addition, a UK Government announcement regarding the tightening up of legislation relating to the Use of Mobile Phones While Driving. This information was taken to a meeting of Operations Management, following concerns being raised by a UNISON Safety Representative.

HSE have also identified the following continuing priorities which are particularly relevant to local government:

- Wider ownership of health and safety – “health and safety is everyone’s business”
- The need to tackle ill-health at work, especially:
 - Occupational lung disease
 - Musculoskeletal disorders
 - Work-related stress

Appendix 3 Updates on Corrective Actions Arising from Audits, Investigations and HSE Involvement

Audits:

SERVICE AREA	# OF ACTIONS	# OF ACTIONS STILL OUTSTANDING	BRIEF DETAILS OF ACTIONS STILL ONGOING	RAG RATING
Waste Management	6	2	Currently in the process of finalising a full new training plan for the Service	
			PPE supply - A full review of PPE supply for waste is underway	
Vehicle Workshop	9	3	Update Risk Assessments in the context of new equipment Update almost completed.	
			Investigation of trigger watches to support better monitoring in relation to Noise and vibration. Looking at new equipment, to remove as many air tools. Costing battery operated guns	
			Refresher training arrangements and processes for small abrasive wheel. Night staff have been trained and the rest of the staff are due to complete.	
Bury Market	6	5	Ensure induction arrangements in place for all new starters – Work ongoing	
			Full review of risk assessments – Work well underway and being revised based on HST feedback.	

			Improve signage around ear protection (complete) and assess wider noise protection arrangements (ongoing)	
			CDM and Contractor management arrangements are being finalised by the Markets team and training has been developed by the HST for delivery to Markets employees by service management	
			A full Training Needs Review is underway and training plan in development.	
Architectural Services	1	1	Written procedure are being developed around the control of contractors to ensure a consistent approach and check against available resources to see if additional presence is needed on site.	

Investigations:

SERVICE AREA	# OF ACTIONS	# OF ACTIONS STILL OUTSTANDING	BRIEF DETAILS OF ACTIONS STILL OUTSTANDING	RAG RATING
Bury Market	8	6	A full Training Needs Review is underway and training plan in development by the Markets team.	

			A review of all other mechanical equipment within the market being undertaken to review if certificated training is required. For items that do not need certificated training, further refresher training will be included in the training matrix.	
			CDM and Contractor management arrangements are being finalised by the Markets team and training has been developed by the HST for delivery to Markets employees by service management	
			Ensure induction arrangements in place for all new starters – Work ongoing	
			A review the Council's wider policy and guidance in relation to the use of MEWP and other equipment for working at heights, including training expectations, will be undertaken by the HST in Q1 of 23/24	
			A review of how health and safety expectations are covered within corporate induction guidelines, including for internal moves will be undertaken by the HST in Q1 of 23/24	
Operations (Trip Incident)	11	3	The design phase of work is currently in progress to support the Introduction of a segregated spoil storage arrangement. with the introduction of lighting and CCTV being considered.	

			Once new area is created (see above), safe use of newly created spoil unloading area instructions will be issued to all appropriate Depot users.	
			Once new area created (see above), revised and updated Depot site rules will be communicated to all Depot users.	
Waste Management (RCV incident)	6	6	A meeting has arranged with Supervisors and the Trade Union to finalise an updated risk assessment, which includes detail on whether the role of the driver is to leave the vehicle and assist the loader/s in bin collections and what is 'unattended' as far as the vehicle is concerned.	
			Draft Methods Statement and SSW has been produced A meeting has been arranged with Supervisors and the Trade Union to finalise.	
			Clear instruction on what to do in an emergency, including the uncontrolled movement of the vehicle will be included in the SSOW.	
			An expanded program of toolbox talks to support induction is in development.	
			Currently in the process of finalising a full new training plan for the Service. Defined roles and responsibilities of supervisors in the induction process are also being drafted.	

			Task & Finish system - This will be reviewed as part of the new end-to-end MIS systems and the wider external review of Operations Health and Safety .	
			Work to check the condition of 360 ⁰ cameras on all vehicles fitted with them is ongoing on a rolling basis	

Other HSE involvement:

SERVICE AREA	# OF ACTIONS	# OF ACTIONS STILL OUTSTANDING	BRIEF DETAILS OF ACTIONS STILL OUTSTANDING	RAG RATING
St Andrew's Primary School Asbestos Incident	10	8	Revisit audit of Architectural Services (AD) to be undertaken by HST by 31/8/23	
			AS team currently reviewing asbestos training needs.	
			Central register of all asbestos surveys, revisits and management plans - AS hold this information for schools that choose to use AS services. Long term the Assistant Director (Operations Strategy) is looking at the use of Concerto as an option to hold this information where schools use our services and there may be the option for this to be used to hold this info for all schools.	
			Extend the asbestos management information contained in both the Bury Council and Schools H&S Policies and emphasise the support available through the H&S Team. By HST by 31/8/23	

			Review and update, if necessary, guidance on the Bury Council intranet H&S pages re asbestos management. This will be undertaken when new arrangements are in place within AS	
			AS are reviewing the competency requirements of asbestos contractors undertaking works for AS involving ACMs.	
			Undertake a sample audit of asbestos surveys, revisits and asbestos management plans in place within Bury schools. Ongoing work by HST, end date set as 31/7/23	
			A date for an AS revisit audit re asbestos management is being arranged.	

BURY COUNCIL

HEALTH AND SAFETY POLICY

Document Control

Title	Bury Council – Health & Safety Policy
Document Type	Health & Safety
Author	Health & Safety Team
Owner	Chief Executive
Subject	Health & Safety
Date Reviewed	June 2023
Approval Date	
Review Date	Annually in the context of the annual health and safety report.

1. Statement of Health & Safety Policy

Bury Council recognises the importance of maintaining Health and Safety standards and the moral, legal and financial costs that can result from failings or poor application of occupational health and safety systems.

As far as is reasonably practicable, Bury Council will:

- Identify hazards and control significant health and safety risks which arise from our work activities.
- Provide information, instruction, training and supervision to employees, volunteers, contractors and agency personnel.
- Consult with employees and others on matters that affect their health, safety and welfare.
- Provide and maintain premises that are safe.
- Provide suitable work equipment and articles (e.g. substances) that are safe in use, maintenance, handling and storage.

In doing this, we will:

- Ensure compliance with the relevant health and safety legislation as a minimum standard.
- Consider occupational health and safety whenever political, managerial and operational decisions are taken.
- Ensure that no decision is made, or operation undertaken, unless appropriate occupational health and safety standards are assessed.
- Interpret health and safety management in its widest context, including wellbeing, rehabilitation, physical and mental health.
- Make available necessary resources, including financial, to ensure appropriate health and safety standards are delivered.
- Co-operate with everyone who has an interest in Health & Safety in: identifying hazards in the workplace, assessing risks related to them and implementing appropriate protective measures.
- Ensure sound health and safety management practices across all areas of activity and influence, including roles and responsibilities as an employer, service provider, client organisation, commissioner, owner and controller of land and premises and partner within partnership arrangements.

2. Responsibilities

Everyone in the Council is responsible for the health and safety of themselves and others who may be affected by their work activities. The section below sets out roles and responsibilities for all those who work for the Council in any capacity, our Partners and Elected Members.

Elected members are responsible for providing leadership on issues of health and safety and ensuring the provision of adequate resources.

A member of the Cabinet will have specific responsibility for the occupational health and safety portfolio and will ensure this policy is promoted and that occupational health and safety issues are brought to the attention of Cabinet when appropriate.

Elected Members are responsible for:

- Providing leadership on issues of health and safety.
- Adoption of policies, strategies and plans that are within the spirit of this policy and which allow it to be implemented in practice.
- Provision of adequate resources to enable the implementation of occupational health and safety policies, plans and strategies.
- Scrutiny of appropriate areas of health and safety management.
- Carrying out Council roles and duties in line with the standards, arrangements and guidance covered by this policy.

Chief Executive

The Chief Executive is the Officer with overall responsibility for implementation and maintenance of the policy and is responsible for:

- Ensuring that systems are in place and are properly resourced to manage significant risks.
- Showing leadership in health and safety and sending clear messages about the need to manage health and safety risk.

Designated (Occupational Health and Safety) Director

The Director for People and Inclusion (Corporate Core) is the Designated Occupational Health and Safety Director, with responsibility for:

- Promotion of health and safety at a strategic level.
- Monitoring of the implementation of corporate systems and standards.
- Overseeing the delivery of health and safety responsibilities through the Bury Council Executive Team.

The Council's Executive Team has overall responsibility for health and safety compliance and performance.

This includes:

- Promotion of health and safety at a strategic level.
- Monitoring of the implementation of corporate systems and standards.
- Overseeing the delivery of health and safety responsibilities within their service / department.

- Ensuring that each service completes a risk assessment needs checker annually.
- Ensuring health and safety incidents are appropriately reported and investigated and that any follow-up actions are implemented.

Managers have operational responsibility for applying this policy, including:

- Managing the risk of accidents and reporting them if they do occur.
- Managing the risk of occupational ill health and reporting it if it occurs.
- Ensuring that employees have access to and follow this Health and Safety Policy, risk assessments and other relevant health and safety documentation.
- Ensuring that relevant training is completed by staff and health and safety is discussed through one-to-ones and the Employee Review process.
- Escalating risks and issues which are outside of their immediate control.
- Ensuring timely and accurate reporting of incidents and the delivery of follow-up investigations and actions as required.
- Include relevant employees in the creation and maintenance of health and safety management arrangements e.g. Risk Assessments.
- Managers of contracts and any other Council officers who manage the delivery of services through alternative provisions including, partners, third parties, volunteers, agencies, etc. must ensure that:
 - Health and safety risks and potential risks to the Council are considered.
 - Appropriate steps are taken to manage the risks.
 - Those responsible for service provision implement appropriate health and safety management arrangements.

Employees, agency workers, volunteers, consultants, contractors, partners and suppliers.

- Take personal responsibility for their own health and safety and the health and safety of those affected by their acts or omissions while at work. Consider risks and highlight concerns through the line management structure and/or through the Bury Council Health and Safety Team.
- Undertake relevant health and safety training as required.
- Co-operate in adhering to the standards and expectations detailed in this policy.
- Ensure that they carry out their work, so far as is reasonably practicable, without putting themselves or others at risk.
- Ensure any tools, materials and equipment which they may use are safe and free from defects and if not report this for action through the appropriate line management structure.
- Co-operate with any health and safety investigation and assist in the delivery of any actions identified.

- Report any hazards that they become aware of, any shortfalls in health and safety management arrangements, any accidents that happen at work and any illness that they believe has been caused or made worse by work.
- Assist in the development, implementation and maintenance of health and safety management arrangements e.g. Risk Assessments.

This statement applies to everyone working in and on behalf of Bury Council and at all Council sites. The principles extend to the working conditions of staff who are agile workers, including working from their home.

This policy does not apply to those working in maintained schools, which are responsible for the development and approval of their own policies. The Council have provided schools with a template Health & Safety Policy which reflects their specific responsibilities and aligns with the approach set out within this document.

The Health and Safety Team

The Council's Health and Safety team is responsible for:

- Leading on the development and monitoring of organisational standards, strategies, policies and arrangements and ensuring these continue to reflect national legislative and best practice standards as they develop.
- Carrying out independent: auditing, monitoring and investigation of organisational and departmental standards, arrangements and complex risks and accidents.
- Advising managers and employees, including the Chief Executive, to enable them to meet their health and safety responsibilities, including the provision of training and practical advice.
- Preparing quarterly reports to the Council's Executive Team and Health and Safety Joint Consultative Committees (JCCs), including an assessment of key health and safety risks and statistics on work-related and workplace incidents, health and safety training and other proactive and reactive work.

Bury Council Asset Management

The Council is in the process of establishing a board to oversee the management of all property assets. This will ensure that:

- Buildings are being operated in compliance with all statutory requirements and relevant health and safety legislation, in line with the Council's policies and procedures
- Preventative and protective measures (including maintenance activities) are understood, developed, applied, maintained and recorded. This is in order to achieve appropriate levels of control over any significant risks that are identified through the buildings risk assessment process.
- Health and safety site-specific arrangements are applied in practice and records are kept (including those in relation to fire safety and first aid management).

- All relevant building users and service providers participate in: co-operating and co-ordinating building related risk assessments, the development of preventative and protective procedures and the application of procedures, protective measures and maintenance activities.

Building responsibilities remain with individual Departments and their nominated owners. The board will, however, oversee processes and procedures and work to ensure all buildings are managed effectively.

Occupational Health

The Council's Occupational Health provider is responsible for providing professionally independent advice and support to employees and managers on issues relating to the impact of work on the health of individuals and individual's health on their ability to work.

Trades Union Safety Representatives

The Council recognises the important function of Trades Unions in managing health and safety at work. The functions of a Trades Union Safety Representative are set out fully in The Safety Representatives and Safety Committees Regulations 1977 and include:

- Investigating potential hazards and dangerous occurrences at the workplace and to examine the causes of these events.
- Investigating complaints by employees the Trades Union represents concerning their health, safety and welfare at work.
- Making representations to Bury Council as the employer on the above and on general matters relating to Health & Safety at work.
- Carrying out inspections of the workplace and work activities. (This does not negate manager's legal responsibility to perform inspections or tours to support their risk assessments or H&S planning.)
- Representing members of staff during consultations at their workplace with Health and Safety Executive (HSE) inspectors.
- Receiving information from HSE Inspectors following inspections of their workplace.
- Attending meetings of the appropriate Health & Safety committees.

The Director of People and Inclusion will liaise with the Trade Union Branch Secretary to determine the appropriate discharge of the safety role and ensure any necessary paid time off from their regular job to enable them to perform their Trade Union duties, agreed in line with The Safety Representatives and Safety Committees Regulations (1977) reg 4(2)(a)(b).

3. Arrangements

Bury Council aims to meet its health and safety objectives by focusing on three key areas:

- Governance, consultation, and communication.
- Robust safety management systems.
- Effective training and development.

An overview of these arrangements is set out below. These methods are supported by several key documents and procedures which are highlighted.

Governance, consultation and communication

Governance, consultation and communication arrangements are in place for Health and Safety at the highest level of the organisation.

These include:

Governance

- The Council's Cabinet receives an annual Health and Safety Report, and takes ultimate responsibility for agreeing the annual priorities set out within this report and assuring its delivery through the annual reporting cycle.
- A formal Health and Safety Joint Consultative Committee, which is led by Elected Members and Trade Unions meets quarterly and receives a formal report setting out key health and safety risks and details of accidents and incidents.
- The Council's Executive Team will also consider Health and Safety issues, at least quarterly, reviewing health and safety reports and taking operational decisions and actions where needed. This role is also supported by regular review of the Corporate Risk Register and direct escalation of any significant new health and safety risks or concerns by the Director of People and Inclusion.
- Departmental Management Teams will consider Health and Safety issues at least quarterly via a formal agenda item and a review of the latest health and safety report, accident, incident, and work-related ill health information and other key data pertaining to the Department.
- Departmental Joint Consultative Committees: (DJCCs), which are led by Executive Directors, will ensure that Health and Safety is a regular agenda item for discussion and engagement with Trade Union colleagues at a departmental level.

Consultation and Communication

- The Corporate and Departmental JCC process provides the formal route for consultation with the Trades Unions on all health and safety matters.
- Consultation will cover:
 - Introduction of any measure which may substantially affect health and safety at work, e.g. the introduction of new equipment or new systems of work.

- Arrangements for getting competent people to help the organisation comply with health and safety laws (a competent person is someone who has the necessary knowledge, skills, and experience to help an employer meet the requirements of health and safety law).
- The information that is given to employees on the significant risks arising from their work, measures to reduce or eliminate these risks and what employees should do if they are exposed to a significant risk.
- Planning and organisation of health and safety training.
- The health and safety implications of introducing new equipment, technology and working practices.
- Health and Safety will be a regular theme within corporate communications and local managers will be encouraged to include health and safety as a discussion point within team meetings.

Robust health and safety management systems

The following systems are available and used by managers to ensure that health and safety is managed across the Council to a consistent and satisfactory standard:

- Completion of suitable and sufficient risk assessments of: all work activity, service provisions and facilities, to identify any factors that may foreseeably present a significant risk of harm.
- Assessment of any additional support or preventative and protective measures for individuals who have a recognised vulnerability which makes them more susceptible to harm at work.
- Procurement arrangements that ensure the safety of materials and equipment is always considered.
- Assessment, before engagement, of the competence of contractors and other service providers to carry out any work that they will do on behalf of the Council in a safe manner; monitoring their health and safety performance during the delivery of services; and taking appropriate action when health and safety performance falls below acceptable standards.
- Provision and use of preventative and protective guidance, measures, equipment, and management systems to achieve appropriate levels of control over factors identified through the risk assessment process.
- Maintenance of safe places of work, safe systems of work, safe plant, safe equipment, healthy working environments, safe means of access to and egress from all places of work and safe arrangements for use, handling, storage and transport of articles and substances.
- Provision of suitable occupational health and medical services, including health surveillance, where employees may be exposed to hazards that can harm their health.
- The recording of all accidents/incidents and subsequent investigation as necessary and delivery of agreed response actions. If, because of injury or illness, employees are incapable of making an immediate report, their manager or attending first-aider must do so. If the injury is reportable under RIDDOR, the HSE must be informed.

- Monitoring and review arrangements to ensure that health and safety management arrangements are effective and opportunities to improve arrangements are identified.

Training and Development

Training is provided to ensure competence in identifying and managing risks at work as applicable to individual roles, for example the use of machinery, medication, manual handling and driving. A central record will be maintained of all training to ensure competence is maintained through a proportionate refresher skills programme.

Advice and training on key areas of the management system is provided through the Health and Safety Team.

Managers must carry out health and safety training and development needs assessments through supervision and employee review processes. These assessments must confirm that relevant and/or required general health and safety training and development has taken place or is arranged and that any training and development that is specific to the job roles or working circumstances of individuals and teams is identified and delivered.

Several methods are used to communicate and reinforce learning in relation to health and safety:

- Local Induction
- Health and Safety Induction
- Corporate Health and safety training based on common Council wide risks
- Bespoke training aimed at risks relevant to service areas
- E learning
- Shadowing, mentoring, supervision, instruction
- Health and Safety Tools

4. Monitoring and Review

On-going monitoring of this policy will include proactive and reactive measures, incorporating spot checks, accident investigations, statistical analysis, and audits of Departments. Results of monitoring activities will be reported via the governance channels described above.

Departments must monitor their own guidance documents, procedures and risk assessments to check their effectiveness.

This policy will be subject to review on at least an annual basis in the context of the annual Health and Safety report. Reviews and revisions will take place more regularly in the case of any significant changes, including where:

- Legislation has been introduced or revised.
- Guidance has been introduced or revised.

- Incident investigation suggests that a review may be required.
- Research, monitoring or audit suggests that a review may be required.
- Changes in organisational structures, arrangements, etc.

Minor amendments of a routine nature will be agreed with the Cabinet Member for Corporate Affairs following Trade Union engagement.

The Appendix, which details arrangements and guidance for the management of specific areas of risk will be updated in 'real time' as areas of guidance emerge and evolve.

Appendix: Specific arrangements

Arrangements and guidance for the management of specific areas of risk can be accessed through the following links. All managers and employees are expected to apply the arrangements and guidance as relevant to them and the work that they perform or manage. The arrangements and guidance are updated as national guidance and the local risk profile change, the intranet should always be accessed either directly or through these links to ensure that the most up to date information is used.

Please use the topic links below. After opening, each topic area will have more detailed guidance forms and relevant information.

- [**Asbestos**](#)

We have a legal duty to prevent the exposure of employees, contractors and visitors to asbestos.

- [**Auditing \(health and safety\)**](#)

Arrangements for the effective planning, organisation, control, monitoring and review of health and safety management systems.

- [**Construction \(Design and Management\) Regulations**](#)

Construction work, whether a small, short duration job or a large project is regarded as potential high risk in respect of health and safety.

- [**Control of Substances Hazardous to Health \(COSHH\)**](#)

COSHH applies to a wide range of substances and preparations which could be used in the workplace.

- [**Display Screen Equipment, workstations and lighting**](#)

H&S requirements for users when working with display screen equipment (computers, laptops, eye tests, etc.) and office ergonomics.

- [**Driving**](#)

Driving as part of a work activity (driving in between sites, driving on behalf of the council) is no different to any other work activity.

- [**Electricity**](#)

Procedures of applying sound health and safety principles.

- [**Electromagnetic fields**](#)

Regulations requiring employers to take reasonable steps to prevent harm from exposure to magnetic fields at work.

- **Facilities Management (FM): Building & Premises**

Responsibility of sites, with constant vigilance of all site matters including welfare of staff and clients, safety, security and crime prevention.

- **Fire safety**

Fire safety guidance, fire risk assessments and information about evacuating a building on the activation of a fire alarm.

- **First aid**

Ensuring that a workplace has the necessary first aid requirements.

- **Health and safety reporting**

What to do about reporting accidents and near misses.

- **Inductions (Health and Safety)**

Induction checklists and questionnaire for new starters.

- **Infection control**

Infection control policies, procedures and guidance.

- **Inflatables**

Checklist and guidelines for the safe use of play inflatable devices.

- **Inspections**

Guidance and checklists for workshop, site, and office inspections.

- **Legionella**

Identify and assess sources of risk for legionella and take steps to prevent or control the risk.

- **Lifts and lifting equipment**

Guidance on lifting equipment and safe use.

- **Lone working**

Many employees will spend some, most, or all their time working alone (home visits, meetings, working in isolation, etc.).

- **Managing health, safety and welfare**

General health and welfare, stress management, management of work related ill health risks and ill-health at work.

- **Manual handling and lifting people**

Any activity that requires an individual to lift, move or support a load will be classified as a manual handling task.

- **Mobile telephones and driving**

Guidance on the use of mobile phones when driving.

- **Noise**

Guidance to help to identify whether there may be problems with noise at work

- **Office health and safety**

Offices are generally considered low risk environments (with the possible exception of stress related risks).

- **Personal Protective Equipment (PPE)**

PPE is supplied and used at work wherever there are risks to health and safety that cannot be adequately controlled in other ways.

- **Pregnancy and new mothers**

Guidance for pregnant women, those who have given birth within the previous six months or are breastfeeding.

- **Procurement (Health and Safety)**

Client / contract duties under health and safety law. Applies to contracted operational works, and provision of services or goods.

- **Risk assessment**

A risk assessment is about looking at what, in the workplace, could cause harm to people.

- **Skin**

Those working in health care, hairdressing / beauty industry, printing, cleaning, catering, construction, and metalworking are at greater risk

- **Slips and trips**

Preventing slips, trips, and falls in the workplace.

- [Training \(Health and safety\)](#)

The Council is committed to providing relevant, appropriate and adequate health and safety training to all staff.

- [Vibration - Whole body vibration and Hand Arm Vibration Syndrome \(HAVS\)](#)

Whole body vibration and hand arm vibration is a widespread hazard for employees in many industries and occupations.

- [Volunteers](#)

In general, the same health and safety standards apply to voluntary workers as they would to employees exposed to the same risks.

- [Safe working in the sun](#)

Information about the risks of too much sunlight, what the harmful effects are and how to protect yourself.

- [Work equipment and safe working](#)

Items as diverse as office photocopiers, forklift trucks and woodworking machines are all classed as work equipment.

- [Work-Related Violence & Aggression](#)

This covers considerations and management arrangements for threats, acts of violence and stalking of employees by members of the public and service users. The guidance is currently under review, but it should continue to be used in the meantime.

- [Working at height](#)

Work at height applies where there is a risk of falling which is likely to cause personal injury.

- [Young persons](#)

There is a requirement for a risk assessment to be carried out when young persons are employed or carry out work experience, these assessments consider issues such as vulnerability due to stage of physical and mental development, limited experience and knowledge of workplaces, etc.



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Renewal of the Council's Corporate Water Supply Contract	
Report of	Cabinet Member for Corporate Affairs and HR	

1. Summary

The purpose of this report is to seek formal approval to use the YPO water supply framework for the period 1 October 2023 to 24 October 2024, and further to enter into YPO's new water supply contract for the period 2024 to 2028, once a new framework has been established.

The Council's corporate water supply contract covers the supply of water to office buildings, schools, community centres, libraries, leisure facilities and buildings occupied by Persona and Six Town Housing. This comprises in excess of 300 supply points across the borough. Bury Council is an associate member of YPO, a Public Buying Organisation established in 1974 to maximise the value from consolidating demand and procuring collaborative supply contracts on behalf of its members and associates.

2. Recommendation(s)

Cabinet is asked to:

1. Approve the use of the YPO utility Framework Agreement to administer the purchase and supply of the Council's corporate water supply contract for the period 1 October 2023 to 24 October 2024. The total estimated contract value will be circa £1m over a one-year period. (The annual and total contract value may change due to consumption patterns).
2. Approve the use of YPO's appointed framework supplier, Wave Utilities, for the supply of water throughout the framework duration.
3. Approve the use of the YPO utility Framework Agreement to administer the purchase and supply of the Council's corporate water supply contract for the period 25 October 2024 to 24 October 2028 (at an annual cost of circa £1m per annum). The total estimated contract value will be circa £4m over a four-year period. (The annual and total contract value may change due to consumption patterns).
4. Approve the use of YPO's appointed framework supplier, (this will be confirmed on the completion of a compliant procurement exercise), for the supply of water through the framework duration.
5. Provide delegated authority to the Executive Director of Operations and Executive Director of Finance, in consultation with the portfolio lead for Corporate Affairs and HR, to award the contracts and facilitate the execution, implementation, and operation of the contracts.

3. Reasons for recommendations

The proposed arrangements ensure that the Council has a compliant water supply contract in place and has tested the market for best value.

3.1 Market Research

As part of the evaluation process, other local authorities have been contacted through the Greater Manchester Combined Authority (GMCA) Energy Managers group for their evaluation of the YPO water supply contract. A number of Greater Manchester authorities use the contract and there was no negative feed back. They confirmed that their experience of the contract and supplier has been very positive, in terms of both value for money and customer experience.

Please see Appendix 1 – YPO 1008 Water Procurement Outcomes Report.

3.2 Social Value

Please see Appendix 2 – Social Value Wave.

Once the contract has been procured, Bury specific social value items will be discussed and implemented throughout the period of the contract.

4. Alternative options considered and rejected

4.1 Procure our own energy by direct tender

This option is possible, but it would involve a standalone tender process to secure contracts directly with the selected utility provider(s) (or via a broker). This approach is unlikely to produce the best results due to the relatively small scale of the portfolio compared to that of most large purchasing organisations. In contrast, a Public Sector Buying Organisation such as YPO, can obtain good wholesale prices through aggregating the demand of a large number of public sector organisations. In addition, a direct tender would require the Council to engage additional resources (skilled utility traders and additional staff for contract management) and provide greater risk of exposure to utility price fluctuations. It was therefore determined as unviable.

4.2 Procure through a Private Sector based provider

The Council would be required to invite tenders for a private sector Third Party Intermediary (TPI) to procure utility supply, but it would need to be sure that it would be getting best value through a truly aggregated contract. Full price transparency of all costs, including TPI fees and any commission paid by suppliers to the TPI would be needed. By aggregating the Council's volumes, the TPI could access the water retail market on our behalf, but we may only receive prices based on the supplier's view of the market. A full tender process would be required to engage with such a provider with all the associated resource and time implications this would entail. TPIs may have issues regarding business continuity in the present economic climate and are unlikely to be able to aggregate the council's volume with other customers in a compliant manner or to the same level or offer the same additional and social value as the YPO

contract. Due to this level of complexity and lack of in-house resources to deliver this, this option was dismissed.

4.3 Procure through the STAR hub

The Star hub was contacted to look at their current offering for a water supply contract, they are currently using the YPO framework, Bury Council has access to the YPO framework direct so using STAR to procure the same supplier would not be cost effective, the option was ruled out on this basis.

5. Report Author and Contact Details:

Name: Jason Kelly

Position: Admin Buildings and Energy Manager

Department: Operations

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

6. Background

De-regulation of the water industry commenced in April 2017 following an act of parliament passed in May 2014. De-regulation has introduced competition to the water market, enabling non-domestic customers to choose a supplier based on cost and quality of service, rather than being forced to take supply from the local water company. Where competition exists, public sector organisations were required to conduct a procurement process in accordance with Public Contracts Regulations 2015.

When the market opened for competition, procurement options were considered by GMCA Heads of Procurement and Energy Managers and it was determined that best value was most likely to be obtained from a collaborative approach to the market. Consequently, a procurement process, led by the STaR (Stockport, Trafford and Rochdale) Procurement service was initiated in 2017. The process utilised a new public sector framework agreement established by Crown Commercial Services (CCS) for the supply of Water, Waste Water and Ancillary Services. The collaboration comprised 19 organisations including the Greater Manchester Combined Authorities (GMCA) and allowed Bury Council to benefit from the economies of scale derived from the substantial volumes included. Following a tender process, Water Plus were identified as the successful bidder. Water Plus (being the retail arm established by the regional wholesale supplier United Utilities in partnership with Severn Trent). In 2019 Bury Council entered into a compliant contract for two years with the option to extend for a further two years, after a review of other competitors in the market the option to extend the contract was taken up, the current extension expires on the 29th of September 2023.

7. Links with the Corporate Priorities:

The Let's Do It Strategy sets out the Council's corporate priorities. This contract will support delivery in two areas:

7.1 Carbon neutral by 2038

There is intensive energy use in using, moving and treating water. By reducing the Council's water consumption, energy consumption will be reduced which will impact positively on the Council's carbon footprint.

7.2 Financial Sustainability

By procuring a compliant contract in line with Public Contract Regulations 2015, the Council can be certain that economies of scale and budget certainty can be achieved, the contract will have a dedicated team looking at consumption efficiencies which will provide a reduction in cost and provide financial sustainability.

8. Equality Impact and Considerations:

The proposal does not bring about any changes that would impact on one protected characteristic over and above another, it doesn't result in increased/decrease access to services or provision for any particular group of the population or cause any disadvantage to a community of interest. The approach is to ensure value for money in water supply for the council and thus strive to mitigate Council costs, which would benefit all residents.

9. Environmental Impact and Considerations:

There is intensive energy use as a result of using, moving and treating water. By reducing the Council's water consumption, energy consumption will be reduced which will impact positively on the Council's carbon footprint. As part of the new contract, automatic reading meters (AMR) will be installed which will further reduce the Council's carbon footprint and reduce associated costs with a leak detection strategy implemented.

10. Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Water supply contract expires without being renewed resulting in inflated utility prices	July Cabinet approval will enable the Council to confirm to YPO that we wish to be part of the water supply contract. This will provide the opportunity for Bury Council to secure cheaper prices through greater volumes and ensure

	the contract is in place before the current contract expires.
--	---

11. Legal Implications:

The YPO single supplier framework utilising Wave Utilities is appropriate for the procurement of the Councils water supply. Use of frameworks is an established method of reducing the timescales involved whilst adhering to the Procurement Regulations. This results in significant cost savings and enables the contracting authority to develop a strategic relationship with the supply chain over a long period and also achieve better value.

12. Financial Implications:

A number of options as described in this report have been investigated with regards to the Council's water supply contract renewal, with the recommended option being the use of YPO's appointed framework supplier, Wave Utilities, for the supply of water through the framework duration. This option provides value for money benefits not delivered by the other options investigated and these are described in Section 4 above with the key financial benefit being the achievement of better budgetary reporting, price, and risk management.

13. Appendices:

Appendix 1 – YPO 1008 Water Procurement Outcomes Report

Appendix 2 – Social Value Wave

14. Background papers:

None

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

Term	Meaning
YPO	Yorkshire Purchasing Organisation
PBO	Public Buying Organisation
PCR2015	Public Contracts Regulations 2015
GMCA	GMCA Greater Manchester Combined Authority
TPI	Third Party Intermediary
STAR	Stockport, Trafford, and Rochdale

This page is intentionally left blank

Procurement outcome report

Framework 1008 - Water, Wastewater and Ancillary Services

Purpose

This document provides customers with information regarding the YPO-led collaboration to establish a pan-government framework for water, wastewater and ancillary services in partnership with ESPO, TEC and West Mercia Energy, concluding in the award to a single supplier in November 2020.

Details contained in this report will provide background information regarding the procurement activity and outcomes, and can assist customers in securing any internal approvals to proceed. Additionally, next steps are identified to assist customers with accessing the contract.

Framework Information

This procurement was tendered as a framework to be led and managed by YPO with collaboration from ESPO, TEC and West Mercia Energy ([OJEU Notice No. 2020/S 145-358166](#))

The Water Act 2014 established the framework to create the English Retail Water Market. This is the largest water retail market in the world, allowing 1.2 million businesses and other non-household customers of providers based mainly or wholly in England to choose their supplier of water and waste water retail services. This new market opened on 01 April 2017

The key organisations responsible for delivering the market are: Defra (Policy/Legislation), Ofwat (Regulator) and MOSL (Delivering core IT systems that enable registration, switching and settlement between wholesalers and retailer). Collectively they and the programme for overseeing and managing the implementation of the new market are known as Open Water. You can find out more on the Open Water website at <https://www.open-water.org.uk/>.

Historically non-household customers have received water supplies and sewerage services through a statutory, regionally based licensed water supply company. For public sector customers with cross regional estate, this results in one organisation having to manage and process billing through multiple suppliers. In the new market, customers will have a single point of contact for water - a contracted relationship with the retailer who transacts with the wholesalers and delivers front end customer service, metering, billing and credit control.

Resilience is a key issue for customers. A changing climate and growing population will require the water industry to find new and more efficient ways of allocating, treating and using water. This needs to be done whilst protecting the environment and keeping water bills at acceptable levels. The Ancillary Services element within this framework will help to support customers with understanding and monitoring their water usage and reducing consumption and wastage.

This framework has a single lot with a single supplier. There is no requirement for eligible customers to take part in a further competition and direct award is the method of appointment. This framework will give customers access to a water partner for a contract length that the customer specifies up to the end date of the framework (the framework ends on 31st October 2024)

Procurement Activity

YPO, ESPO, TEC and West Mercia Energy began procurement activity in Summer 2019 to establish a collaborative 4 year framework for water, wastewater and ancillary services. Having managed water

procurement activity previously YPO were selected to take the lead on this activity.

Using the market intelligence gained since the English Water Retail Market opened in 2017 and the experience of working with large numbers of customers across the full spectrum of Public Sector organisations, the partners had a solid understanding of the issues customers were facing and the requirements that would form the specification for the procurement. Customer workshops were held to refine the requirement, and this led to the decision to appoint a single water retailer to the framework to make onboarding for customers quick and simple, and streamline contract management from the procurement partners.

As this was a new framework, no SPID data was supplied to tenderers. Rather, an approach to establish a retail margin uplift on wholesale water pricing was established that could be applied across the country, with the potential for further discounted rates for larger supplies. Given the slim retail margins seen in previous procurements, the ancillary services delivered through this framework were seen as being key to driving water and cost savings throughout the life of the contracts awarded, and the tender made this an obligation of the winning water retailer to identify efficiencies to benefit the customer.

Pre-market engagement was conducted, with 4 of the largest suppliers in the retail market taking part, and the Invitation To Tender opened to the market on 27th July 2020 with a 5 week response window for Retailers to submit their responses. The closure date for tender submissions was set as 1st September 2020 but following clarification questions an extension of 1 week was granted taking the closure date to 8th September 2020.

The scoring of the tenders was determined as follows :

CRITERION	PERCENTAGE WEIGHTINGS
Cost	20%
Management Approach	10%
Managing Invoices and Payments	20%
Data Management	10%
Emergency Planning	5%
Service Development and Innovation	5%
Ancillary Services	10%
Sustainability and Social Value	20%

There were 3 submissions received, but only 2 were found to be compliant. The compliant retailers responding were Castle Water and Wave. All responses were of high quality and all mandatory questions were completed satisfactorily.

Evaluation of the tender responses was conducted during September and October 2020. The PSBO partners in the project evaluated the detailed tender responses in isolation then brought their scores together to form a consensus score. Moderation then took place to reach the final marks with all partners satisfied that the process was fair and transparent. Evaluation was concluded on 13th October 2020.

Wave were appointed as the sole supplier to the framework with the following marks awarded:

Total Weighted Pricing Mark Awarded (Max 20)	13.27
Total Weighted Quality Mark Awarded (Max 80)	67.00
Total Combined Weighted Mark Awarded (Max 100)	80.27

Full feedback was then created on each tender and provided back to the retailers as part of the tender award letters informing them of the outcome on 15th October 2020, with Wave confirming acceptance on 16th October 2020.

There then followed a 10-day standstill period to allow all retailers to consider the feedback provided to their tender responses and raise any challenges to the marks awarded. There were no challenges received.

Procurement Outcomes

The full ITT document is available for customers accessing the contract to provide full visibility of the requirements specified and the full benefits and deliverables. Please email energy@ypo.co.uk if you require a copy of the ITT.

Wave's tender response delivers core water and wastewater services at the following percentage uplift to wholesale tariff pricing :

Metered Water and Wastewater < 80mm meters	5.27%
Metered Water and Wastewater >=80mm meters	3.03%
Unmetered Water and Wastewater	5.27%
Trade Effluent	5.27%

This effectively means that for every £1 charged by the wholesaler for the customer's water and wastewater provision, Wave will add 5.27p if the supply is has a meter less than 80mm in size or is unmetered or is a trade effluent agreement, and 3.03p in the supply is metered with an 80mm or larger meter.

This retail margin covers all of the retailer services described in the ITT, including but not limited to; managing the onboarding and switching activities, key account management, customer service, provision of web portal and management information/key performance indicators, meter reading, invoicing and credit control.

Additionally, social value outcomes and working with customers to achieve water efficiency savings is mandated in the requirements. It is the PSBO partners view that the savings achievable from the efficiency works will far outweigh any savings from the costs of procurement of water.

Wave's quality score results clearly indicate them to be highly experienced, and with the PSBO partners handling ongoing contract management customers looking to access the framework can be assured that they will receive a high quality service with equally high levels of support where required.

Whilst it is difficult to accurately gauge the savings that this contract will deliver to customers, and given that there is a clear separation between public sector customers in compliant contracts and those yet to engage with the Water Retail Market, it is generally accepted by the water industry that the national average retail margin is currently around 7-8% of the total billed amount. The regional nature of the wholesale tariffs in the

market make this impossible to generalise. However, at the retail margins offered by Wave through this framework, the majority of customers will see a cost saving in the water unit price if they are not already in a contract with some areas seeing a major reduction in pricing.

In summary, key benefits of the contract include :

- Ensures full compliance with Public Contracts Regulations and OJEU;
- A single retailer to deal with all water and wastewater matters, irrespective of the wholesaler regions customer sites reside within;
- Provides direct liaison on the customer's behalf with Wholesalers;
- A named Key Account Manager to take ownership of issues and advise on water saving measures;
- Thorough validation of onboarding data to ensure that historic errors are identified, challenged and resolved, e.g. a large meter attracting expensive standing charges whilst recording low consumption on a site may indicate a change in use of the building and warrant a meter replacement to reduce costs;
- Unlimited login accounts for the online web portal "MyAccount" which provides customers with full access to their account, including managing the portfolio of supplies, accessing invoicing, the ability to enter customer meter readings and raise and review issues through support cases. Limited access down to visibility of a single supply can also be granted, e.g. a school having access to only their data when part of a MAT contract;
- Active Water Management service delivered for free, helping to increase accuracy of data, and identify wastage and opportunities for efficiency;
- Advance notice of planned wholesaler works that will risk continuity of supply, and assistance in planning resilience activities;
- 24/7 emergency contact;
- Fully configurable billing groups to ensure that bills are issued exactly as customers require;
- Consolidated or site level billing;
- Billing format options at no additional cost, including paper, PDF, CSV and EDI Tradacoms 26v3
- Optional "direct to site" debt contact and resolution at no additional cost, e.g. schools with direct payment responsibility where the contract is administered by the local authority;
- A choice of billing frequency, with monthly as standard;
- Thorough data validation prior to each bill being produced to identify potential errors or indicators of leakage;
- Actual meter readings every 6 months, with options for increased frequency at a fixed price per reading of £7.50 per read, e.g. for a high consuming site or a site with a history of leaks a customer can elect to have the meter read at a frequency of their choice;
- All on-site operatives to be appropriately accredited, e.g. CRB-checked, as required by the customer's operating procedures.
- Optional installation of automated meter reading (AMR) devices at additional cost, capturing reading data at 15-minute intervals to give a continuous and detailed profile of how a site consumes water and potentially detect leaks and wastage;
- Turn-key leak detection and repair service;
- Access to a range of additional ancillary services at additional cost, e.g. Legionella reporting, water reduction measures, etc.;
- No-cost and low-cost funding models including traditional capital expenditure and fully funded gainshare models.
- All ancillary works to be fully specified and costed and to include a return on investment (ROI) calculation prior to the customer's approval to commence, with benchmarked performance management throughout to ensure that the stated benefits and savings are realised.
- Customer onboarding completed within 20 working days of returning a signed contract

Next Steps

Customers should contact energy@ypo.co.uk to receive an Access Agreement and a simple SPID Data form.

YPO and the PSBO partners have worked with Wave to ensure that the amount of data a customer has to provide in order to access the framework is kept to a minimum. Wave will access market data sources, such as CMOS (Central Market Operating System) to collate the remaining data on the customers' behalf, and will return to customers a full bespoke breakdown of pricing and charges for each SPID. The customer can then compare this to current costing and service levels and determine whether they wish to proceed with the procurement. There is no obligation for customers who supplied SPID data to proceed should they determine not to for any reason.

The process to proceed will consist of a simple call-off order form which will be issued to customers with the pricing information. Customers remain able to add or remove sites from their portfolio with no penalty as the operation needs change over time.

Customers may join the framework at any point whilst it is open and can select a contract duration to meet their needs up to the framework end date. For the avoidance of doubt, no customer call-off contract can end beyond the end date of the framework (26thth October 2024).

The YPO Energy Team and Wave's Public Sector Team will give full assistance to customers accessing the framework so please feel free to contact energy@ypo.co.uk to discuss your requirements and for guidance on starting the process.

Report Author

Carmen Emmerson
Energy Category Manager, YPO

December 2020

This page is intentionally left blank



Social Value

AC13

Social Value

It is a requirement that the Supplier will support the public sector in meeting their social value goals and obligations. Please detail the mechanisms that your organisation has in place which will support the wider public sector in terms of their responsibilities in relation to social value requirements such as The Social Value Act 2012.

Your response should include but not be limited to:

Examples of previous initiatives you may have delivered or supported should be submitted in support of your answer.

This could include delivering social value benefits, supporting the Customers' local economy and employment opportunities that may be available for local residents.

Your answer should provide details of any initiatives you would be willing to offer to the full Customer group or to individual Customers, at no additional cost. Examples of these may include (but are not limited to):

- ◆ Supporting community-based initiatives and activities.
- ◆ Providing information and guidance to Customer's stakeholders regarding water efficiency, conservation and innovative technologies.
- ◆ Production of promotional literature that customers may use to promote water efficiency within their buildings and within the local community.
- ◆ Opportunities for the local supply chain in delivery of services

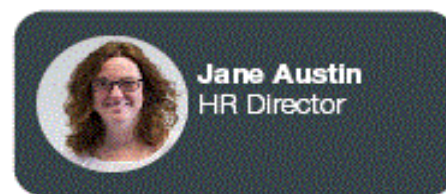
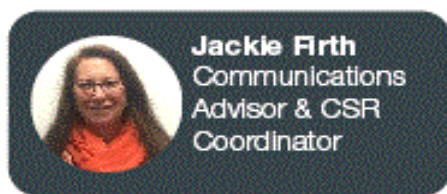
To allow for a fair evaluation, tenderers should only provide details of those initiatives that they would be willing to provide at no additional cost. Higher marks would be awarded for the most comprehensive and innovative offers.

Word Limit 2500 Words: Compliant

Social value

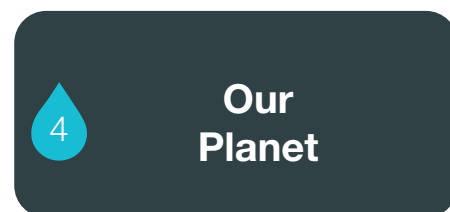
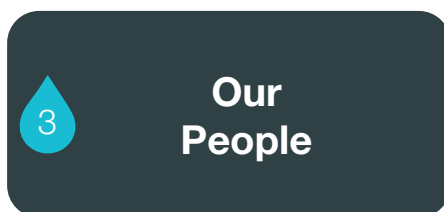
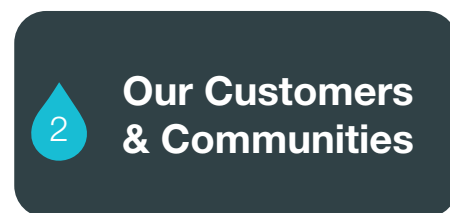
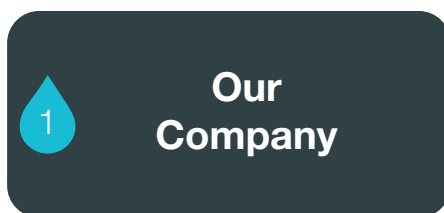
As a company we are committed to delivering social value to the customers and communities that we work within, in line with the Social Value Act 2012. YPO and its Customers can be confident in our ability to deliver in this area, as we have successfully delivered social value projects for Framework Customers previously, such as for Scottish Procurement (SP) and LEP.

We have a dedicated staff member, Jackie Firth, who oversees all of our Corporate Social Responsibility (CSR) initiatives. Jackie coordinates with internal stakeholders to promote CSR initiatives and liaises with external organisations to further our CSR scope. She is supported by HR Director, Jane Austin.



We embrace a holistic approach, aiming to deliver social value through both our delivery of water retail services and community projects. This is evidenced by [our commitment to help YPO Customers save £2.85m over the contract term which equates to 1.24 million m³ of water](#). This is enough water to meet the water demand for the entire of the Yorkshire Water region for a day, and the positive impact of reducing water consumption will environmentally benefit residents of the Yorkshire area. In addition, money saved by Public Sector Customers on their water bill can be channelled back into the communities they serve.

Underpinning our CSR initiatives are our 4 pillars:



This approach ensures that Customers benefit from social value initiatives that maximise our ethical company practises, offer engagement with Customers and their local communities, and reduce the negative impact on our planet.

Social value

Examples of previous initiatives you may have delivered or supported

We have carried out social value initiatives at both a local level (within the areas we operate our business out of, Peterborough and Durham) and nationally, due to our SP and LEP Framework commitments.

Examples of initiatives we have carried out include:

- ◆ **Significant involvement and investment in Climate Smarter** – ‘Save Every Drop’ was a topical STEM project we rolled out in partnership with Young Engineer and Science Clubs (YESC). This initiative helped pupils in over 70 primary and secondary schools learn how to reduce water usage, whilst increasing efficiency and sustainability awareness.

Children who were involved in the project got to demonstrate their solutions at regional finals and those winners then demonstrated their winning solutions at a national final.

- ◆ **One-day canal cleans** – Wave representatives carried out successful canal projects, enhancing the local environment and greenspaces and improve the quality of attractions, leading to increased visitor numbers and use of Scotland’s outdoor spaces.

- ◆ **One-day volunteering in crisis centres in Glasgow, Aberdeen and Edinburgh** – A commitment from our HR Team in assisting with CV writing and interview techniques to support people in finding employment, helping to reducing unemployment rates in Scotland.



Wave team members carrying out a canal clean for SP Customers, May 2019

Within our local communities we have carried out the following activities:

- ◆ **CVs and mock interviews** - Close to our Durham office, members of our Senior Leadership Team work directly with Marsden School (Sunderland) to help deliver CV Writing and Interview skills workshops to help develop their employability skills. This is a service we offer for free, as a way to help improve the employability of young people in the area.
- ◆ **Apprenticeships** - We employed two apprenticeship placements in our Scottish office when we were running the Scottish Procurement Framework. These were extremely successful, and both people went on to become part of the dedicated team in Scotland.
- ◆ **Work Placements** - We provide annual work experience placements to 6th form students, in various areas of our business. These 2-week placements help to develop work skills for students which they can utilise throughout their working career.
- ◆ **Tackling Homelessness** - Members of the Wave Team spent time with Crisis Newcastle, helping people who were homeless/in danger of becoming homeless in becoming more employable through offering CV writing assistance and help with interview skills. These skills gave them confidence to enable change.
- ◆ **STEM engagement project** - Looking to replicate our success in Scotland, we became involved with the funding body in England and Wales, Engineering UK. As a result, in 2019 we became involved with the Big Bang Fair regional final in London as part of our social value efforts for LEP.

Social value

Bill Humphray (Public Sector Framework Manager) and Paul Vincent (Account Manager) attended the Big Bang Fair and hosted a water efficiency stall. A pop-up display stand provided 10 various water conservation facts and the children had to type answers to questions on an interactive tablet. If all questions were answered correctly, a wave gift bag was awarded. This proved enormously popular, with a huge level of engagement from the young people attending.



We also sponsored a technology-based interactive activity at the Big Bang Fair. This enabled groups of young people to build a drone, learn how to fly it safely and then to fly it and use the drone mounted camera to learn how a town planner would use drone-based technology to plan where to site new developments within their communities.

Future initiative

Although we have had to put this project on hold, due to COVID-19, we will be looking to run this initiative at the earliest and safest opportunity. We would be keen to extend this to YPO Customers' local communities in the future, following a successful pilot.

- ◆ **Skill Mill** - Skill Mill Ltd is a Not-For-Profit Social Enterprise aiming to provide training and employment to enable young people aged 16-19 with a history of offending to change their lives. The model operates nationally, with offices local to us in Durham and Leeds, and have won 3 national awards.

We have established close ties with stakeholders at the Skill Mill, with a view to expanding our above project with the YJS to deliver a similar project in the North East. We are working on conducting an ongoing scheme based at the Carrs Local Nature Reserve (Pity Me, Durham) where the Skill Mill, Wave representatives and qualifying young people will work to carry out improvements to this nature reserve, learning about the importance of water and land management.

Young people will then be supported to apply for a 6-month employment position with the Skill Mill, where they will work towards a recognised qualification whilst learning real-life job skills.



THE SKILL MILL

We are keen to discuss the possibility of extending this to Yorkshire, working with the Leeds branch of the Skill Mill, and involving YPO Customers. We will review our CSR offering to YPO Customers on a 6-monthly basis, where the potential for this project will be discussed.

Provide details of any initiatives you would be willing to offer to the full Customer group or to individual Customers, at no additional cost

We are pleased to offer YPO Customers a range of social value benefits, at no additional cost, which will:

- ◆ improve water efficiency
- ◆ reduce carbon and environmental impacts
- ◆ engage and benefit local communities

Social value

We are committed to providing YPO Customers with the information, guidance and tools required to improve their water efficiency and reduce their environmental impact. In support of this, our offer to Customers encompasses the following benefits, **all of which are at no additional charge**:

- ◆ **Active Water Management® (AWM)**: We are providing YPO Customers with AWM, our bespoke consumption monitoring service. This monitoring and reporting service has saved current Customers over £1.5 million through the rapid identification of irregular consumption.
- ◆ **LimpetReader**: We have secured tender exclusivity on the innovative AMR alternative, Limpet Reader. For Customers with qualifying meters, we will be providing Limpet Reader units at our own cost. We will be providing this for LUMs (long unread meters) where there are established issues with gaining meter reads. For Customers with hard-to-access meters, the provision of LimpetReaders will enable them to better monitor their water consumption, improving efficiency and saving money off their bills.
- ◆ **3 Annual Innovation Groups**: We will put on 3 Innovation Groups annually for YPO Customers. Our Head of Operations and Water Efficiency Services, Oli Shelly, will chair these groups and Customers will have free access to the latest information on new innovations and the expertise of our Water Efficiency Services. Depending on COVID-19 developments, we can host these events as webinars to ensure the safety of all attendees without comprising on the benefit to Customers.
- ◆ **Water Efficiency Posters and Guidance Materials**: Our Water Efficiency Services Team are developing, on an ongoing basis, Wave-branded posters which display water efficiency tips and corresponding guidance documents. These will be made available to Customers via secure file sharing, enabling them to print and place in their workplaces, or share with staff on internal systems. These tips will offer water efficiency tips, educating staff on how to save money in both the workplace and at home.
- ◆ **Framework Webinars**: We will host webinars on a regular basis, where Framework updates will be shared with Customers. As an addition to this, we will calculate the carbon savings resulting from hosting webinars (as opposed to physical meetings and share the results with Customers. This will help Customers demonstrate how they are meeting their own CSR targets.
- ◆ **Water Efficiency Webinar**: Customers will have the opportunity to have our Water Efficiency Webinar presented to them by Glenn Smith, Director of Sales and Marketing, at an Innovation Group Event. Glenn has provided this same presentation at large water industry events including at the MEUC (Major Energy Users' Council) in October 2019. This insightful talk will educate Customers on the reality of water scarcity in the UK, along with practical information relating to how they can positively mitigate this both at work and home.
- ◆ **Quarterly Newsletter**: We will curate and issue a quarterly newsletter to YPO Customers. This will be sent by email, as a paper newsletter would have a negative carbon impact. The newsletter will provide Framework updates, latest industry news and insights into upcoming innovations.



Social value

💧 **Customer Satisfaction Surveys:** We will issue online customer surveys on a regular basis to YPO and Partners, so ongoing feedback can be provided on both service delivery and how our social value initiatives are benefitting participants in the Framework.

💧 **3 Annual Innovation Groups:** We will put on 3 Innovation Groups annually for YPO Customers. Our Head of Operations and Water Efficiency Services, Oli Shelly, will chair these groups and Customers will have free access to the latest information on new innovations and the expertise of our Water Efficiency Services. Depending on COVID-19 developments, we can host these events as webinars to ensure the safety of all attendees without comprising on the benefit to Customers.



*Oli Shelly
Head of Operations*

💧 **Choice of Voice:** Customers will benefit from a range of paperless communication options, including web chat, email and phone. Letters and invoices will be downloadable as PDFs from their login on MyAccount, our online portal. We are committed to paperless billing and communication, which reduces the carbon impact of both our own and Customer's operations.

💧 **Wholesaler Schemes:** We will facilitate access to schemes hosted by Wholesalers, which Customers will benefit from. An example of this is the Dwaine Pipe campaign which was run by Northumbrian Water. We will facilitate the opportunities for Wholesalers to provide Customers with access to similar campaigns which will educate communities and improve water efficiency awareness.

💧 **Wave's Managing Money Toolkit:** We will provide our Managing Money Toolkit to Customers, which they can disseminate to their staff. This comprehensive toolkit provides helpful tips on:

1. Managing debt
2. Dealing with a crisis
3. Organising money
4. Setting financial goals



*Dwaine Pipe, mascot
for 'Love your drain'
campaign*

This toolkit is designed to demystify money management, provide confidence and ensure users understand where they can access expert help. To compliment this, we will provide an initial webinar which Customers can choose to attend, outlining how to maximise the toolkit benefit. Afterwards, an instructional video will be provided, for Customers to access at their convenience.

💧 **River and Canal Cleans:** In partnership with the Canal and River Trust we will provide 2 volunteer days for YPO Customers. We will send a minimum of 2 Wave volunteers for each designated day, who will work with Customers to maintain canals and rivers. Activities will typically include:

1. painting lock gates
2. removing non-native vegetation and replacing with native plants
3. removing graffiti
4. litter picking

This will benefit the local communities within which Customers are based, positively impact the environment and provide engagement opportunities with the local public, where the importance of looking after our water ways can be shared.

Social value

- ◆ **Career Advice Workshops:** We have seen the success of providing career advice workshops for young people in the communities we work within and will offer this to YPO Customers. In collaboration with Customers, we will host workshops twice annually where young people can receive help with CVs, interview techniques and receive information about working within the water industry. Dependent on ongoing COVID-19 restrictions, we are able to host these workshops via mediums such as Zoom, or Skype, to ensure the safety of all participants.
- ◆ **Local Recruitment:** Upon Framework Growth, we will look to recruit new staff from YPO Customers' local areas, helping to support local employment.
- ◆ **Engaging Local Business:** Where we have cause to grow our supply chain, we will focus on procuring services from business local to YPO Customers wherever appropriate to do so, in line with our ethical procurement practises. This will help drive local economies through injecting money back into small businesses.
- ◆ **STEM (Science, Technology, Engineering and Mathematics) promotion within schools:** In years 2, 3 and 4 of the Framework we will work with YPO Customers to roll out our STEM Education series to Customer schools. Off the back of the success of our participation in the London Big Bang Fair we have fostered an ongoing plan with Engineering UK. Currently, our 'Saving Every Drop' STEM project has been submitted to Engineering UK for approval. This will allow children to learn how to reduce water usage, whilst increasing efficiency and sustainability awareness. Where COVID-19 considerations continue to pose a risk, we will conduct this education series via webinar.
- ◆ **Free use of Galaxkey:** Customers will have free access to Galaxkey, the secure file sharing software. Within this cloud-based, highly protected system Customers will be able to view all CSR activities available to them with ease, ensuring they do not miss out on suitable initiatives.

In addition to the no-charge social value schemes outlined above, we will offer Customers an additional CSR benefit. Where a Customer is happy to pay a small fee for access to our educational Webinars, we will donate the full fee amount to the charity of that Customer's choice. This will help Customers meet their own CSR targets, benefit charitable organisations and help raise awareness of good causes.

To ensure that we continue to deliver excellent value to YPO, Partners and Customers we will review our CSR offering on a 6-monthly basis. This will ensure that we identify new opportunities for delivering additional value, refine processes where needed and continuously improve our approach to delivering social value.

This page is intentionally left blank



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Electric Vehicle Charging Infrastructure (EVCI) to support Residents without access to off-street parking	
Report of	Cabinet Member for Environment, Climate Change and Operations	

1. Summary

- 1.1. The Council recently appointed Be.EV to install Electric Vehicle Charging Infrastructure (EVCI) under a concessionary contract on Council land. This contract is aimed at rapid charging infrastructure in areas with a good throughput of traffic. Although this contract will lead to a significant number of rapid chargepoints in areas where residents don't have off street parking (a drive) there are no specific means for us to insist on Be.EV targeting such areas. There will therefore still be a need for us to address chargepoint availability in many residential areas where properties do not have off street parking.
- 1.2. To respond to this issue, the Council will have access to nearly £2m of funding to install EVCI from the City Region Sustainable Transport Settlement (CRSTS) combined with the Local Electric Vehicle Infrastructure (LEVI) fund.
- 1.3. To use this funding and to encourage private investment we are proposing to carry out a procurement exercise to appoint a supplier to install, operate, and maintain a network of EVCI aimed at supporting residents who do not have access to off-street parking. The successful supplier will keep the income from the network and operate it independently, which will prevent any revenue implications for the Council.
- 1.4. The Council will look to gain an income from the relationship with the supplier as part of the procurement process, likely through a rental income or a revenue share agreement.

2. Recommendations

- 2.1. To approve the approach to procure a supplier to install, operate and maintain EVCI on Council land. The Council will use the available funding streams to match towards private investment from the supplier to significantly increase publicly available EVCI.
- 2.2. To provide delegated authority to the Executive Director of Operations and Executive Director of Finance in consultation with the portfolio lead for Environment, Climate Change and Operations to award the subsequent contract once procured.
- 2.3. To provide delegated authority to the Executive Director of Place and the Cabinet Members for Strategic Growth and Environment, Climate Change, and Operations alongside the Executive Director of Finance to negotiate and agree terms for leases to site the charging points once a contract has been procured.

3. Reasons for recommendations

- 3.1. The Council has a target of being carbon neutral by 2038. To achieve this goal, we need to significantly reduce carbon emissions. A significant amount of carbon emissions come from petrol and diesel cars. One way to reduce these emissions is for people to transition to electric vehicles, which have zero emissions at the tailpipe and a reduced carbon impact overall.
- 3.2. There is roughly £2m of funding being made available to the Council to install EVCI for people who do not have access to off-street parking.
- 3.3. We cannot use our existing EVCI concession contract to spend this funding as the existing contract is a concessionary arrangement, meaning Be.EV will only install in areas that are profitable and therefore we need a solution for areas that are not profitable i.e., on-street.
- 3.4. The Council does not have the resources in place to install, operate or maintain a network of EVCI.
- 3.5. Therefore, we recommend appointing a supplier through a competitive procurement process to install, maintain, and operate EVCI. The Council can then combine this funding with investment from the supplier to increase the number of EVCI installed in Bury.

4. Alternative options considered and rejected.

4.1 Option 1

The Council could own and operate the EVCI keeping 100% of the income generated to support the operation and maintenance of the infrastructure. This would still require a procurement process to appoint a supplier to install the infrastructure and carry out the operation and maintenance.

This approach would not encourage private investment and shifts the burden of risk onto the Council.

4.2 Option 2

Do nothing.

Report Author and Contact Details:

Name: Jamie Rossi-Stephenson

Position: Climate Action Officer

Department: Operations

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

5. Background

- 5.1. Electric Vehicles (EVs) can play an important part in the decarbonisation of transport and help the Council achieve its carbon and air quality goals.
- 5.2. The Government has announced the ban of sales of new petrol and diesel cars by 2030 and currently EVs are the most viable alternative.
- 5.3. There is a need for increased public Electric Vehicle Charging Infrastructure (EVCi) to give people the confidence to make the transition to an EV if they wish.
- 5.4. According to government statistics [Electric vehicle charging device statistics: April 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics) there are 15 electric vehicle charging devices per 100,000 population in Bury. This is a quarter of the UK average of 60 devices per 100,000.

6. Strategy

- 6.1. The Council has adopted the Greater Manchester's EVCI strategy which outlines TfGM's approach (attached as Appendix 1).
- 6.2. As part of this strategy, we are avoiding installing EVCI on-street for the reasons outlined in the strategy, including:
- 6.3. Unlike other authorities the Council cannot use lamp post chargers as they are positioned at the back of the footway.
- 6.4. Installing dedicated chargers on-street can be difficult and cannot be achieved in high numbers without compromising carriageway or footway space. This space is already at a premium in many areas.
- 6.5. It may also require a dedicated 'charging' bay to be created using a Traffic Regulation Order (TRO) to ensure it can be used by electric vehicles. This effectively provides a protected private car parking space on the public street and reinforces car use as the dominant mode of travel by formalising and locking-in on-street car parking. This does not support the long-term goals of reducing private car ownership and encouraging sustainable modes of travel.
- 6.6. This type of EVCI is less profitable due to reduced turnover of vehicles able to access the infrastructure as it takes 6 hours to charge. Therefore, it requires more support/upfront investment from the Council to help make it attractive to private suppliers.

7. Current position

- 7.1. Over the last decade Transport for Greater Manchester (TfGM) has installed publicly available EVCI across GM. In Bury they have installed 11 charging points.
- 7.2. TfGM were struggling to meet the conditions to be able to apply for government funding aimed at installing EVCI, whilst at the same time operating a network of charging points that were financially sustainable.
- 7.3. Therefore, TfGM appointed consultants Grant Thornton to investigate the Public Sector's role in the future of supporting EVCI. The report is attached as Appendix 2. The report resulted in many recommendations, including:
 - Local Authorities (LAs) should move away from direct ownership of EVCI; work with private sector partners who will fund and own chargepoints on public land.
 - LAs must set out clear, ambitious plans for EVCI delivery and establish the necessary governance structure.

- Develop a flexible and replicable model for partnering with chargepoint operators on public land.
- Available public funding should focus on delivering chargepoints in underserved or uncommercial areas.

- 7.4. The Council carried out a procurement exercise at the end of 2022/beginning of 2023 and has appointed Be.EV to install EVCI on Council land under a concessionary arrangement. This contract is aimed at providing rapid and ultra-rapid charging infrastructure for public use. This should help to significantly increase the amount of publicly available EVCI.
- 7.5. This contract will be used to install 15-25 charging points over the next 24 months.
- 7.6. This is a concessionary arrangement meaning Be.EV will only install in areas that are profitable and therefore we need a solution for areas that are not profitable i.e., rural areas and on-street.
- 7.7. At the same time other privately owned but publicly available EVCI is being installed in Bury i.e., at petrol stations/supermarkets etc and this is likely to increase over time as demand increases.

8. Available funding

- 8.1. There are two funding pots available to the Council to increase EVCI in the borough.
- 8.2. CRSTS
- 8.2.1. TfGM allocated £8.5m for EVCI as part of the City Region Sustainable Transport Settlement (CRSTS). Originally this was going to be spent by TfGM but following the findings of the Grant Thornton report mentioned above, it was decided to distribute this funding around the LAs.
- 8.2.2. TfGM developed a methodology for distributing the funding and as can be seen from appendix 3, Bury have been allocated **£651,031**.
- 8.2.3. This funding can be accessed to help support installing EVCI in less commercial locations, which are not attractive under a concessionary arrangement. It can also be used to install EVCI to help to support residents without access to off-street parking.
- 8.2.4. This funding needs to be spent by March 2027.
- 8.3. LEVI Funding

8.3.1. The Office for Zero Emission Vehicles (OZEV) have announced their Local Electric Vehicle Infrastructure (LEVI) fund. This fund will be distributed to Tier 1 authorities to encourage a significant increase in EVCI to help those without access to off-street parking.

8.3.2. There are two elements that make up the LEVI fund, a capability element, and a capital element. This is demonstrated by the tables below:

Table 1 - LEVI Capability

Combined authority	Financial year 2022 to 2023	Financial year 2023 to 2024	Financial year 2024 to 2025	Total allocation
Greater Manchester CA	£259,200 (GM has claimed this already)	£590,400	£590,400	£1,440,00

Table 2 – LEVI Capital

Combined authority	Indicative allocation
Greater Manchester CA	£16,158,000

8.3.3. The Council have already submitted a request for an allocation of the capability funding to help fund resources internally. This ask was for £144,000 over two financial years, which will be used to pay for staff time to carry out the necessary tasks to procure and oversee the installation of the infrastructure.

8.3.4. A detailed breakdown can be seen in appendix 4. As can be seen by Appendix 4 the funding is distributed amongst a few different officers in the Council to reflect where the resources are required.

8.3.5. TfGM used the same methodology for distributing the £16,158,000 of capital amongst the 10 local authorities as they did for the CRSTS funding as demonstrated in Appendix 1. This was after allocating an amount to support their travel hubs project. This can be seen in the table below:

Table 3 – LEVI capital allocation to LAs

	£ Proposed LEVI Capital Allocations
Bolton	1,590,419
Bury	1,291,712
Manchester	2,245,216
Oldham	1,377,769
Rochdale	1,577,739
Salford	1,418,704
Stockport	1,357,051
Tameside	1,337,867
Trafford	1,160,209
Wigan	1,643,315
TfGM	1,158,000

8.3.6. As the table demonstrates there is £1,291,712 allocated for Bury.

8.3.7. It is not clear yet how long the Council will have to spend this funding. It has been suggested that it could be between 3-4 years.

8.3.8. Therefore, the Council has a total of **£1,942,743** of capital available to spend on EVCI over the next 3-4 years from both the CRSTS funding and the LEVI capital funding.

8.3.9. Depending on the type of infrastructure that we adopt and the amount of private investment we can generate this amount of money could fund between 100-200 charging points, which will be a significant increase in publicly available EVCI in Bury.

9. Proposal

9.1. The Council is proposing to carry out a procurement exercise in line with the Council's procurement rules and procedures to appoint an electric vehicle Charge Point Operator (CPO).

9.2. The Council is likely to use one of the existing procurement frameworks or dynamic purchasing systems (DPS) to assist with this process.

- 9.3. The intention is to invite the maximum amount of private investment from the CPO's by making this an element of the procurement competition.
- 9.4. Other overall aims will include keeping the tariff as low as possible for residents and generating an income for the Council.
- 9.5. The Council will be looking at installing infrastructure in line with the GM strategy so will avoid putting on footpaths and explore other options.
- 9.6. Once locations have been finalised the Council will carry out consultation with the affected areas.

10. Links with the Corporate Priorities:

Achieving Carbon Neutrality is one of the 7 core outcome measures of the Let's Do it strategy. Our Climate Action Strategy (Appendix 5) sets out how we will work to achieve carbon neutrality by 2038 and this includes the decarbonisation of transport. One way to do this is to encourage residents and visitors to make the transition from Internal Combustion Engine (ICE) vehicles to Zero Emission vehicles including Electric Vehicles (EVs). To support this transition we need a comprehensive, reliable network of EVCI that residents feel confident in.

11. Equality Impact and Considerations:

Overall, there is no significant impact on equality diversity and inclusion. There is a potential impact on those with disabilities, which can be mitigated in the design of the infrastructure ensuring where possible PAS 1899:2022 is followed.

Where possible we will work with the supplier to ensure that language diversity is considered with any communications associated with the project.

We will also work with the supplier to ensure a wide range of payment methods are available.

By increasing the amount of publicly available EVCI it will increase equality of access as it will increase the available charging points to those who don't currently have anywhere to charge vehicles at their home.

However, it is important to note that public infrastructure is more expensive to use than private infrastructure that people have installed at their homes, therefore this has the potential to increase socio-economic inequality as those who have private

drives next to their houses can refuel their vehicles for a cheaper price compared to those people who are reliant on public charging infrastructure.

The only way the Council could remove this inequality would be to subsidise the tariff for public infrastructure. This would include all to associated costs of running the network including, software costs, back-office costs, maintenance, communications etc. For reference the Be.EV network of public EVCI currently charges £0.49/kWh (£0.46/kWh if you are a member), which is compared to an average of £0.34/kWh for home tariffs <https://energyguide.org.uk/average-cost-electricity-kwh-uk/>. This suggests the Council would have to subsidise in the region of 13-15p/kWh, which would not be sustainable with the Council's current financial situation and would disincentivise the Council to increase the network.

This is a wider issue than just this project, but to mitigate this, the Council will be looking to secure the cheapest tariff possible and is also involved in a wider project of work with TfGM and the Greater Manchester Combined Authority to improve public transport and active travel infrastructure as well as introducing shared mobility such as car clubs, to help to remove the need to own a private vehicle. A detailed impact assessment is included alongside this report.

12. Environmental Impact and Considerations:

Transport is the highest contributor to carbon emissions in Bury making up 45% of our total emissions according to the Council's Climate Action Strategy (Appendix 5). The decision outlined in this report will help the Council to provide the necessary infrastructure to help residents and visitors in Bury to make the switch to Zero Emission vehicles, which in turn will improve air quality and reduce carbon emissions in Bury.

13. Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Due to our adoption of the GM EVCI strategy (Appendix 1) we have made a strategic decision to avoid putting infrastructure on footpaths we are unable to find enough	We have already been working on an exercise to identify locations and will also work with the successful supplier to identify any more.

suitable locations to use all the grant funding.	We have several years to spend the funding.
As we are having another procurement exercise to appoint a supplier for this project it is very likely that they will be a different supplier to Be.EV who are already installing EVCI in Bury. This will mean that users of the network will have to have more than one app/membership to use EVCI across Bury.	This is already the case nationally and in Bury with different suppliers providing infrastructure at different locations i.e., supermarkets and petrol stations. We will be insisting that infrastructure can be accessed without membership and can be paid for by card.

14. Legal Implications:

The proposed procurement of an operator under a concessionary arrangement complies with Section 12 of the Council's Contract procedure Rules 2022.

15. Financial Implications:

This proposed procurement of an operator is the first step in the process of spending just under £2m of grant funding to significantly increase the availability of EV charging points in the Borough. The grant will be multi year, but full terms and conditions in respect of prescribed outcomes are not yet known. The terms of the contract and the scoring of the bids will be key in determining any future revenue to the Council from these EV charging points. The Council has submitted a bid to the CA for £144k over a 2-year period to contribute to staff costs, who will carry out the necessary tasks to procure and oversee the installation of the infrastructure. These staff work in several departments within the Council. The outcome of this bid is still awaited and is expected to be announced in the summer.

Appendices:

Appendix 1 – GM_EV_Charging_Infrastructure_Strategy

Appendix 2 – The role of the public sector in delivering EV charging infrastructure – Grant Thornton.

Appendix 3 – Table of CRSTS funding by local authority

Appendix 4 – Table of ask from LEVI capability fund.

Appendix 5 - [bury-climate-action-strategy](#)

Joint Equality Analysis EVCI Supplier for LEVI and CRSTS Funding

Background papers:

None.

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

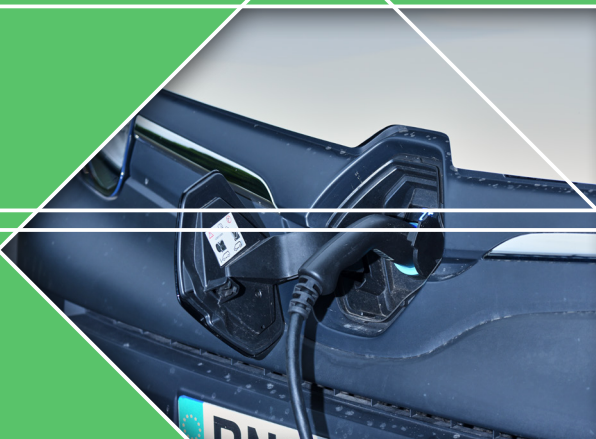
Term	Meaning
EVCI	Electric Vehicle Charging Infrastructure
Be.EV	Charging Point Operator – also known as Iduna.
CRSTS	City Region Sustainable Transport Settlement
LEVI	Local Electric Vehicle Infrastructure
EV	Electric Vehicle
TfGM	Transport for Greater Manchester
TRO	Traffic Regulation Order
GM	Greater Manchester
LA	Local Authority
OZEV	Office for Zero Emission Vehicles
ICE	Internal Combustion Engine
CPO	Charge Point Operator
DPS	Dynamic Purchasing System

This page is intentionally left blank

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

ELECTRIC VEHICLE CHARGING INFRASTRUCTURE STRATEGY

Part of the Greater Manchester
Transport Strategy 2040



Contents

Preface	05
01. Introduction	06
02. Background	08
2.1 The GM Transport Strategy 2040	08
2.2 Decarbonising transport	08
2.3 Air quality	09
2.4 Background on electric vehicles	09
03. Vision and objectives and strategic principles	10
3.1 The vision	10
3.2 Strategy objectives	10
3.3 EVCI network strategic principles	10
3.4 EV tariff	15
04. Developing an EV charging network for Greater Manchester	16
4.1 Current network	16
4.2 The scale of the network required by 2025	17
4.3 The need for public sector intervention	18
4.4 EV User Profiles	18
4.5 EVCI Typologies	19



05.	The Case for Public Sector Investment to support the transition to EVs	20
	5.1 The role of the public sector in influencing and delivering a GM EVCI network.	20
	5.2 How we will invest in expanding the publicly funded EVCI network.	20
	5.3 Priorities for Public Investment to 2025	22
06.	Delivery and monitoring	24
	6.1 Existing commitments	24
	6.2 Site prioritisation process	24
	6.3 Design guidance	24
	6.4 Market research and engagement	25
	6.5 Monitoring the scale and performance of the network	25
07.	Final conclusions and next steps	26
08.	Appendix A	29
	Development of EV User Profiles	29
09.	Appendix B	33
	Development of EVCI Typologies	33





Transport for Greater Manchester

BVFGM0090



Show card

A

Designed by Cirocontrol

Customer
If you have any issues with this charger, please call
0800 917 3208

Membership
To charge as a BVFGM member first download
our app available on the App Store or Google
Play or visit bvfgm.co.uk and create an account.
We'll email you an BVFGM card once registration is
complete. Once registered, either use the app or
swipe your BVFGM card to begin your session.
To begin charging, plug your cable into your
car and then into the socket you wish to use.
Once the lights turn blue, you're charging.
To stop charging, simply remove the app and follow
the steps, or remove your BVFGM card from the
station. Please do not touch the charger. If you're stuck,
try calling the service line before removing.

Pay As You Go
If you don't wish to register simply visit
bvfgm.co.uk and enter the number
of the station, enter your card number and follow
the prompts to complete your payment.

The website will tell you when it's time
to plug into your vehicle. For safety reasons,
vehicles must be parked, not moving, and
ready to leave. Once you've finished
charging, please return the cable to the
station and remove the card from the
station. A 10% receipt will be issued.

BVFGM

YOU
CHARGE

Preface

A significant amount of work has been undertaken in recent years to place Greater Manchester at the forefront of efforts to deal with Climate Change and Air Quality including the move to science-based carbon budgets, the ambition to be carbon neutral by 2038 and the promotion of a Clean Air Zone to be introduced in 2022.

Given that transport is now the sector making the biggest contribution to carbon emissions and is directly responsible for 80% of noxious emissions, the switch to Ultra Low Emission Vehicles and particularly to Electric Vehicles (EVs), alongside a significant shift away from private car use, will be critical to Greater Manchester's success in meeting its transport emissions targets.

Availability of and access to charging infrastructure is recognised as a critical barrier to the adoption of EVs. As part of the public conversation held last year on the GM Clean Air Plan proposals, the availability of charging points was cited as a key barrier for businesses and individuals in switching to an EV. The requirement for appropriate vehicle charging infrastructure is even more critical given that the Government has now committed to phasing out the sale of new petrol and diesel vehicles by 2030. Ensuring Greater Manchester is ready for this change will require very significant cross-sectoral collaborative working over the coming years. It is recognised that there is a need for an overarching strategy, and a funded programme of works to ensure focused action in a timely manner. This Greater Manchester Electric Vehicle Charging Infrastructure Strategy sets out the vision-led adaptive planning approach to the provision of charging infrastructure, to be adopted to support a rapid transition towards a carbon neutral transport system.

The EV Charging Infrastructure Strategy provides a clear vision, objectives and strategic principles to inform a programme of works for the deployment of public charging infrastructure across the city region. The aim is to ensure that Greater Manchester has a well-understood and consistent charging infrastructure network across the city region which, in turn, supports engagement with Greater Manchester businesses, the public, private sector charging infrastructure providers and other public sector organisations to enable and accelerate the transition to EVs. The Greater Manchester (GM) Local Authorities and Transport for Greater Manchester (TfGM) should lead the way in expanding efforts to electrify the public sector fleet as an exemplar. This example should then be used to support local partners and businesses to follow in making the switch to ultra-low emission vehicles.

The GM Local Authorities working in partnership with TfGM, have produced this GM Electric Vehicle Charging Infrastructure Strategy to align activity and inform a coherent programme of works for delivery.

01. Introduction

The UK's commitment to phase out the sale of new petrol and diesel cars and vans by 2030 and hybrid vehicles by 2035 was at the heart of the Government's recent 'Ten Point Plan for a Green Industrial Revolution'. This commitment reflects the urgent need to clean up the transport sector, which is now the UK's largest source of greenhouse gas emissions and contributor to poor air quality. The rapid acceleration of the transition to Electric Vehicles (EVs) that is required will only be delivered if vehicle owners are confident that they will have access to a comprehensive and convenient network of Electric Vehicle charging infrastructure (EVCI).

In Greater Manchester (GM) the overall transport vision remains that set out in the GM Transport Strategy 2040 (GMTS 2040) based on a decarbonisation of transport within a framework of reducing overall need to travel, shifting journeys to active travel and sustainable modes and then for those necessary journeys that can not be switched to more sustainable modes, switching to ULEVs and cleaner fuels.

Following this pathway will enable the decarbonisation of transport to act as a catalyst for reducing car dependency and creating healthier, safer and more equitable communities. Focusing efforts on reducing overall travel demand and encouraging modal shift will help reduce the scale, cost and investment associated with electrification strategies, and also minimise the amount of carbon required to manufacture new vehicles and infrastructure associated with an electrified network.

EVs will not be a panacea in delivering emissions reductions, and they are not without environmental and societal costs, in terms of the embodied carbon and precious metals in the vehicles and batteries themselves; and in terms of the congestion and road danger impacts of motorised vehicles. Whilst the role of EVs will be important, the switch to cleaner fuels alone will only account for just over half of the necessary emission reductions. Therefore this EVCI strategy will be complemented by other strategies, such as our streets for all and local bus strategies, which will focus on creating streets and public transport services which facilitate the switch to active and more sustainable modes such as walking, cycling and public transport use.

However, it is recognised that for certain activities and businesses, cars, taxis and vans will remain a

necessary mode of transport. Transitioning these vehicles from petrol and diesel to ULEVs is critical, to help achieve the GM climate change and air quality ambitions. .

Whilst there has been development in a number of other types of alternatively fuelled vehicles, such as hydrogen fuel cells, this strategy is concerned purely with plug-in EVs given the recent growth in EV ownership and relative infancy and low uptake of alternative fuels.

The strategy focuses on the publicly accessible EVCI required to enable Greater Manchester's small businesses and residents to transition to EVs to make the necessary journeys that can not be avoided or shifted to more sustainable modes. For clarity, it does not cover charging infrastructure requirements for Heavy Goods Vehicles (HGVs) or buses.

The transition to EVs and provision of EVCI are co-dependent. Availability of and access to charging infrastructure is a critical barrier to the adoption of EVs. As part of the public conversation held last year on the GM Clean Air Plan proposals, the availability of charging points was cited as a key barrier for businesses and individuals in switching to an EV. In order to support and accelerate the transition to EVs across GM it will be important to have the right type of EVCI in the optimal locations to meet demand. This is particularly important given that a significant proportion of people in GM do not have private off-street parking to charge an electric vehicle and also because range anxiety is currently still a barrier to switching to EVs for many people. Having an available public charging network that people have confidence in, is an important factor in enabling the switch to an EV. Both actual and perceived availability of public charging infrastructure are key; sufficient numbers of chargepoints should be provided to meet local requirements and their location, availability and reliability must be sufficiently clear so as to support consumer confidence.

To ensure that GM has the EVCI network that it needs to support the transition to EVs over the next 5 years, TfGM and the 10 GM Local Authorities (we) have developed this GM EVCI Strategy, based on analysis of the critical markets we need to support over the next 5 years (in particular, taxis and private hire vehicles, vans owned by small businesses, EV car clubs and residential areas with limited off-

street parking). For the longer term, it also sets out principles for the design and delivery of publicly funded EVCI. However, EVs and EVCI, are still emerging technologies and it is important to be able to adapt to changes in technology and markets and ensure a flexible approach to the delivery of the strategy.

This GM EVCI Strategy is a sub-strategy of the GM Transport Strategy 2040 (GMTS 2040). It sets out objectives for EVCI which follow from the GMTS 2040 and should be considered alongside and read in conjunction with GMTS 2040 and the "Right Mix" vision for at least 50% of all trips to be made by active travel and public transport by 2040.

History

The delivery and operation of Greater Manchester's publicly funded Electric Vehicle Charging Infrastructure is co-ordinated by TfGM to ensure a consistent and co-ordinated approach across the city region.

There are approximately 360 publicly accessible charging devices in GM with circa 700 connectors operated and maintained by a number of operators. At the time of writing this includes 133 charging devices that are owned by TfGM. The focus of the first investment for publicly owned infrastructure in 2013 was chargers positioned in Local Authority car parks.

Back in 2013 there was more uncertainty about what public infrastructure would be required and far fewer Electric Vehicles registered in GM. Today, GM needs to meet the requirements of the next generation of Electric Vehicles, which have different charging capabilities and which are now starting to be seen in much larger numbers.

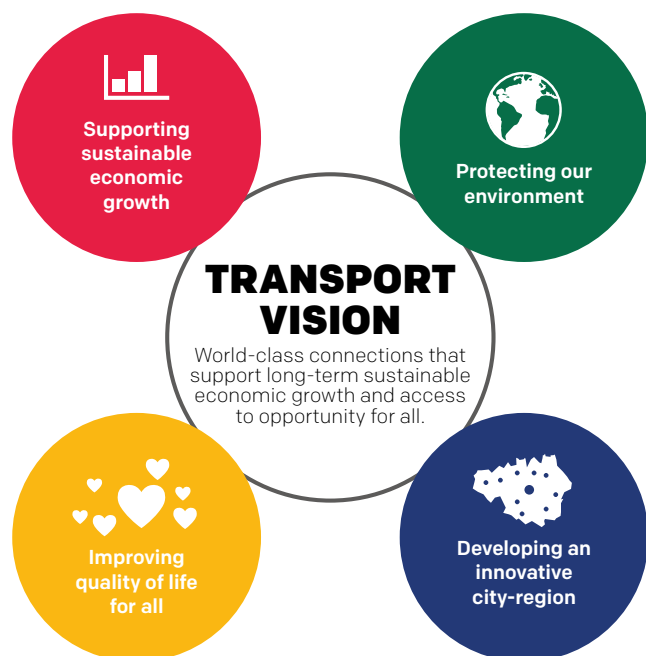
From summer 2020, the publicly owned charging points have been upgraded, rebranded and included in a new network called Be.EV. Be.EV is the brand for a new electric vehicle charging infrastructure provider in Greater Manchester. The installation of new rapid charging infrastructure and upgrading the existing TfGM owned fast charging network is being carried out under the Be.EV brand. Further information on the Be.EV network is available from the link be-ev.co.uk



02. Background

2.1 The GM Transport Strategy 2040

Greater Manchester's transport vision for 'World class connections that support long-term, sustainable economic growth and access to opportunity for all' is set out in the Greater Manchester Transport Strategy 2040. To provide a focus for transport investment up to 2040 and beyond the four key elements of that vision are set out below:



The role of technology and innovation will be even more important in the period up to 2040, enabling us to improve transport performance and quality of life, protect our environment, reduce costs and resource consumption, and to provide tailored information directly to transport users, providing a much better experience.

2.2 Decarbonising transport

National Government policy is encouraging a transition away from internal combustion engines and towards ULEVs, including Electric Vehicles (EVs) over the next 20 years. The current Government policy includes ending the sale of new petrol and diesel cars and vans by 2030 and hybrid petrol/diesel vehicles by 2035. Low and Ultra-low emission vehicles are a key part of the Government's 10-point plan for a Green Industrial Revolution, and the National Infrastructure Strategy.

Greater Manchester has a target of achieving carbon neutrality by 2038 (12 years earlier than the national 2050 target). All ten local authorities within Greater Manchester and the Greater Manchester Combined Authority have declared a climate emergency that commit them to working with government of all levels to prioritise decarbonisation and to take bold climate change action.

The GM 2038 target for carbon neutrality is based on a scientific approach by the Tyndall Centre for Climate Change to apportion both UK level and more localised carbon budgets that meet the Paris Agreement. Analysis indicates that urgent action is needed to cut all carbon emissions including transport emissions and that steep cuts need to happen in the next 5 years to stay within our carbon budgets. Further information is available in the GM 5YEP.

https://www.greatermanchester-ca.gov.uk/media/1986/5-year-plan-branded_3.pdf

Transport is now the largest greenhouse gas-emitting sector in the UK, accounting for 28 per cent of emissions and road transport accounts for 87 per cent of this. If we are to meet our commitments to reduce carbon emissions from transport, there will have to be a switch to much greater use of active travel for short journeys and more sustainable travel modes such as public transport. However, changes to mode of transport alone will not be enough; changes to the pattern of trip origins and destinations will also be needed. The pathway to the Greater Manchester 2040 Transport Strategy's Right Mix vision focuses on changing travel behaviour towards public transport, active travel, more local travel, and more travel to town and city centres in order to reduce car mode share from 61% of trips in 2017 to no more than 50% of trips in 2040.

However, we realise that some journeys will inevitably still need to be taken in cars and the transition to ULEVs need to be at the core of any successful strategy to decarbonise transport. Electric Vehicles (EVs) will form an important part of the future transport mix as they can ensure that unavoidable car journeys are taken in a way that minimises carbon emissions.

2.3 Air quality

Poor air quality is the largest environmental risk to the public's health in Greater Manchester. Taking action to improve air quality is crucial to improve the health of the general population. Whilst air quality has been generally improving over time, pollutants remain a serious concern in many urban areas including across Greater Manchester. These are oxides of nitrogen (NOx) and its harmful form nitrogen dioxide (NO₂), and particulate matter (PM).

In Greater Manchester road transport is responsible for approximately 80% of NO₂ concentrations at roadside, of which diesel vehicles are the largest source.

Long-term exposure to elevated levels of particulate matter (PM_{2.5}, PM₁₀) and NO₂ may contribute to the development of cardiovascular or respiratory disease and may reduce life expectancy. The youngest, the oldest, those living in areas of deprivation, and those with existing respiratory or cardiovascular disease are most likely to develop symptoms due to exposure to air pollution.

Public Health England estimates the health and social care costs across England due to exposure to air pollution will be £5.3 billion by 2035 for diseases where there is a strong association with air pollution, or £18.6 billion for all diseases with evidence of an association with air pollution.

Fully electric vehicles offer a partial solution to this problem as they operate with no tail pipe emissions however, GM recognises that although EVs contribute towards reducing emissions, they also emit pollutants into the environment from tyre and brake wear but are overall less polluting than conventional internal combustion engine (ICE) vehicles.

More information on Air Quality Action Plan and GM Clean Air Plan can be found here <https://cleanairgm.com/>.

2.4 Background on electric vehicles

There are many types of Ultra Low Emission Vehicles (ULEVs) available, but this EVCI Strategy is largely concerned with Electric Vehicles (EVs) which can be broadly divided into two types:

- Battery Electric Vehicles (BEVs), also known as 'pure' or '100 per cent' EV's (which are always powered by the battery); and
- Plug-in Hybrid Electric Vehicles (PHEVs), which combine a small plug-in battery with an ICE. This category includes both parallel and series plug-in hybrids (also known as range extenders).

BEVs can only run-on battery, do not emit tailpipe emissions and are dependent on charging, whereas the extent to which PHEVs are low emission depends on the extent they are driven in low emission mode.

In the UK until recently PHEVs made up a higher proportion of new registrations than BEVs. However, in the last few years this has changed for several key reasons:

- the cost and range difference between hybrid and fully electric vehicles is reducing, with batteries getting cheaper and battery sizes in BEVs increasing, thus increasing range;
- PHEVs are more complex and expensive to maintain, due to having both electric and internal combustion powertrains; and
- the Government grant for most PHEV purchases was removed from November 2018. However, a grant of up to £3,500 remains for low emissions cars approved by the government, these are cars which have CO₂ emissions of less than 50g/km and can travel at least 112km (70 miles) without any emissions at all.

The number of EV models available has expanded significantly in recent years. For passenger vehicles, most mainstream car manufacturers now offer an EV model, and there are now more than 130 BEV or PHEV models available to buy or lease in the UK across all vehicle types including small and medium-sized vans, city cars, small and large family cars. The notable trends among new models coming to market and upcoming launches are the increasing battery capacities and capabilities to provide greater mileage from a single charge and support faster charging rates.

Alongside the carbon and air quality emissions benefits of EVs they also have operational cost advantages over traditional Internal Combustion Engine (ICE) vehicles, due to greater energy efficiency and lower energy costs and therefore running costs. However, the upfront price is higher and remains a considerable barrier to adoption. Upfront prices are expected to continue to decline, with some analysts suggesting cost parity of EVs with equivalent ICE vehicles in the early 2020s.

03. Vision and objectives and strategic principles

3.1 The vision

To be an exemplar city region for enabling the electrification of transport in the context of a smart, integrated, sustainable mobility network. By 2030, Greater Manchester's businesses, residents and visitors to the region, who have no choice but to travel by car or LGV, will be able to use electric vehicles with the confidence that they will be able to conveniently recharge them (via public or private charging points); and in doing so will help to improve air quality and reduce tailpipe carbon emissions across the conurbation.

3.2 Strategy objectives

- To establish a financially sustainable, publicly accessible EVCI network, scalable to growth in demand and flexible to changes in vehicle technologies.
- To clarify GM's requirements for a future public and privately funded and delivered EVCI network that supports the accelerated transition to EVs among businesses, residents, and visitors; whilst minimising car dependency and private car ownership.
- To establish a clear set of priorities for the expansion of the publicly funded section of the EVCI network, focused on supporting the delivery of GM's Clean Air Plan and 2038 carbon neutral target by accelerating the transition to EVs for the most polluting vehicles.
- To provide a clear set of EVCI network strategic principles and delivery criteria for publicly funded EVCI to highlight the types of infrastructure and charging locations that will be supported in principle by TfGM and GM local highway authorities.
- To attract and shape private sector investment in the EVCI network by providing more clarity on GM's priorities and how TfGM and Local Authorities will work with private sector EVCI providers and operators; with the ultimate aim of establishing a mature, commercial EVCI market.

3.3 EVCI network strategic principles

Through the provision of publicly-funded infrastructure, we will set the standard and best practice and raise customer expectations, encouraging private sector EVCI providers and operators to follow suit. We have set out strategic principles to help guide the future expansion of publicly-funded EVCI. These mutually reinforcing strategic principles aim to guide decision making at a GM and local level when addressing the key challenges that the development of a GM EVCI network faces. The Network Strategic Principles are set out below and discussed in more detail in the following section which sets out our ambitions for the public EVCI network.



Integrated

Interoperability between charge points is an issue that directly impacts the appeal of EV ownership and will be key to ensuring an integrated EVCI network for GM that allows EV users to be able to roam between charging points without needing separate memberships. Different physical and commercial systems must be able to work together seamlessly and invisibly to the consumer allowing any EV to be able to be plugged into any public charge point with the electricity that it uses being paid for in a

way that is transparent. This will require a standard unit of charge (for example p/kWh). Company fleet managers and drivers need a simple payment solution that operates across the EVCI network and allows them to monitor and manage payments centrally to run their business effectively.

The recent upgrade of the GMEV network to Be.EV has ensured that about a third of GM's charging devices are now interoperable, meaning customers can access these public chargers without needing to subscribe to a membership scheme. A Be.EV recharging card for company fleets is now being tested prior to it being made more widely available. Whilst we can ensure that future expansion of the Be.EV charge points are interoperable we also need to encourage private EVCI providers and operators to open up their infrastructure to make the network more customer focussed and reliable. We also need to lobby central government to use the powers they have for greater regulation of the market. In July 2019, the Secretary of State for Transport announced that government wanted to see all newly installed rapid and higher-powered charge points provide debit or credit card payment by spring 2020. Several private EVCI operators have responded, and 41% of existing rapid charge points now have contactless card payment compared with 28% in 2019. This is a step in the right direction but more work needs to be done especially on fast charging.

Our Ambition – to improve the EV charging experience by having a fully interoperable public charging network across Greater Manchester.

Infrastructure should also be integrated with other transport modes and e-mobility services where appropriate to provide an important element of the urban transport mix. Grouping charge points together in hubs or mini-hubs will increase opportunities to provide other services at the hub for example e-bike hire or EV car clubs, where this is deemed appropriate. Locating EVCI at park and ride sites will allow EV users to access GM's rapid transit network. Locations adjacent to or integrated within, other land uses that generate activity throughout the day and evening such as leisure / shopping destinations, community centres or local centres will help to ensure EVCI can be utilised safely and conveniently by different EV users at different times.

Our Ambition – to ensure that publicly funded EVCI is conveniently located to enable EV users to access other sustainable transport modes and services, thereby reducing overall reliance on private cars.

Environmentally responsible

EVCI should supply zero carbon electricity, ensuring supplies are from renewable energy sources and utilising generation and storage from the local energy system where feasible. The Be.EV network uses 100% renewable energy to supply the electricity for charge points. Where commercial charge point operators are not providing zero carbon electricity, we will work to encourage them and/or host suppliers to transition to a renewable energy supplier.

The installation, operation and maintenance of publicly funded EVCI will use sustainable materials and construction methods where feasible. Wherever feasible, we will adopt off-grid, on-site zero carbon electricity generation such as solar panels and battery storage.

Our Ambition – to have an EVCI network supplying 100% of electricity generated by renewable energy.

Inclusive and customer-focused

Greater Manchester has a wide variety of housing stock, including a significant proportion without a private drive or a dedicated parking space to allow off-street charging. The convenience of being able to charge vehicles at home has resulted in queries from residents asking if it is legal to run EV charging cabling crossing the footpath between properties and EVs parked on-street.

The 10 Local Authorities in Greater Manchester all have a responsibility to provide safe and accessible footpaths. Under the Highways Act 1980 it is illegal for any person to place or run a cable or wire along or across a public highway including the use of pavement drainage channels or a cable protector.

The government have invited Local Authorities to submit applications to the On-Street Residential Chargepoint Scheme. The purpose of the scheme is to increase the availability of on-street chargepoints in residential streets where off-street parking is not available, thereby ensuring that on-street parking is not a barrier to realising the benefits of owning a plug-in EV. The scheme gives local authorities access to grant funding that can be used to part-fund the procurement and installation of on-street EV chargepoint infrastructure for residential needs.

Owner occupier households that have access to off-street parking will be able to access low cost EV charging with time of use tariffs at home, however this will not apply to households with on-street parking including many households in the private-rented sector or local authority housing. Importantly, many of these households are in urban areas that have most to gain from the local air quality improvements offered by EVs. In Greater Manchester, terraced housing and apartments make up 43% of the housing stock (Census 2011) and these areas typically have limited access to off-street parking. Map 1 below shows the Census 2011 MSOA percentage share of households in terraced housing or apartments which are unlikely to have access to off-street parking.

A socially equitable GM EVCI network is needed to provide affordable alternatives to home charging to ensure that those without access to off-street parking are not disadvantaged. Failure to provide alternatives could delay the transition to EVs for many GM residents.

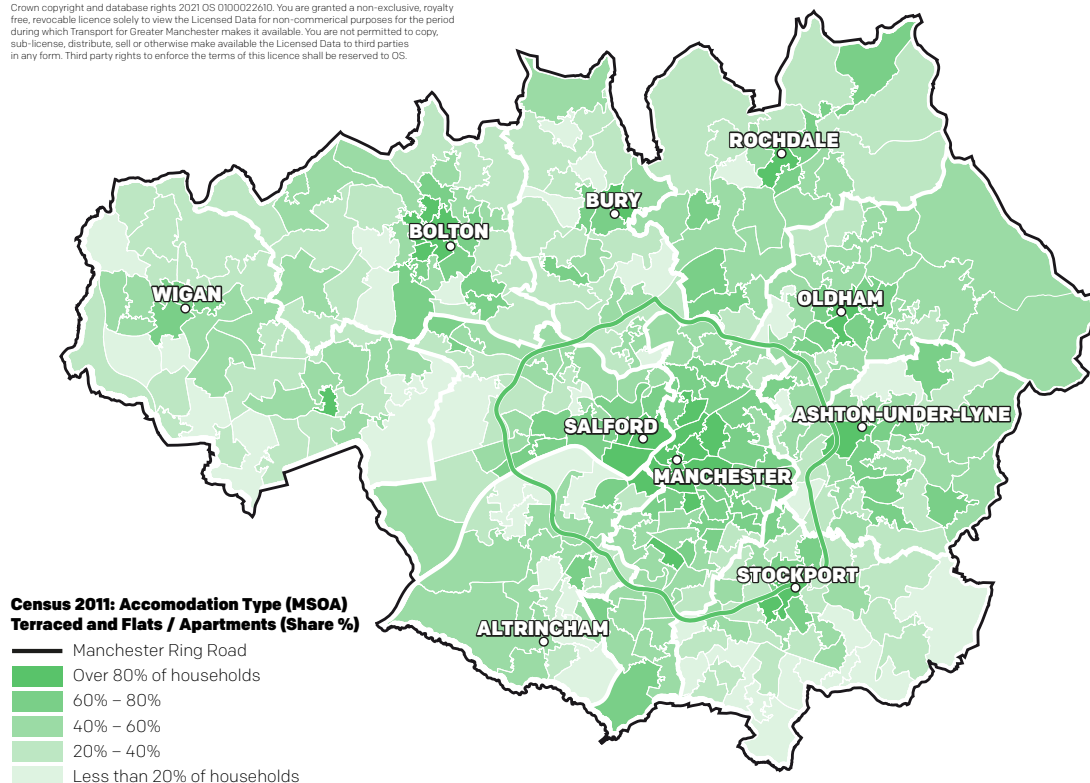
For residents without the ability to charge EVs off-street a number of alternative options to home charging will be important in enabling a transition to EV use. The expansion of EV Car Clubs operating in these residential locations could offer a genuine alternative to private EV ownership. Through the development of a Shared Mobility Strategy and engagement with Car Club operators we will seek for opportunities to enable them to transition to fully EV fleets and expand the car club offer across GM.

Workplace charging during the day will also be an important option. In locations with poor public transport accessibility and where employees are dependent on car travel; we will work with both public and private sector employers to encourage them to make use of the Government Workplace Charging Grant to establish and expand a workplace EV charging offer as part of a wider review of workplace car parking requirements for employees. We will work with large public sector employers such as hospitals, schools and colleges and medical centres with workplace car parking to determine EVCI requirements.

For those who commute to work on the rapid transit network (making use of existing park and ride facilities) there could be the opportunity to charge EVs during the working day whilst EVs are parked at rail station, Metrolink and bus park and ride sites. We will align TfGM's emerging Access to Public Transport Strategy and the development of the Travel Hubs programme with this GM EVCI Strategy and investigate options to expand the Be.EV network at Metrolink park and ride sites and other transport interchanges; and we will also work with Network Rail and Northern Rail to encourage them to provide EV charging infrastructure at rail station car parks across Greater Manchester.

Retail and leisure destination car parks with dwell times of an hour or more also offer an opportunity to provide alternative EV charging options. We will investigate opportunities to expand the Be.EV network in local authority owned car parks in town and district centres and at other local authority assets such as car parking at leisure centres,

Crown copyright and database rights 2021 OS 0100022610. You are granted a non-exclusive, royalty free, revocable licence solely to view the Licensed Data for non-commercial purposes for the period during which Transport for Greater Manchester makes it available. You are not permitted to copy, sub-license, distribute, sell or otherwise make available the Licensed Data to third parties in any form. Third party rights to enforce the terms of this licence shall be reserved to OS.



gyms, libraries, community and health centres and recreation / sports facilities. We will engage and work with private EVCI providers and operators to encourage them to install EVCI in retail and leisure destinations

Off-street, community charging hubs in residential areas could also provide an alternative option in some locations. Where there are residential areas with significant on-street car parking we will investigate opportunities to provide off-street community charging hubs on a case by case basis where appropriate locations can be found and look at options that will support residents to use these facilities for overnight charging where possible. These community charging hubs could potentially include charging bays for EV Car Club vehicles as well as other mobility services such as cycle hire or e-bike hire facilities, offering residents alternatives to private car ownership. We will establish an on-line system for local residents and communities to register an interest in trialling community hub charging infrastructure.

Our Ambition – to provide accessible alternatives to home charging that enable those who can't charge at home to transition to EV.

An interoperable Be.EV network represents an important step in improving the inclusiveness of EV charging in Greater Manchester. There is now an easy-to-use App and web-site for customers to access Be.EV. However, a simplified and standardised full public EVCI network is required that is easy to use and accessible to as many EV users and vehicles as possible. An integrated, interoperable network that it is open to the broadest customer base possible will be more inclusive. We will work with private charge point operators to encourage interoperability and improve access through innovation.

Disabled drivers should not be excluded from transitioning to EV because they are unable to access public EVCI. We will work with our Disability Design Reference Group to develop our Design Guidance for EVCI.

Our Ambition – further expansion of publicly funded EVCI to be designed to provide for disabled EV drivers with step free access and larger parking bays for disabled access.

A customer focused EVCI network should include convenient locations, with up to 24/7 access. EVCI needs to be in visible locations to increase visibility for EV users and raise awareness of the network amongst potential EV users to give them the confidence to transition to an EV.

Our Ambition – to provide multiple EVCI charging points clustered in hubs or mini-hubs in highly visible convenient locations.

Well maintained and resilient

A well-functioning public EVCI network will become increasingly more important as the transition to EVs increases, and the network will need to be well maintained to ensure charge points are in a safe and usable condition. A poorly maintained network will also impact on reliability for customers and the viability of the network through the loss of charging events. We have recently invested in upgrading the Be.EV network to ensure it is fit for purpose. Leading by example and raising customer expectations will encourage private EVCI providers and operators to ensure their infrastructure is well maintained. We will continue to work with our EVCI Service Provider to ensure that the Be.EV network is maintained to a good standard, to adapt it and to improve its resilience.

The large-scale transition to EVs will place pressure on the electricity power supply and we have worked and will continue to work with the Electricity North West (the Distribution Network Operator) and Independent Distribution Network Operators (IDNOs) to identify areas with electrical grid constraints and to ensure that there is sufficient capacity across Greater Manchester. As regulated infrastructure providers, ENW and IDNOs have obligations to provide capacity ahead of need and invest to remove constraints.

Publicly funded EVCI should be future proofed so it is able to be expanded as the transition to EVs increases demand; and is able to be adapted to incorporate new developments in technology and innovation. Grouping charge points together in hubs or mini-hubs will allow for future expansion and aid the efficiency of maintenance improving resilience against broken or faulty infrastructure. Data on the usage of the network and customer feedback will be used to monitor and improve the operation and maintenance of the network and determine future requirements as demand grows.

Our Ambition – to ensure that the Be.EV network is maintained in a good state of repair and that it is resilient to future increase in demand.

Safe and secure

Safety must be a fundamental consideration in the design of the GM EVCI network. Publicly funded EVCI will be well designed so that the operation and maintenance of the network is safe for the EV users, the EVCI service provider and other road users including pedestrians and cyclists. EVCI will be placed in visible, open locations overlooked by nearby activity to provide natural surveillance, with good natural and artificial lighting, and security (including CCTV) for vehicles left over night. This will help ensure that concerns around personal security and crime (including the perception of crime) are not barriers to using EVCI at all times of the day and night. Grouping charge points together in hubs or mini-hubs will contribute to safety and security and will make it more economical to provide required security measures.

Our Ambition – to ensure that people feel safe using the public EVCI network at all times of day and night and that perceptions of crime are not a significant barrier to using the network.

Reliable

A reliable EVCI network will be essential if people are to have confidence in EVCI provision, availability and maintenance to minimise range anxiety and promote the transition to EVs. The recent upgrade of the Be.EV network has provided more reliable charge points with technical solutions that allow EV users to check a real time status of individual charge point availability. We will support the Government proposals to set a data standard that private EVCI operators need to meet when making public-chargepoint-data openly available and lobby for this to include live 'availability' data.

Groups of charging points in a hub or mini-hub, will also increase the likelihood (real and perceived) that a charger will be available for use on arrival. A well-maintained network will be needed to ensure the timely repair of broken or damaged charge points and we will work with our EVCI service provider to ensure the Be.EV network continues to be reliable. We will support the government proposal for a minimum reliability standard for all EVCI operators and the proposals for all EVCI operators to provide a 24/7 call helpline for consumers so that help can be provided to consumers who are struggling to access or use a charge point.

Other challenges to reliability include the blocking of charging bays by people parking conventional cars and EV users overstaying once charging is complete or using a charging bay to just park their EV. We will need to find solutions to the potential blocking of charging bays which could include enforcement and financial penalties for overstaying. Bay markings and signage will be used to identify EV charging bays and Traffic Regulation

Orders used to prevent blocking of EV bays and charge points. EV charging systems can use both technical and behavioural solutions to ensure that charging infrastructure remains available for use when needed. Data on the usage of the network and customer feedback will be used to monitor and improve the reliability of the network.

Our Ambition – to develop and maintain a reliable EVCI network that offers available charging solutions that reduce range anxiety and give people the confidence to transition to EVs.

Supporting a Healthier Greater Manchester

The air quality emissions benefits of EVs are discussed elsewhere in this strategy and clearly a well-planned and delivered EVCI network will encourage and accelerate the transition to EVs, with associated clean air benefits to the GM population.

EVCI should also be integrated with other GM initiatives that encourage active travel. EVCI locations will form part of a wider 'place making' with the siting of EVCI considering adjacent uses. For example, EVCI could be integrated with "parklets" which provide seating, cycle parking, e-bike or e-scooter charging, green space, and play areas.

Any on-street EVCI should avoid creating obstructions to other users of the highway, and particularly those with reduced vision or mobility or those using pushchairs or prams. EVCI should not discourage the use of active travel modes or reduce the space available for people travelling on foot or by bike. GMCA's Interim Active Travel Design Guide recommends that a footway width of 1.4m should be regarded as an absolute minimum at localised constraints, and a minimum of 2.0m should be provided at all other locations. This width must be clear, continuous and free from any obstacles or obstructions such as bollards, parked vehicles, or signs. To ensure that any on-street EVCI does not create obstructions and footway widths are maintained, there should be a presumption in favour of carriageway build-outs unless this is impractical. Where it is necessary to position EVCI on the footway it should not create localised constraints of less than 1.4m.

Locations will also be considered which allow EV users to charge their vehicle whilst undertaking active travel for the final stages of their journey. Destination charging at locations for a leisure, recreation or sporting activity will enable EV users to charge their vehicles whilst pursuing activities that support their physical health and mental wellbeing.

Our Ambition – to develop an EVCI network that supports people in leading active, healthy lives.

Viable

The operation and maintenance of publicly funded EVCI should remain cost neutral wherever possible so as to minimise public subsidy. User tariffs should support the day-to-day costs of operation and maintenance and the publicly funded EVCI should not be subsidised by non EV owning residents or the 31% of Greater Manchester households that do not own a car. The location of charge points has a strong influence on how often and how easily they are used by residents, businesses and visitors and therefore how much revenue they generate. Locations for EVCI can lead to a potential loss of existing parking spaces in local authority car parks or existing areas of car parking serving local communities. Community engagement will be an important aspect of locational decisions and there is clearly a need to focus investment on EV user groups that will generate the highest utilisation rates. EVCI locations that have community support and offer justifiable utilisation rates and value for money should be prioritised.

Capital investment into the network will be sought from a balance of local and central government funding. Greater value for money can be achieved through cost efficiencies associated with grouping charge points together in hubs or mini-hubs and future proofing those locations for possible future expansion. Utilising existing public sector land assets will also help reduce capital costs and avoid third party ownership agreements.

Our Ambition – in the medium term, to develop a self-sustaining publicly funded EVCI network that is not dependent on public subsidy.

It is acknowledged that some financial support will be required in the short term for public intervention in the market that will encourage the transition to EVs and grow the demand for public charging required for private EVCI providers and operators to commit to investment.

In the long term there is a need for private sector investment to build and operate a self-sustaining public EVCI network, aligned with the objectives and principles of this EVCI strategy. It is essential that a viable, matured commercial market is developed to meet future demand and ensure continued maintenance and improvements to the network. This will allow public sector intervention in the market to be scaled back over time.

3.4 EV tariff

When it was first introduced, EV users could access the GMEV network for free. This allowed GM to test the new scheme whilst providing an incentive for users to purchase electric vehicles. However, with the expansion of the EVCI network and the increase in usage of this network, it is now appropriate to introduce a tariff.

The tariff will need to be within the market range of EV tariffs in Greater Manchester and align with the GMTS 2040 Fares and Ticketing Objectives in the following way:

- **Simplicity** – Customers can easily understand and choose options to pay for their electricity charge.
- **Convenience** – Transactions are quick and easy for the user and delivers efficiencies to the operator.
- **Value for Money** – Users see the tariff as a fair price for the service they get.
- **Transparency and Trustworthiness** – Users have a clear understanding of pricing and product.
- **Inclusivity** - related to the affordability of public charging
- **Balanced Funding** – Tariffs revenue will offset costs to operate and maintain the network and reduce subsidises.

04. Developing an EV charging network for Greater Manchester

4.1 Current network

There are three main types of EV charging – slow, fast and rapid. These represent the power output, and therefore charging speeds, available to charge an electric vehicle.

- Slow Chargers (3.5kW) – are a common method of charging EVs at home overnight; due to their slow charge they are uncommon in publicly accessible networks.
- Fast Chargers (between 7kW to 23kW for AC, and 10kW to 22kW for DC) – are used for home charging and at destinations where vehicle dwell times are likely to be for an hour or more such as at workplaces, park and ride sites or long stay car parks for destinations such as town centres, supermarkets or leisure centres.
- • Rapid Chargers (between 43kW to 44kW for AC, and 50kW to 62.5kW for DC) – are the fastest way to charge an EV and are therefore found at locations close to main routes and motorways. Rapid chargers can deliver up to 80% battery charge in around 30 minutes. There are also Ultra-rapid chargers with a charging output greater than 62.5kW (including up to 350kW).

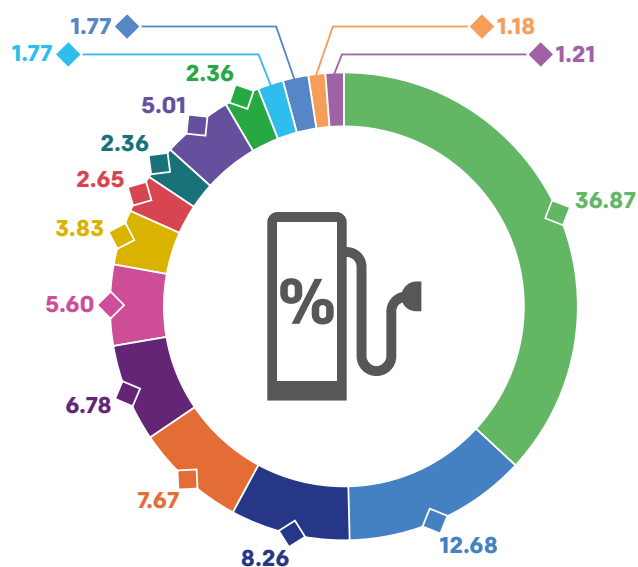
An important factor in encouraging the transition to EV is the EVCI network size and availability of suitable charging points. However, research suggests that provision of EVCI alone will not be enough to encourage a speedy transition and therefore additional measures will be required such as the continuation of the Government grants to help reduce the purchase price of EVs and promotional and behavioural change programs.

Currently, GM's EV registration is significantly behind the national average EV registrations as a percentage of the total vehicle population. As part of the GM public conversation on the clean air plan proposals, the availability of charging infrastructure was cited as a key barrier for businesses and individuals in switching to an electric vehicle. GM's EVCI provision is also below the national average and North West average of charging devices per capita. Table 1 below shows the Jan 2021 position.

Region	EV Registration % of total fleet	EV Charging devices	Charging devices per 100,000 population
United Kingdom	0.7%	20,775	31.1
North West	0.4%	1,410	19.2
Greater Manchester	0.3%	346	12

The EVCI network in GM should facilitate, not inhibit, the transition from petrol and diesel car and light goods vehicles to EVs by being of sufficient scale and type to meet users' needs. There is a need to ensure that the absence of charging infrastructure isn't a barrier to this transition to EVs. There is also a need to encourage and accelerate the transition to EVs and ensure that network comprehensiveness avoids any gaps that may reduce confidence in the ability to charge amongst different EV markets.

In GM, the current publicly funded EVCI network, Be.EV accounts for approximately a third of the charge points, with the remaining two thirds delivered by over 20 private sector providers and operators.



Key

- ◆ Be.Ev ◆ Pod Point ◆ Tesla Destination ◆ GeniePoint
- ◆ BP Plus ◆ Other ◆ Life ◆ Vend Electric
- ◆ Charge Your Car ◆ InstaVolt ◆ Tesla Supercharger
- ◆ Ecotricity ◆ Osprey ◆ Hubsta ◆ ZeroNet

% of devices in GM by top 15 network providers

80% of the publicly funded charge points are made up of 7kW (fast) chargers and 20% of 50kW (rapid) chargers, whereas private operators have 91% of their network composed of chargers with a speed superior to 7kW. The private sector operators have a very different business model and charging speed offer compared to the existing publicly funded network.

The private sector business model is typically focused on:

- rapid (and ultra-rapid charging) to achieve the best commercial returns on investment; and
- providing customers with an experience as close as possible to the 'convenience' of owning an Internal Combustion Engine vehicle and therefore replicating the current conventional behaviours of refuelling.

4.2 The scale of the network required by 2025

A vision-led adaptive planning approach is required to enable and accelerate the transition to EVs across GM. Projections can be made of public EVCI that will be required in the future based upon assumptions of general EV transition. To enable such projections to be determined, a model has been developed that projects the number of public fast and rapid chargers required for a given fleet proportion of electric vehicles.

Planning Scenario

The development of the EVCI strategy needs a Planning Scenario to allow a plan of interventions to be developed, and this in turn needs an input level of transition to electric vehicles to aim for.

National Grid's 2019 Future Energy Scenarios set out 4 main scenarios for electric vehicle transition. The scenario with the fastest uptake in the near term, called "Community Renewables", projects that 8.18% of vehicles will be electric in 2025, rising to 75% 2035.

Using the FES 2019 'Community Renewables' scenario of 8.18% of the whole UK vehicle fleet being EVs in 2025, this projection gives a Planning Scenario with charger requirements of 2,700 fast, and 300 rapid public chargers in GM by 2025. As of February 2021, there are 264 fast and 59 rapid public chargers in GM.

The Planning Scenario indicates that GM requires significant expansion of publicly accessible charging infrastructure in the next few years to 2025. Between 2025 and 2030, demand for public charging infrastructure is projected to increase significantly, however, the technology surrounding charging an EV is rapidly being developed and continuously changing; in turn, the charging needs of EV users is likely to change over the coming years.

Beyond 2025, there is a significant degree of uncertainty around projecting demand for EVCI depending on the rate and distribution of EV transition over the medium to long term. This highlights the importance of continuous review of market needs in order to be able to both respond to and shape future demand.

4.3 The need for public sector intervention

Whilst the private sector contribution to expanding the GM EVCI network will clearly be invaluable, currently there is limited evidence that private EVCI providers and operators are delivering at the scale and pace needed to meet the 2025 projected demand, or the required type of infrastructure in the right locations.

Therefore, there is a continued need for public sector intervention, supported by a clear policy position, to influence the scale and distribution of EVCI investment that is required. However, there is a need to avoid an oversupply of publicly funded charge points, as this may result in:

- undermining our ambitions for more trips to be made on foot, by bike and by public transport;
- under-utilised assets requiring ongoing revenue support to cover the cost of operation and maintenance;
- unused charging bays with spaces left empty for long periods of the day causing issues in areas where there is already a high demand for limited car parking; and
- discouraging private sector investment.

It is likely that, without public sector intervention in EVCI now, a number of gaps in the market will emerge as set out below.

- Inclusive market coverage

The private sector will not invest significantly ahead of demand and there is a clear correlation between the early adopters of EV technology and average salary. There is a risk that private sector provision will be initially limited to more affluent areas or destinations where the investment returns would be attractive. Leaving less affluent areas without EV charging solutions that will act as a barrier to EV transition.

- Delay in delivery

Due to the requirement to ensure a short-term return on investment, the private sector may take a largely reactive approach, following demand for EVCI and delaying investment until returns are attractive. This could delay rather than promote transition to EVs.

- Interoperability

There are currently more than 20 different private operators active in Greater Manchester and potentially additional companies seeking to gain market share for profitable locations. Whilst some attempt has been made by the private sector to ensure EV users can access sites with different operators, the current service is far from perfect or integrated.

In the short term there is a need for public sector intervention in the market to fill these gaps and invest in locations and types of charging that the private EVCI providers and operators will currently find unattractive; not only to meet future demand and accelerate the transition to EVs but also to ensure the EVCI network is developed in a way that delivers our wider ambitions for transport across GM. Public sector intervention will also demonstrate commitment to EV technologies and encourage investment from the private sector.

In the long term we need to encourage and leverage private sector investment to build and operate a self-sustaining public network supported by the right policy framework. It is essential that a viable, matured commercial market is in place to meet future demand and ensure continued maintenance and improvements to the network.

4.4 EV User Profiles

To aid a better understanding of the EV market and where the focus for public (and private) sector investment might be, we have identified a number of market segments based on potential EV user profiles and charging behaviours and requirements. For clarity, this strategy does not cover charging infrastructure requirements for Heavy Goods Vehicles (HGVs) or buses. Potential EV users have been segmented into EV user profiles shown in Table 2 below and further discussion on the development of these EV User Profiles is included in Appendix A.

Vehicle Type	User Profiles
Taxis	Hackney cab taxi drivers
	Private Hire Vehicle (PHV) drivers
Light Goods Vehicles (LGVs)	Company fleets
	Small and medium-sized enterprises (SMEs)
	Privately owned/leased LGVs
Local Authority and other public sector fleets	Local Authority / public sector employees
EV Car Clubs	EV Car Club users
Private Cars	Residents with off-street parking at home
	Residents with on-street parking at home
	Visitors

Table 2 EV User Profiles

4.5 EVCI Typologies

In many areas of Greater Manchester it is not considered to be physically possible or financially viable to install on-street, publicly accessible charge points in residential areas to the scale required to meet demand from private car ownership transitioning to EVs.

Whilst there may be appropriate locations for well planned, designed and managed on-street charging, rather than providing large amounts of on-street publicly accessible charge points, the GM EVCI Strategy will focus on providing alternatives designed to support residents and small businesses that do not have access to home charging.

A set of basic EVCI Typologies have been developed by considering charging behaviours, dwell times and charger types and assigning these to particular locations or land uses. Further discussion on the development of these EVCI Typologies and alternatives to large-scale on-street charging provision is included in Appendix B.

Typologies	
Home Charging	Private home or apartment parking off street
On Street charging	On street parking bays
Business and Residential Community Charging	Car parks in commercial areas or residential areas with high levels of on-street parking
Destination	Work-place parking Town/local centre and city centre car parks Park and Ride sites Retail parks Visitor attractions
On route	Motorway Service stations and existing petrol stations Lay-bys near areas of business activity

Table 3 EVCI Typologies

- **Home charging often overnight** (available to EV users with access to off-street parking) which takes advantage of the long dwell times of vehicles and is best suited to slow or fast chargers.
- **On-street charging** at on-street parking bays which could include a broad range of dwell times and accommodate fast or rapid chargers depending on likely dwell times.
- **Business and Residential community charging** (for EV users unable to charge at home) also able to take advantage of the long dwell times of vehicles and is best suited to fast chargers.
- **Destination charging**, defined as locations other than where the EV user resides, which includes a broad range of dwell times and can accommodate fast, rapid and ultra-rapid chargers depending on the average dwell times of vehicles.
- **On-route charging** which would typically require rapid and ultra-rapid chargers due to the higher proportions of short dwell times.

05. The Case for Public Sector Investment to support the transition to EVs

5.1 The role of the public sector in influencing and delivering a GM EVCI network.

There are a number of ways in which TfGM and the 10 GM Local Authorities, working in partnership with other stakeholders, can aid the delivery of a GM EVCI network that encourages and accelerates the transition to EVs. Alongside the deployment of publicly funded EVCI, the public sector can lead by example in the transition of their own fleets to EV and also use Local Planning Authority powers to ensure new development makes provision for EVCI.

5.2 How we will invest in expanding the publicly funded EVCI network.

Deployment of publicly funded EVCI

In terms of deployment of publicly funded EVCI, the priority will be projects which support the GM Clean Air Plan (CAP) and 2038 carbon neutral ambitions by aiding the accelerated transition to EVs for the most polluting vehicles; providing opportunities for those businesses most affected by the GM Clean Air Zone (CAZ) to transition to EVs and supporting those who will find it most difficult to transition to EVs due to home charging constraints. These projects will also help stimulate private sector investment by demonstrating a commitment to the transition to EVs and confidence in the market.

The most sustainable solution for transport and energy systems overall is for publicly funded EVCI hubs or mini-hubs of varying power requirements and scales to correlate with destination dwell times and charging behaviours. Whilst a mix of fast and rapid chargers will allow EV users to choose the most appropriate charging speed for their needs, the particular mix will be determined by the likely vehicle dwell times at any given location.

The expansion of an EVCI network for GM requires a high proportion of fast chargers as this enables a more sustainable form of charging that fits with electricity grid capacity and most vehicle duty

cycles. This approach enables deployment of EVCI with the lowest impact on the electricity grid (and therefore costs).

Initial investment will provide a blend of EVCI that prioritises meeting the demand likely to be generated by the most polluting vehicles transitioning to EVs to support achieving air quality and carbon targets.

The deployment of publicly funded infrastructure must also be aligned with a business engagement programme with both public sector and private sector employers to encourage the provision of workplace EV charging infrastructure in locations with poor public transport access.

Deployment of EVCI by the EVCI Service Provider

GM has appointed an EV Charging Infrastructure Service Provider (EVCISP) to deliver a range of EVCI solutions through a 7-year EVCI contract. The EVCI Contract allows for the EVCISP to make their own investments in EV charge points to aid the development of the network. This Supplier Owned Infrastructure (SOI) will be aligned with the EVCI Strategy objectives.

Leading by example

It is important that TfGM and the GM Local Authorities along with other public agencies show leadership and demonstrate a commitment towards the transition of EVs. TfGM and GM Local Authorities already have a number of EVs in their fleet and the transition should include a review of their respective fleet requirements and the development of a shared approach to purchasing or leasing further EVs. Vehicle replacement strategies should be agreed so that a clear pathway to carbon neutral Local Authority fleets can be outlined. Working together, GM Local Authorities could also include a provision for EVs when tendering for fleet management services. To facilitate the transition of fleets to EVs, EVCI should be installed or expanded where required at Local Authority offices and depots and opportunities for sharing charging infrastructure should be investigated. This will act

as useful demonstrations to other businesses of a commitment to the technology to help encourage transition to EVs amongst the business community. Lessons learnt through the transition process should be shared with other fleet managers in the public and private sectors as part of a wider business support package. In planning their fleet transition, organisations should also review whether they can scale-back the overall size of their vehicle fleet and whether alternative modes, such as e-bike/e-cargo bikes, could be used to support their operations.

Development of Planning Policy

Planning policies and guidance provide opportunity for GM's Local Planning Authorities to facilitate and coordinate the development of an EVCI network that supports and encourages the transition to EVs in areas beyond the publicly funded and controlled EVCI network.

By developing and adopting policies and guidance, local planning authorities can ensure EVCI is integrated and normalised within new developments from the design stage. Policies can be used to set expected requirements for provision of EV charge points in new residential, workplace and commercial developments, offering a clear framework for developers to plan, design and fund the provision of EVCI as part of the development.

The physical location, design, and management of EVCI as part of new development can be coordinated through planning policies and design guidance. Policies can ensure new developments are designed with the infrastructure needed to expand EV charge point provision in future as demand increases. This can be done through

requirements for both active and passive EVCI. Active charge points refer to spaces that are fully wired and ready to use from the outset of the development. Passive provision refers to the provision of the necessary underlying infrastructure (power supply capacity and the ducting installed within car parking facilities) to enable simple expansion of charge points at a future date.

To ensure that adequate provision of EV charging infrastructure is provided in new developments a number of factors need to be considered including:

- The development type;
- EV user profiles, vehicle dwell times and charging behaviour;
- Potential for EV Car Club requirements;
- Future management, operation and maintenance requirements; and
- Passive and Active charge point provision

New developments within GM should make adequate provision of EVCI to meet demand and encourage and accelerate the transition to EVs. To achieve this, new developments should be required to provide a minimum number of active EV charge points and offer enough passive provision to enable efficient expansion as demand increases. Each Local Planning Authority will develop their own Local Plan policies relating to the provision of EVCI in new development. The recommendations set out in the table below are intended to aid policy development and act as supplementary guidance.

Development type		Active provision	Passive provision
Residential	Within property-based parking e.g. driveway and/or garage	1 per dwelling	-
	Designated off-street residential parking	1 per dwelling	-
	With non-designated off-street parking	10% of spaces	20% of spaces
Commercial	Office / general industrial	10% of spaces	20% of spaces
	Retail uses	10% of spaces	20% of spaces
	Sports centres, gyms and leisure facilities	10% of spaces	20% of spaces
Other	Education & non-residential institutions	10% of spaces	20% of spaces
	Petrol filling and motorway service stations	10% of spaces	20% of spaces

Table 4 Guidance on provision of EVCI in new development

5.3 Priorities for Public Investment to 2025

The initial focus for investment will be to provide a blend of EVCI that prioritises meeting the demand likely to be generated by the most polluting vehicles transitioning to EVs. We will target businesses and vehicles most affected by the CAZ.

The taxi trade

We have undertaken detailed engagement with the taxi (Hackney cab and PHV) trade and further analysis of this particular market segment's charging requirements. Clean Air Plan modelling estimates that 15% of all hackney cab and PHV trips will need to be made by EV by 2025 in order to achieve air quality compliance.

Modelling has been undertaken to understand what this means in terms of EV charging infrastructure. This estimated that between 34 (low scenario), 90 (central scenario) and 190 (high scenario) rapid charging devices will be needed by 2025 to support that transition.

Currently secured funding represents targeted investment of approximately 60 rapid chargers (in total) dedicated for use by the taxi trade, in combination with the Clean Taxi Fund (CTF), which aims to provide the financial support needed to transition to EVs.

EV Car Clubs

The E-Hubs trial project is funded by the European Regional Development Fund and aims to demonstrate innovations in technology focused on low carbon shared mobility. It provides for car clubs using Electric Vehicles (EVs) and e-cargo bikes for-hire in co-locations. It is intended that the project will have a number of benefits including a reduction in carbon emissions, expediting the reduction of car ownership, making electric vehicles more accessible to the general public, encouraging more active travel practices and creating a knowledge bank of how to embed the use of an EV car-club and e-Cargo Bikes into Greater Manchester, creating a blueprint for further mobility roll-out. The E-Hubs trial project has identified 5 potential locations which include EVCI dedicated to an EV Car Club operator.

In partnership with EV car club operators we will look for further opportunities to expand the EV car club offer in suitable locations across GM making shared electric vehicles more accessible.

Priority locations for community hub charging infrastructure

Through further research and engagement with businesses and communities we will look for opportunities to trial a small number of EVCI community hubs in locations where high demand is aligned with constraints on home charging or where demand from significant EV LGV business activity may justify public investment. We will establish an on-line system for local businesses and residential communities to register an interest in trialling community hub charging infrastructure so that, funding permitting, we can direct investment to areas of identified demand.



ELECTRIC
VEHICLES
ONLY

06. Delivery and monitoring

6.1 Existing commitments

Delivery is currently being managed by TfGM on behalf of the Greater Manchester Local Authorities. GM has appointed an EV Charging Infrastructure Service Provider (EVCISP) to deliver a range of EVCI solutions through a 7-year EVCI contract to expand, upgrade, re-brand and maintain the existing publicly owned EVCI.

The EVCI contract involves two phases; the first phase involves the transition from GMEV to Be.EV including the upgrade of 118 old GMEV fast chargers to new fast charge points (which is now complete) and the delivery of the Early Measures project delivering 24 new rapid charging points across 22 sites (including 1 site which is a dedicated taxi charge point).

The second phase will include the delivery of additional publicly funded EVCI projects and the potential for the EVCISP to fund and deliver their own charge points.

Through the OZEV taxi project we have secured funding to install 30 rapid chargers dedicated to taxi use across GM by 2022. On-line engagement with the taxi trade and consultation with ENWL is underway to aid the determination of sites for deployment.

Over the coming years we will continue to seek and secure further funding opportunities that align with our priorities for investment.

6.2 Site prioritisation process

Site selection for EV charging points is important as the choice of location influences both costs and usage. TfGM, through delivery and operation of Greater Manchester's publicly funded Electric Vehicle Charging Infrastructure, has identified the following key challenges in site selection.

Land ownership – Permissions and legal requirements can add delays to installing EVCI on third party land, including where this is land owned by the Local Authority. In the case of large organisations, they may also have their own national contracts with EVCI providers. There are also costly feasibility studies required to ensure the host's power supply has the necessary spare capacity.

Accessibility - On-street locations often do not have the carriageway space needed to accommodate the charging infrastructure and relevant electricity supply support e.g. chargers and feeder pillar. Off street locations can be in quieter areas that may bring additional security/access problems, particularly if the area requires closures at certain times.

Electricity network - Availability of the required power, particularly for high powered chargers (50kw+) can be an issue. Connection costs vary from site to site as each site has varied levels of available electricity network capacity. By clustering chargers together in hubs or mini-hubs, electricity network costs are reduced as well as saving on other civil engineering works such as cable length and trenching work.

An approach has been developed to identify suitable, available and sustainable locations to create a pipeline of sites to deploy public EV Charging Infrastructure informed by EV user profile needs, dwell times and battery re-charge requirements.

Site identification has focused on off-street parking locations (rather than on-street). This has naturally led to favouring existing car parks as potential sites, with a preference for Council-owned car parks and TfGM Park & Ride car parks to minimise coordination and costs associated with third parties.

Locations have been prioritised that serve areas that are likely to have greatest demand for EVCI in the near-term to ensure charge points achieve the required number of charge events and are not underutilised or stranded assets. Locations with existing space to accommodate EVCI and good network capacity that minimises land acquisition and grid connection costs have also been prioritised.

6.3 Design guidance

Design guidance is being developed to standardise publicly funded EV charging bay markings and signage across GM and ensure that the infrastructure is accessible to all included disabled EV users. Consistent and clear bay markings and signage for public charging infrastructure will help to ensure that EV users can easily identify and

find public charging infrastructure; and improve perceptions about the prevalence of EVCI across GM. It is recommended that, where possible, the design guidance is also applied to new EVCI installed by other providers and operators to help achieve our network ambition for standardised EVCI that is instantly recognisable by the general public.

6.4 Market research and engagement

Public engagement

To give GM businesses and residents the confidence to transition to EVs, they need to be aware of the availability of appropriate and reliable charging infrastructure, to address issues of range anxiety. There is a need to create a public engagement campaign, to engage the public in the transition to EVs and to demonstrate that the required EVCI is available. A public campaign to highlight the level of investment and raise public awareness of the expansion to EVCI network should be run alongside the roll-out of publicly funded EVCI across GM.

Business engagement

It is anticipated that the initial future growth in EV users will be greater amongst the company car market than the private car market. Company car and private business make up the bulk of new car registrations within the UK accounting for approximately 55% of new car registrations in 2019 with 1.23m new car registrations going to business users and in addition, LGVs contributed 365,778 sales to the fleet sector. (Business vehicle registrations include both vehicles registered directly to a company, for example commercial goods vehicles and fleet vehicles, which are vehicles purchased by a company for the intention of use by staff, for example as company cars.) In 2019 business registrations accounted for 2.6% of new vehicle registrations whilst fleet registrations accounted for 52.4% of new vehicle registrations.

In 2019 the UK Government announced it would revise taxation processes impacting the ownership of company cars (Benefit in kind, BIK), and as of 20/21 BEV (Battery Electric Vehicles) are no longer required to pay company car tax. A number of large vehicle manufacturers, including EV only manufacturers such as Tesla, are beginning to actively target the business and fleet market, advertising the taxation relief benefits.

A programme of targeted engagement is required, in partnership with ENWL, to work with both public and private sector employers in locations with poor public transport access, to encourage the use of the Government Workplace Charging Grant to establish and expand a workplace EV charging offer for their employees.

Engagement with local business and residential communities

There is a need to establish a on-line system for engagement with local business and residential communities to enable them to register an interest in establishing community hub charging infrastructure in their area so that, funding permitting, investment can be directed to areas of identified demand.

Engagement with private EVCI providers and operators

To better understand their investment priorities and encourage them to install EVCI in the retail and leisure destinations where agreements are already in place.

6.5 Monitoring the scale and performance of the network

For each step along the journey of transitioning to EVs we need to ensure that an under provision of EVCI is not prohibiting the transition for each of the identified user groups. We also need to ensure that the GM EVCI network remains fit for purpose. We therefore need to monitor EV registrations across Greater Manchester and the utilisation and performance of the Be.EV brand as well as the level of private sector provision, to assess if the expansion of the network is ahead of demand and our network ambitions are being realised. We will also need to maintain continued dialogue with representatives of the different user groups and gain insightful feedback regarding the provision and location of publicly funded EVCI. A regular user group could be established and utilised to provide feedback from a network of local experts. Monitoring will be regularly reviewed to ensure we are keeping up to date with EV market developments. If the transition to EVs exceeds modelled assumptions, we must be able to respond quickly to ensure that the GM EVCI network continues to meet with demand.

The technology surrounding charging an EV is rapidly being developed and continuously changing. It will be important to maintain an understanding of these changes as they arise and how they will influence our EVCI network and the way in which EV users charge across GM. With advances in technology the charging needs of EV users are likely to change over the coming years. To ensure we continue to deliver an EVCI network that meets the needs of businesses, residents, and visitors to GM, we will need to keep abreast of emerging technologies and charging options as they develop, to ensure infrastructure remains fit for purpose.

07. Final conclusions and next steps

Availability of and access to charging infrastructure is recognised as a critical barrier to the adoption of EVs. GM requires significant expansion of publicly accessible EV charging infrastructure in the coming years to encourage and accelerate the transition to EVs in order to meet its transport emissions targets.

The requirement for appropriate vehicle charging infrastructure is even more critical given that the Government has now committed to phasing out the sale of new petrol and diesel vehicles by 2030. In the short term there is a need for public sector intervention in the market to influence the scale, type and distribution of EVCI investment that is required.

This EVCI Strategy sets out the vision-led adaptive planning approach to the provision of charging infrastructure, that we intend to adopt to support a rapid transition towards a carbon neutral transport system.

Using a planning scenario to 2025 has allowed us to determine the overall scale of the EVCI network required for Greater Manchester in the coming years and also highlighted the importance of continuous review of the EV market needs in order to be able to both respond to and shape future demand.

This EVCI strategy has set out strategic principles and identified potential EV user profiles, charging behaviours and requirements. This has enabled a set of EVCI typologies to be developed to determine the nature and shape of the EVCI network required to meet our ambitions and has highlighted where the focus for public sector investment will be required.

Public investment will be targeted at those who will find it most difficult to transition to an EV due to charging constraints. Initial investment will provide a blend of EVCI that prioritises meeting the demand likely to be generated by the most polluting vehicles transitioning to EVs as well as providing opportunities for those businesses most affected by the CAZ to transition to EVs. This approach will support GM in meeting its air quality and carbon targets.

To accompany this EVCI Strategy, the detailed measures to support progress towards providing the EVCI network that will enable GM to rapidly accelerate the transition to EVs are set out in a funded programme of works that can be found at electrictravel.tfgm.com



APPENDIX A

08. Appendix A

Development of EV User Profiles

Taxis

Hackney cabs are typically parked at or near to the driver's home between shifts, providing an ideal time to charge. If access to off-street parking at home is available, it is expected that most Hackney cab drivers will seek to charge daily at home if possible, for convenience and because of the lower costs. However, there will be drivers without the ability to charge from home and therefore need daily access to either public or designated taxi charge points. Taxis also typically have a high daily mileage and may therefore require a charge during a shift when time is at a premium so access to rapid charging infrastructure would also be a priority for these users.

PHV drivers transitioning to EVs will share similar charging requirements to those of Hackney cab drivers possibly with a larger proportion unable to charge vehicles at home. Some PHVs are used as pool cabs by multiple drivers working different shifts with high mileage and minimum dwell time between shifts. So public charging provision will be required from rapid chargers in convenient locations for this user group. The distribution of trips made by PHVs tends to be more evenly distributed across Greater Manchester than those trips made by Hackney cabs and there are a number of quite large PHV firms fairly evenly spread across GM serving relatively local markets. Furthermore, PHVs generally have higher daily mileage than Hackney cab drivers, so on-route charging facilities will be important for this user group.

Light Goods Vehicles (LGVs)

Light Goods Vehicles (or vans) have grown in use (measured in kilometres travelled) on Greater Manchester roads in recent decades. LGVs now account for c. 1.7 billion kilometres on Greater Manchester roads, representing 13% of all traffic (up from 9% in 1993). Much of the recent growth has been driven by the growing service economy, the development of the home shopping market and the expansion of delivery services that has accompanied this and the growth of the "gig economy". Improving the efficiency of freight deliveries is an important part of GM's Freight and Logistics Strategy particularly in congested areas such as the city centre and other town centres and investment in EVCI will need to reflect this.

Drivers of LGVs can be split between drivers of vehicles that are part of a large company fleet, Small and Medium-sized Enterprises (SMEs) and self-employed individual drivers who own or lease their vehicles and use them commercially.

For a transition to EVs, larger company fleet owners are likely to provide their own depot-based private charging solutions or rely on staff home charging and therefore make minimal use of public charge points particularly with future improvements in range. The majority of charging is expected to be overnight in depots or at staff homes. However, higher mileage delivery vehicles may require some access to public charging during the day and with businesses wishing to minimise time lost to charging they are likely to prioritise access to rapid chargers.

Small and medium-sized enterprises are less likely to have their own private charging solutions for smaller company fleets of cars and LGVs and may also be reliant on staff home charging. There is likely to be some potential demand for both fast and rapid public charging facilities to enable drivers to charge vehicles, both overnight and during the working day. An increasing number of privately owned or leased vehicles are being used commercially and to transition to EVs, users of these vehicles are likely to face similar charging challenges to owners of private cars especially where they don't have access to off-street charging at home. Many of these vehicles have higher daily mileage than private cars and may require more regular overnight charging as well as opportunities for charging during the day. For charging during the day access to rapid charging infrastructure will be a priority as time will be at a premium.

Local Authority and other public sector fleets

Local Authority and other public sector fleets are made up of a wide range of vehicles including cars, LGVs and specialist vehicles that perform a wide variety of roles with varying daily mileage, operational needs, duty cycles and dwell times. To transition these fleets to EVs it is likely that in-house provision for EVCI will be required and they are less likely to need to make use of the publicly accessible EVCI network, although occasional access may be required.

Car Clubs

Car Clubs contribute positively towards a progressive urban transport policy. There is clear evidence that members reduce levels of vehicle ownership and mileage at the same time as increasing their use of other, more sustainable modes. Traditionally, transition to EVs has represented a challenge for Car Clubs in terms of potentially reduced utility due to customers range anxiety, availability of EVCI, greater capital costs and potential driver apprehension. The main operating model for Car Clubs in Greater Manchester is the back to base or round-trip hire which involves the vehicle being collected from and returned to the same destination (often a specific parking bay) and whilst this may be suited to fast charging it is probably not so suitable for rapid charging.

Currently there are no privately operated fully EV Car Clubs in Greater Manchester although a number do have PHEVs amongst their fleet. However, increasing demand for Car Clubs is leading to greater innovation and flexibility in applications and operating models and it is possible that future GM Car Clubs with targeted user group needs, may be able to operate a fully EV fleet. Through informal engagement with Car Club operators there are early indications that there does seem to be operator appetite to provide an EV based Car Club in GM.

The e-Hubs project is funded by the European Regional Development Fund and aims to demonstrate innovations in technology focused on low carbon shared mobility. It provides for car clubs using EVs and e-cargo bikes for-hire in co-locations. It is intended that the project will have a number of over-arching benefits including a reduction in carbon emissions, expediting the reduction of car ownership, making EVs more accessible to the general public, encouraging more active travel practices and creating a knowledge bank of how to embed the use of an EV car-club and e-Cargo Bikes into Greater Manchester, creating a blueprint for further mobility roll-out.

An opportunity exists to establish an EV Car Club within Greater Manchester utilising the e-Hubs project and also aid the initial delivery of the EVCI Strategy. An EV Car Club could provide an anchor tenant for EVCI in community charging hubs or mini-hubs offering an alternative to private EV ownership. An EV Car club could also provide an opportunity for people to try an EV before they commit to purchasing one.

Private Car Drivers

The transition to EVs by private car drivers in GM has been slow to-date, varying between Local Authority areas. Given the OZEV funding for installing home charging points, the majority of early adopters are expected to, or at least have the ability to, charge at home and the average daily mileage suggests most private EV drivers are unlikely to need to charge their cars more than once or twice per week. At present it is therefore likely that most EV private cars receive a high proportion of their charging from slow and/or fast charging at home overnight or at a workplace car park during the day. The relative cost of different charging solutions will also be an important factor in private EV drivers' charging decisions.

EV users living in residential properties with off street parking (such as a private drive or garage) can normally easily install a 7kW home charger that will allow them to recharge an EV at home. Currently there is still OZEV funding available to cover some of the costs involved in installation. However, there will still be occasions when this user group requires access to alternative charging solutions.

Residential areas with a large number of terraced streets or apartment blocks which have no off street parking present a problem for EV ownership as properties without off street parking are likely to be unable to install a home charger. The inability to charge an EV at home will be a barrier to transition for many people across GM particularly for those residents that live in properties with no off-street parking.

In Greater Manchester, terraced housing and apartments make up 43% of the housing stock (2011 Census) and these areas typically have limited access to off-street parking. Clearly not all residents in these areas are car owners and many residents in these locations have already made the decision to pursue car-free lifestyles. However, within many of these residential locations there remain significant levels of car and van ownership and it will be important to ensure that these vehicle owners, where necessary, are able to make the transition to EVs. Destination charging, particularly at workplaces but also at park and ride sites, town/ local centres and other key destinations as well as existing petrol stations, will all be a very important part of the charging mix for this EV user group; however, a solution to home charging is also likely to be required to overcome this barrier and enable private vehicle drivers in these locations to transition to EVs where necessary.

Visitors to Greater Manchester

For those visiting Greater Manchester from outside the conurbation, the nature of their journey and the battery range of their vehicles will determine charging requirements, but they are more likely to need to charge their vehicles at their destination or on-route. Visitor attractions and other destination charging as well as motorway service stations and other on-route charging will be important to this user group. Existing petrol station sites could provide visible on-route rapid charging facilities and could also provide charging facilities for residents who do not have the ability to charge at home. Clearly signed park and ride facilities with EVCI near the boundaries of GM would be useful to visitors allowing them to charge whilst continuing their journey on the rapid transit network and reducing vehicles on the Key Route Network within GM.

APPENDIX B

09. Appendix B

Development of EVCI Typologies

On-Street Residential Charging

In many areas of Greater Manchester, it is not considered to be physically possible or financially viable to install large numbers of on-street, publicly accessible charge points in residential areas to the scale required to meet demand from private car ownership transitioning to EVs.

There are a number of reasons for this, as set out in the following paragraphs:

On-Street charging solutions could include modifying street lighting columns or installing dedicated on-street charging points but these both have issues and in both cases the ability to scale-up provision as the transition to EVs increases, is a major constraint. Whilst satisfying current demand for on-street charging infrastructure in residential areas might be achievable, it would not be possible to meet future on-street residential demand as the transition to EVs increases amongst this user group.

Street lighting column charging relies on the lighting column being next to the carriageway so that charging cables don't stretch across footways causing an obstruction to pedestrians. GM Local Authorities, in line with best practice have undertaken programmes to move lighting columns to the back of the footway to reduce street clutter making more space on footways for pedestrians, wheelchairs, prams and buggies and people with reduced mobility or visual impairment. In addition, the cabling for street lighting columns can usually only support charging of between 3 – 5 kW which is less than the 7.4 kW delivered by a home charger. This type of charging system requires the user to buy an additional charging cable to record the power used. In addition to this expense, the tariff per kWh is generally high for a slow connection speed which means poor value for money for the user.

Dedicated charge points can deliver 7.4 kW matching the output of a home charger. However, they are difficult to locate on-street in large numbers without compromising carriageway or footway space particularly on narrow streets and pavements where space is already at a premium. This is particularly relevant in areas where there

is already a lack of space for car parking, limited footway space and congestion. To ensure effective footway widths are maintained charge points would need to be located on the carriageway. When sited in the carriageway, with build-outs, charge points would significantly reduce the available space for car parking. There would also be issues to address around minimising or avoiding disruption of public services operations such as street cleaning, domestic refuse collection services and emergency service access.

In a residential on-street location, each charge point installed would need to have a dedicated EV charging bay with it. This effectively provides a protected private car parking space on the public street and reinforces car use as the dominant mode of travel by formalising and locking-in on-street car parking in areas with limited road space. Providing dedicated private car parking spaces does not support GM's long-term goals of reducing private car ownership and encouraging sustainable modes of travel. Furthermore, to bring in parking restrictions requires a residents' parking permit scheme or TROs, which would require the support of a proportion of residents on the street.

A dedicated charge point is able to transmit more power than a modified street lighting column because it would have a dedicated electrical connection this however requires a separate feeder pillar (requiring additional space) and makes installation more expensive. The relatively low level of usage (generally a single user) means that it is challenging to generate enough income from each charge point to cover ongoing operational and maintenance liabilities. If this solution was delivered at scale it would require significant ongoing financial support which is contrary to the development of a viable EVCI network. The charge points would therefore require a higher user tariff (and therefore would not be equivalent to home charging options). Implementing a higher tariff would make the on-street solution less attractive for users and mean that they are more likely to seek out cheaper charging alternatives which would lead to underuse of charge points and a requirement for greater subsidy. Potentially on-street charge points in residential areas could become stranded assets, with ongoing financial liabilities generating limited revenue, and creating unused car parking spaces increasing competition for on-street car parking which is already an ongoing issue for residents in many locations.

When considering these issues, it is clear that providing an on-street public charge point solution in residential areas isn't achievable at the scale required to match the required transition to EVs.

Alternatives to on-street public EVCI provision

For those GM residents without the ability to charge EVs off-street at home; a number of alternative options will be important in enabling a transition to EV use.

EV Car Clubs

An expansion of EV Car Clubs operating in residential locations could offer a genuine alternative to private EV ownership for many residents. Dedicated EV Car Club charge points, in residential locations will often be best located on-street where carriageway space is available, in order to increase convenience for users. Through the development of a Shared Mobility Strategy and engagement with Car Club operators we will seek for opportunities to enable them to transition to fully EV fleets and expand the car club offer across GM.

Community charging hubs

Off-street community charging hubs, in commercial areas or in close proximity to residential areas (with large amounts of on-street car parking), could support different EV user groups including private EV owners providing a further alternative option in some locations. Where there are residential areas with significant on-street car parking we will investigate opportunities to provide off-street community charging hubs on a case by case basis where appropriate locations can be found and look at options that will support residents to use these facilities for overnight charging where possible. These community charging hubs could potentially include charging bays for EV Car Club vehicles as well as other mobility services such as cycle hire or e-bike hire facilities, offering residents alternatives to private car ownership. Wider community facilities could also potentially be provided at these locations.

We will establish an on-line system for local business and residential communities to register an interest in trialling community hub charging infrastructure so that, funding permitting, we can direct investment to areas of identified demand.

Workplace Charging

Workplace charging during the day will also be an important option for many potential EV users without the ability to charge at home, however we do not wish to encourage commuting by EV ahead of more sustainable modes such as active travel or public transport especially in areas that already experience traffic congestion in peak

hours. In appropriate locations that have poor access to public transport and where employees are dependent on car travel; we will work with both public and private sector employers to encourage them to make use of the Government Workplace Charging Grant to establish and expand a workplace EV charging offer as part of a wider review of workplace car parking requirements for employees. Many large public and private sector employers already have Workplace Travel Plans in place which could be expanded to include the provision of an EV charging infrastructure offer as part of a wider review of workplace car park requirements. We will work with large public sector employers such as hospitals, schools and colleges and medical centres with workplace car parking to determine EVCI requirements.

Destination Charging

For those who commute to work by the rapid transit network (making use of existing park and ride facilities) there could be the opportunity to charge EVs during the working day whilst EVs are parked at rail station, Metrolink or bus park and ride sites. We will align TfGM's emerging Access to Public Transport Strategy and the development of the Travel Hubs programme with this GM EVCI Strategy and investigate options to expand the Be.EV network at Metrolink park and ride sites and other transport interchanges; and we will also work with Network Rail and Northern Rail to encourage them to provide EV charging infrastructure at rail station car parks across Greater Manchester.

Retail and leisure destination car parks with dwell times of an hour or more also offer an opportunity to provide alternative EV charging options for those without off-street home charging. We will investigate opportunities to expand the Be.EV network in local authority owned car parks in town and district centres and at other local authority assets such as car parking at leisure centres, gyms, libraries, community and health centres and recreation / sports facilities. In many other locations, investment may come more from private operators particularly on privately owned sites at out of town retail parks or leisure and entertainment venues such as cinemas or concert venues and theatres. We will engage and work with private EVCI providers and operators to encourage them to install EVCI in retail and leisure destinations where there are already many agreements in place.

On-route Charging

On-route charging will also form an important part of the EVCI mix, whilst Highways England have responsibility for EVCI at motorway service stations, there will be a need for further on-route EVCI within GM such as at existing petrol stations and this is an area where we expect private sector investment to be more prevalent.





The role of the public sector in delivering EV charging infrastructure

Summary Report by Grant Thornton for
Transport for Greater Manchester

8 December 2022



This report has been prepared for Transport for Greater Manchester. To the fullest extent permitted by law, Grant Thornton UK LLP does not accept a duty of care whether in contract or in tort (including in negligence) or under statute or otherwise nor assume responsibility to anyone other than Transport for Greater Manchester for our work or this report or for any opinions or conclusions that we have formed. We do not accept any responsibility for any loss or damages or costs incurred which arise out of the use of this report by any third party.

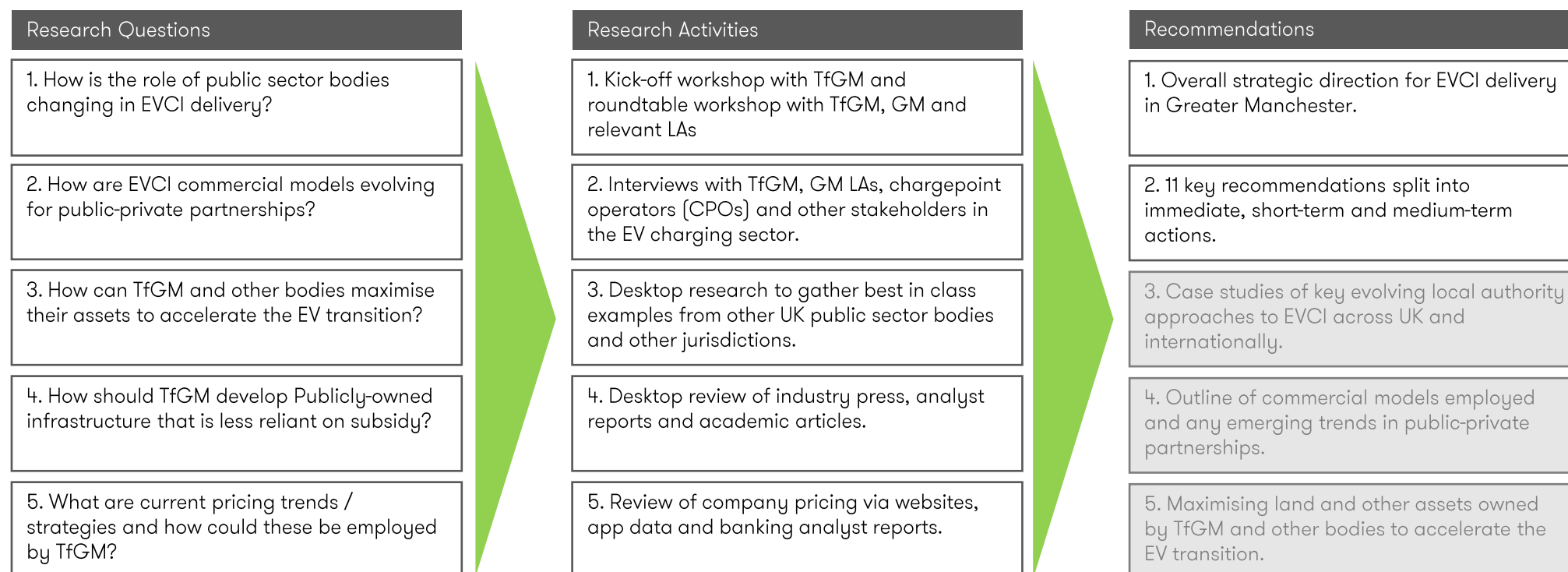
We do not warrant or represent that the report is appropriate for your purposes. The report was not created for, and should not be treated as suitable for, any purpose other than that set out in our terms of engagement with Transport for Greater Manchester. If you do rely upon the report for any purpose, you will do so entirely at your own risk and you will not bring or threaten to bring any actions, proceedings or claims against Grant Thornton UK LLP where the action, proceeding or claim in any way relates to or concerns or is connected with the use of or reliance on the report.

All data has been provided by third parties. We have not verified the accuracy or completeness of any such data. There may therefore be errors in such data which could impact on the content of this report. No warranty or representation as to the accuracy or completeness of any such data or of the content of the report relating to such data is given nor can any responsibility be accepted for any loss arising therefrom.

Scope and purpose of this paper

Grant Thornton was asked by Transport for Greater Manchester (TfGM) to review the changing role of the public sector in delivering EV charging infrastructure (EVCI) and make recommendations for TfGM and the Greater Manchester (GM) local authorities (LAs) regarding the role they should play to facilitate the EV transition. The transition to zero and low emission vehicles is a key priority of GM's Transport Strategy 2040 and is evidenced by the TfGM and the GM LAs' EV Charging Infrastructure Strategy published in 2021.

Our study took place over a 12-week period and was based on the five research questions and activities below. This presentation is a summary of our full report and recommendations and set out our overall strategic recommendation for EV charging delivery in GM and 11 specific recommendations. The other items in grey below are set out in our full report issued separately to TfGM.



Challenges for EV charging delivery in Greater Manchester

The points set out below are our findings from fieldwork interviews with Greater Manchester councils and other stakeholders involved in EV charging in the area. We explain how some of these findings translate to *our recommendations, highlighted in blue*.

1. GM local authorities have limited resources to manage EVCI delivery.

- This is an issue across most councils in England & Wales. However, the responsible officers across Greater Manchester councils seem to be particularly stretched.
- *GM local authorities rely on support in planning and delivering EVCI, eg from private sector partners or TfGM.*

2. There are competing priorities within the GM local authorities, preventing a joined up, strategic approach.

- Responsibility for delivering EVCI is split across estates, transport and sustainability officers, finance and procurement teams and planning departments.
- *Decision making for delivering EVCI is challenging. This is a common theme across the sector and echoed by industry stakeholders.*

3. Low appetite to partner with the private sector has led to slower progress compared to other densely populated regions.

- Few councils in GM have taken up offers from CPOs to install and operate chargepoints relative to other regions.
- *This is not in line with the policy direction set out by from central government or the trend across other local authorities.*

4. There is limited funding available for local authorities to invest directly in EV charging infrastructure.

- Chargepoint operators are able to offer fully funded models if councils can offer long-term leases or partnerships.
- *LAs need clear guidance regarding different options for partnering with the private sector.*

5. Uncertainty over long-term urban development is creating a reluctance to install chargepoints on council-owned land.

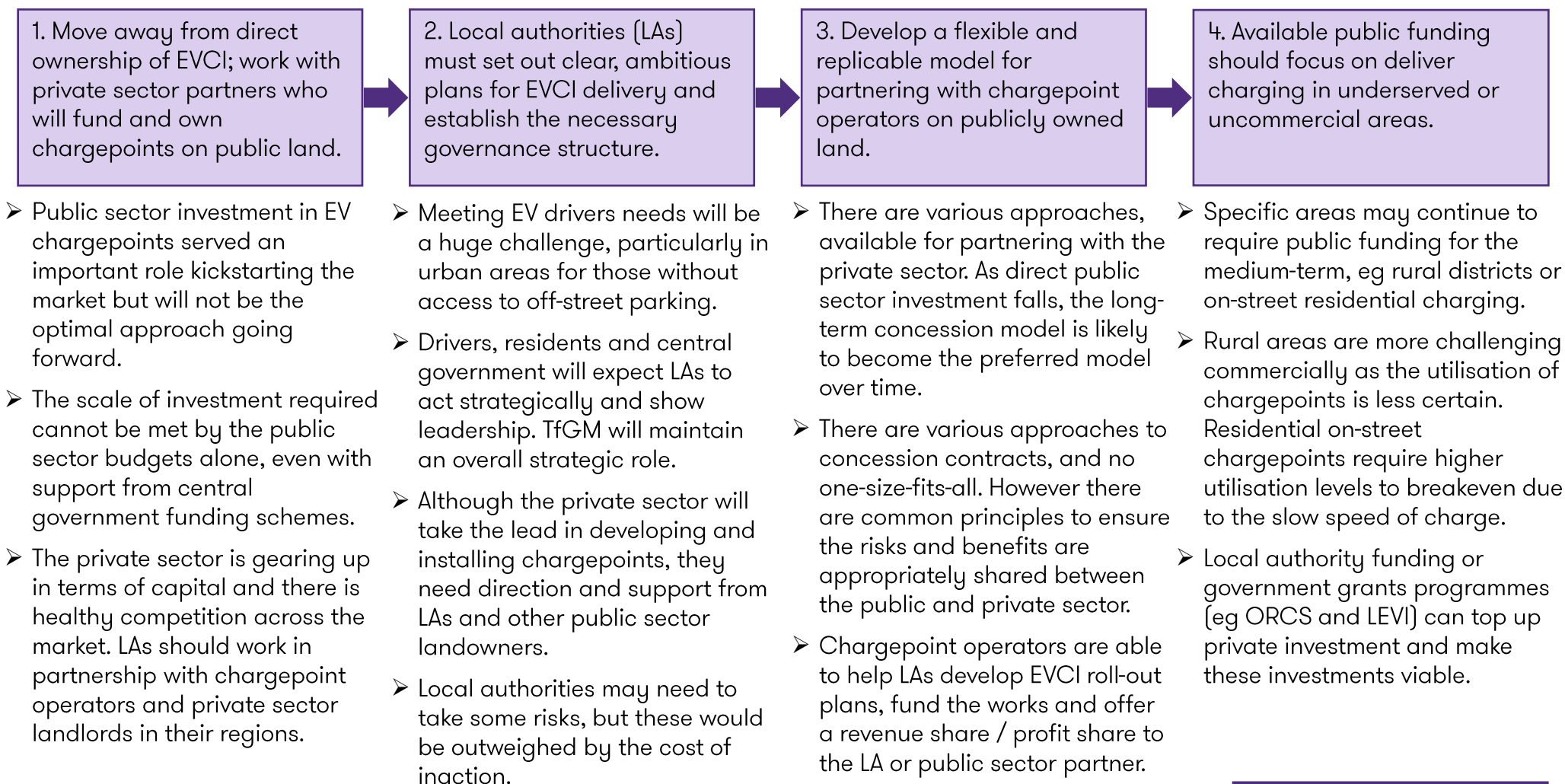
- Councils have to consider the pros / cons of different development options, particularly in commercially attractive areas. Chargepoint operators often require long-term leases to recoup costs, which some LAs are uncomfortable with.
- *Advice is needed regarding the risk/benefits of installing EVCI on public sector assets.*

6. Overall, GM is lagging behind in terms of number of chargepoints per capita compared to other local authorities.

- GM was initially a leader with its investment in publicly owned chargepoints, however other regions have overtaken GM and most GM LAs are now in the bottom 20% of chargers per capita.
- *This represents an opportunity as GM LAs can benefit from recent learnings across the UK in their next delivery phase.*

The strategic direction for EV charging delivery in GM

We set out below our overall suggested strategic direction for delivery of EV charging infrastructure (EVCI) in Greater Manchester.



Our recommendations: Immediate actions

We have set out 11 specific recommendations for TfGM and Greater Manchester local authorities regarding their future role in delivering EVCI. The recommendations are split between immediate, short term (0-2 years) and medium-term actions (2-5 years).

#	Recommendation	Description	Timeline
1	The lead role in delivering EVCI should be devolved to GM LAs to help progress the transition in a way that meets the differing needs across the regions.	In line with instruction from the Secretary of State, all LAs should commit to a clear set of actions, including an approach and timescale for partnering with private sector partners on identified publicly owned sites. Without this there is a risk that some LAs fall further behind the national and regional pace. TfGM and Greater Manchester Combined Authority should support LAs with overall strategic direction but cannot fulfil this role on their behalf.	Immediate action
2	Each GM LA should establish a cross-departmental EV charging steering group, with sufficient seniority and breadth for holistic decision making. Some have already done this.	EV uptake and charging demand is forecast to increase rapidly over the next 5-10 years. LAs need governance structures in place that support efficient decision-making and action in line with regional strategies and with national ambitions for EVCI delivery. This will support Recommendation 1 above.	Immediate action
3	GM LAs should agree an initial list of “low regrets” sites for near-term chargepoint roll-out on publicly owned land and public highways.	An initial tranche of publicly owned sites should have charging facilities installed as soon as possible. We understand existing work has been done to identify potential sites. Those with competing development priorities or other uncertain future should be excluded from this initial wave and considered in future longer-term plans.	Immediate action
4	Each GM LA should develop a strategy for partnering with a private sector CPO(s) to help deliver chargepoints on publicly owned land and public highways.	A range of commercial models exist for public-private partnerships in EV charging. Each LA needs to determine the appropriate procurement / tendering approach for their organisation to partner with a CPO. LAs may wish to collaborate with other GM LAs to achieve scale and efficiency. New models are developed frequently and continue to evolve; there is unlikely to be a one-size-fits-all approach for each GM LA.	Immediate action

Our recommendations: Short-term actions

#	Recommendation	Description	Timeline
5	Following Recommendations 3 and 4, each GM LA should partner with a private sector CPO(s) partner(s) to deliver EVCI on publicly owned land and public highways.	An initial tranche of low-regrets LA-owned sites should have EVCI assets installed as soon as possible, with a combination of rapid and fast chargers to suit the needs of residents/drivers at each site. The approach to working with a CPO(s) can include site-by-site leasing or a long-term strategic partnership for delivery of a wider programme across the region.	Short-term action (0-2 years)
6	TfGM should partner with chargepoint operators for delivery of EVCI at park-and-ride sites, Metrolink stations and other sites.	This should be a combination of rapid and fast chargers, based on dwell times and customer profiles at each site. This would have no up-front or operational cost to TfGM; overall it should generate a small fixed or variable rent depending on the model.	Short-term action (0-2 years)
7	GM LAs should reconsider the position regarding on-street charging in the EVCI strategy. It should be included in EVCI delivery programmes where suitable.	Drivers are likely to continue to request on-street charging where they do not have off-street parking, as demonstrated in consumer surveys. Government has stated a clear policy objective to support this and funding programmes are likely to continue focusing on this area.	Short-term action (0-2 years)
8	Greater Manchester Combined Authority (GMCA) should establish a model to distribute any available funding from City Regional Sustainable Transport Scheme (CRSTS) scheme to LAs, which they could use to crowd-in private investment for EVCI roll-out.	Our understanding is that GMCA has available CRSTS funding which has been earmarked for spending on EV charging. In line with our overall strategic recommendations, public funding should help ensure coverage of all regions or market segments that would otherwise be uncommercial (such as in rural areas or on-street residential charging). GM LAs could employ their portion of available CRSTS funding to make private sector investment go further.	Short-term action (0-2 years)
9	GM LAs should work with a CPO partner(s) to consider future LA-led bids for grant funding from the Office for Zero Emission Vehicles (OZEV)	CPOs can support local authorities to develop and draft bids for OZEV grant funding such as the ORCS or LEVI fund. GM public bodies should continue to monitor how OZEV and their delivery body Energy Savings Trust develop these funds, to determine whether suitable for their areas. Any grant funding needs should form part of local EVCI delivery plans, which CPO partner(s) can input to.	Short-term action (0-2 years)

Our recommendations: Medium-term actions

#	Recommendation	Description	Timeline
10	LAs should work in partnership with CPO partners to develop long-term, large-scale plans to deliver EVCI on publicly owned sites.	Each LA should work with a CPO partner(s) to develop longer lists of viable sites for EVCI. For sites that are viable for EVCI but where there is a competing use case or uncertainty regarding future development, the LA steering group should decide whether to progress with EVCI deliver on this site based on the costs/benefits of the development opportunity, weighed up against the risk of failing to delivery adequate EVCI (see Recommendation 2). LAs should take an iterative approach, working through an initial tranche of low-regrets sites and incorporating additional sites when visibility improves.	Medium-term action (2-5 years)
11	The Greater Manchester EVCI strategy to be reviewed against ongoing market developments during the upcoming transitional period to EV adoption.	The next five years is a key transitional period for EV uptake. A better understanding is likely to emerge regarding EV charging demand as more information regarding driver behaviours and investor approaches becomes available. A review point should be considered for the EVCI strategy in 2025/2026 to ensure the priorities and objectives remain relevant.	Medium-term action (2-5 years)

Our recommendations

1. The role of local authorities in EVCI delivery

In the below section we set out our 11 recommendations further. These have been developed in collaboration with TfGM.

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 1: The lead role in delivering EVCI should be devolved to GM LAs to help progress the transition in a way that meets the differing needs across the regions.

- In a letter to local authority Chief Executives in England dated 8 June 2022, Secretary of State Grant Shapps reiterated the “the importance of local authorities’ leadership and action” to meet the country’s EV charging infrastructure ambitions.
- Many local authorities do not appreciate the key position they will have in delivering EV charging. They have a role as landowners, planning authorities and highways authorities. Their role will be critical to facilitate the upcoming wave of EV buyers between now and 2030.
- All LAs should commit to a clear set of actions, including an approach and timescale for partnering with private sector partners on identified publicly owned sites. Without this there is a risk that some LAs fall even further behind the national and regional pace.
- Historically, TfGM and GMCA have provided significant support to GM local authorities to deliver EVCI. We recommend that some of this support continues but it is important that LA leadership recognises their central role in the EV transition. TfGM and GMCA should still maintain a strategic and directive role in the EVCI roll-out but on-the-ground delivery should be the responsibility of the GM local authorities.
- Going forward, much of the hands-on work and capital funding can be managed by the private sector. More LA resource will be needed over the next 2-5 year transitional period but less will be required in the long term.
- There is a general perception from the chargepoint operator market that local authorities can struggle to make decisions regarding EVCI and/or project plans are aborted for various reasons eg lack of senior buy-in, lack of market-testing that leads to unrealistic commercial terms. Various parties offer support to LAs on delivering EV charging, eg the Energy Saving Trust, who manage the ORCS and LEVI schemes on behalf of OZEV.
- Collaboration between GM local authorities could help to manage resource constraints. GM LAs with similar strategies could save administrative costs by running joint procurements/tenders and having a single contract which is jointly managed.
- Some local authorities in GM have begun planning the next phase of their infrastructure roll-out, but these are largely at an early stage and are sometimes hampered by competing priorities.

Our recommendations

2. Steering groups for strategic decision-making

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 2: Each GM LA should establish a cross-departmental EVCI steering group, with sufficient seniority and breadth for holistic decision making. Some have already done this.

- EV uptake and charging demand is forecast to increase exponentially over the next five years. LAs need governance structures in place that support efficient decision-making and action in line with regional strategies and national ambitions. This will support Recommendation 1.
- A multi-disciplinary steering group within each LA would allow project plans, site selection recommendations and delivery strategies to be considered against competing priorities across the organisation.
- Steering groups would ideally be chaired by suitably senior staff member. The group should include representatives from each LA function with an interest in EV charging infrastructure, eg net zero / sustainability team, finance, commercial / procurement, estates, highways, planning and development. This would ensure the group can consider the various trade-offs (eg opportunity costs of installing EV chargers in public car parks) and make decisions that are best for the council and residents as a whole.
- EV project leads would bring project proposals to the steering group for approval, and go to the group for strategic direction regarding use of any public funding available. Project officers would report on progress against objectives to the group and raise any challenges or issues on an ad hoc basis that require cross-departmental agreement.
- The steering group could also provide support with common challenges such as planning permission and TROs.
- A standing optional invitation should be sent to EV leads at TfGM and GMCA to provide advice on potential areas of collaboration across LAs and ensure consistent approaches are considered where appropriate.

Our recommendations

3. Selection of low-regrets publicly-owned sites

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 3: GM LAs should agree a list of “low regrets” sites for near-term chargepoint roll-out on publicly-owned land and public highways.

- Local authorities should take a view on an initial tranche of publicly owned sites for a chargepoint roll-out programme. Existing work has identified a list of LA-owned sites that are suitable candidates for EV charging facilities, eg the work done by GMCA on the Local Area Energy Plans (LAEPs).
- Most LAs in GM are yet to take action to install chargepoints on their sites. Some GM LAs are progressing with roll-out of EV chargers, having begun the process of partnering with chargepoint operators, but these are at an early stage.
- The focus for an initial tranche of sites for EV charger installation should be those where the likelihood of future development is low, or car parks that are seldom at full occupancy, reducing the opportunity cost. This will make it easier to achieve cross-departmental agreement for the initial list. Sites which are considered highly attractive from the private sector partner perspective can be grouped with sites that are less attractive in order to ensure suitable coverage and overall appeal to private sector partners.
- This list of sites should be taken to the LA's EVCI steering group for decision.
- Some LA-owned sites may represent a future redevelopment opportunity and may not be suitable for the initial wave of chargepoint roll-out. A balance must be struck and uncertain sites should be taken to the LA's EVCI steering group for a view. If too uncertain for investment of EV chargers now, the site can be considered as part of a longer-term roll-out plan.
- LAs may wish to consider procuring a strategic CPO partner before selecting the list of sites for approval, as the CPO can provide resource and expertise to help select viable sites and advise on charging strategies.

Our recommendations

4. Local authority strategies for partnering with CPO(s)

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 4: GM LAs should develop a strategy for partnering with a private sector CPO(s) to help deliver EVCI on publicly owned land and public highways.

- Each LA should determine an appropriate commercial approach for their organisation to partner with a CPO(s). This could involve a tendering approach, reviewing available procurement frameworks, contractual terms, etc. LAs may wish to collaborate with other GM LAs to achieve scale and efficiency.
- Typical commercial terms between LAs and CPOs are beginning to emerge in the market, eg regarding contract length, risk sharing and revenue sharing. The terms will depend on aspects such as how much capital investment each party is making, who will own the assets, how the revenue shared. A common example is the “cost neutral” model whereby the CPO covers all up-front capital investment and owns, operates and maintains the assets, in exchange for a long-term concession agreement with the council.
- LAs should consider whether they want a long-term “strategic partner” or more focused, defined contracts/leases for specific lots of work. Procuring a strategic partner can provide value as the CPO(s) partner is given more of a role in the overall delivery plan and is more incentivised to achieve overall outputs as opposed to piecemeal investments. Focusing on specific lots/sites can be quicker and simpler. A long-term partner could help achieve an “outcomes” not “outputs” approach, with a focus on meeting the needs of residents/drivers.
- Some local authorities in England & Wales have run open tenders to find a CPO partner, others have used mini-competitions via existing frameworks, or developed their own frameworks. Several local authorities have utilised the Crown Commercial Service (CCS) Vehicle Charging Infrastructure Solutions (VCIS) framework. An open tender process provides the most flexibility/customisation but this requires additional resource and is likely to take longer from start to finish.
- Soft market testing should be carried out prior to starting a procurement process for a CPO partner, to ensure the approach and commercial terms are appealing to potential bidders.

Our recommendations

5. Roll-out of EVCI on LA-owned land and highways

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 5: Following Recommendation 4, each GM LA should partner with a private sector CPO partner(s) to deliver EVCI on publicly owned land and public highways.

- As per Recommendation 3 above, a low-regrets list of LA-owned sites should have EVCI assets installed as soon as possible, with a combination of rapid and fast chargers to suit the needs of residents and drivers and the specifics of each site.
- A CPO partner should be procured or appointed to fund the investment and own / operate the assets. This “cost neutral” approach should be viable in each LA area provided CPOs are engaged and market testing is carried out such that the sites selected are commercially viable at an overall portfolio level and that the contract terms being offered are attractive.
- We would expect most CPOs to be able to fund, install and operate EVCI on a portfolio of viable sites in GM LA regions and offer a revenue share to the council and potentially fixed annual bay rentals, depending on the site. The revenue share may not result in immediate returns to the LA, rather it may take a few years for chargepoint utilisation to increase and/or for revenue sharing terms to be triggered.
- The approach to working with a CPO can include site-by-site leasing or a long-term strategic partnership for delivery of a wider programme across the region. If procuring a long-term strategic partner, it may be preferable to procure the CPO partner before selecting the list of sites, in order to collaborate with the CPO and use their resource and expertise. However, the risk of procuring a CPO first and then beginning to select sites is that additional development time is added in negotiating and agreeing site selection with the CPO, and failing to deliver chargepoints at pace. Ideally, if the local authority has done work to select an initial tranche of sites, this should be progressed, otherwise a strategic CPO partner can help to develop this.
- More CPOs will be able to offer a fully-funded model for rapid charging, which is typically considered more commercially viable. However, recently some CPOs have begun offering fully-funded or part-funded models for fast and on-street residential charging. Taking a portfolio approach can help improve the business case for on-street residential charging, ie pursuing a combination of rapid, ultra-rapid, and fast / on-street chargers across different sites.
- A number of different contracts may be required for a given region, depending on the needs of residents/drivers.

Our recommendations

6. Roll-out of EV chargepoints on TfGM-owned sites

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 6: TfGM should partner with chargepoint operators for delivery of EVCI at park-and-ride sites, Metrolink stations and other sites.

- TfGM-owned land such as park-and-ride, and car parks at Metrolink and other locations are potentially highly attractive sites for chargepoint operators as they see high turnover of drivers and driver profiles are relatively predictable. Procuring or appointing a CPO to fund a large-scale roll-out of chargepoints at these sites could provide significant utility to drivers as well as a long-term financial return to TfGM.
- We would recommend that the type of charger installed on each site is based on the driver profiles and dwell times on those sites. For example, park-and-ride sites may be best served by a combination of fast chargers (for commuters who park for whole or half days) and ultra-rapid chargers (for drivers who are dropping off / picking up or seeking en-route charging).
- The fully-funded model offered by most CPOs typically pay a revenue share to the public sector or other land owner. Such revenue share arrangements may not begin providing a return to immediately. They may take several years for chargepoint utilisation to increase sufficiently to trigger revenue sharing. Some CPOs may also offer a fixed annual bay rental fee.
- There may be an opportunity at Metrolink sites for EV chargers to be powered when no train is in the station. It may be possible to secure significant power for ultra-rapid chargers with limited grid upgrades, eg if a battery system could be installed. TfGM may wish to work with a CPO or technical adviser to explore whether this approach would have commercial benefit and would be technically feasible, as well as liaising with the local distribution network operator (DNO).
- TfGM may need to establish multiple partnerships / contracts over the next 2-5 years to ensure adequate charging facilities at all sites, eg for fast vs rapid/ultra-rapid charging.

Our recommendations

7. The role of on-street residential charging

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 7: GM LAs should consider the role of on-street residential charging in their regions. It should be included in EVCI delivery programmes where it is an appropriate solution in that area.

- The Greater Manchester EVCI strategy favours local authorities should consider providing on-street residential charging, where legal restrictions or health and safety concerns do not forbid it.
- Surveys show that both existing EV drivers and non-EV drivers state a preference for on-street residential charging, both those with and those without access to off-street parking. This was shown in recent survey reports by Britain Thinks in 2022. OZEV has stated a clear policy objective to support on-street charging for similar reasons, and funding programmes are likely to continue focusing on this area.
- Although more commercially challenging than rapid charging/charging hubs, the commercial case for on-street residential charging is improving and some CPOs have begun offering cost-neutral solutions for LAs (in combination with OZEV grant funding).
- Some LAs are also concerned about creating conflicts between residents who compete for use of specific on-street chargepoints, for example if a CP is installed outside a residents' home they may claim ownership and forbid others from using it (an existing issue in residential parking). CPOs are also conscious of this challenge; some adopt a whole-street approach, installing multiple chargers in close proximity to avoid resident conflicts.
- For lamppost retrofit chargers specifically, there is an additional challenge where the council does not own the lampposts, ie where they were procured via a PFI contract. Where a local authority encounters this challenge we would recommend communicating with the lamppost PFI contractor to determine if a solution can be achieved.

Our recommendations

8. Use of CRSTS funding for EVCI roll-out

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 8: GMCA should establish a model to distribute any available CRSTS funding to LAs, which they could use to crowd-in private capital for EVCI and support investment in hard-to-reach areas.

- TfGM has funding that may be available from the City Region Sustainable Transport Settlements (CRSTS) scheme to spend on EVCI in Greater Manchester. GMCA will need to determine the appropriate model for distributing these funds.
- Due to LA resource constraints, we do not recommend requiring LAs to apply for the funding, unless the application process is very light-touch. It may be appropriate to distribute the funding with a set of “requirements”, eg the LA must set out how it plans to progress EVCI roll-out, how it will partner with the private sector, delivery timeline, etc.
- We do not recommend that new funding is used to install further publicly owned EVCI. Instead we recommend more strategic use of the funding to crowd-in private sector investment, broadening the reach of charging facilities across the region or improving commercial terms with private sector partners. Available CRSTS funding could be used to part-fund projects in partnership with private sector CPO partners, this is sometimes referred to as a “joint venture” or “JV” model.
- Part-funding projects could help ensure coverage of otherwise uncommercial regions or market segments and make private investment go further, eg for on-street residential charging (which is less commercially attractive), funding expensive grid upgrades, or expand charging in areas with lower EV uptake. Partially subsidising a privately-financed roll-out could also be used to achieve more favourable commercial terms with CPO partners, depending on the local authority’s needs.
- The funding could also allow the council to retain ownership of the below-ground infrastructure whilst the CPO owns the above-ground charging units. Retaining ownership of the below-ground infrastructure makes it easier and more cost effective to make future upgrades to the charging units, either at the end of their technical life or to transition to a new chargepoint provider.

Our recommendations

9. Develop a bid for ORCS or LEVI funding

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 9: GM LAs should work with their CPO partner(s) to consider future LA-led bids for OZEV grant funding, eg from the On-Street Residential Charging Scheme (ORCS) or the Local EV Infrastructure (LEVI) fund.

- CPO partners can help develop plans and draft applications for OZEV and upcoming LEVI funding. Where required they can provide the remainder of match-funding.
- ORCS provides grant funding to LAs to help install on-street residential chargers, particularly where residents have limited access to off-street parking. The scheme began in 2019 and has generally been viewed as a success. It provides up to 60% of capital costs or GBP 7,500 per charger (or up to GBP 13,000 where grid connection costs are particularly high). The remaining 40% of capital costs can be funded by the private sector, or by the LA. If funded by the LA, OZEV expects them to retain ownership of the chargers. There is no maximum or minimum funding size. Funding of GBP 20 million has been allocated for 2022/23. LAs tend to partner with CPOs to develop plans and write applications. Applications for 2022/23 funding can be submitted at any point prior to 31 March 2023, however projects must be completed by 31 March 2024, therefore only plans that are relatively well-progressed should be put forward.
- The GBP 450 million LEVI fund will help LAs fund large-scale EV charging infrastructure roll-out programmes. It differs from ORCS in that it seeks to fund “strategic” local EV projects, with more flexibility on (eg) locations, charger speeds and private sector involvement. The pilot programme has recently closed and the full fund is expected to launch in 2023. The scheme will be available to LAs in England, or partnerships led by an LA. The scheme encourages projects that crowd-in private sector capital and large-scale projects of >GBP 1 million, therefore applicants may involve Combined Authorities or LA partnerships. It is expected that more than half of local authorities in England could receive funding.
- The LEVI fund is expected to be available from 2023 to 2024/25. To take advantage of this funding LAs will likely need to have a CPO partner in place within the next 12 months.
- OZEV has announced that GBP 50 million of the LEVI fund will be used to support LA resource for managing and delivering EVCI. At the time of writing, OZEV’s latest guidance was that further details for how to access this funding would be made available soon.

Our recommendations

10. Long-term delivery plan for LA-owned sites

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 10: LAs should work in partnership with CPO partners to develop long-term, large-scale plans to deliver EVCI on publicly owned sites.

- Once a CPO partner(s) has been procured and an initial tranche of EV chargepoint roll-out is underway, LAs should work with their CPO partner to develop a plan for wider scale EV roll-out on their sites.
- Focusing initially on low-regrets sites will allow LAs to gain experience, gather data, and take time to consider the various trade-offs for their longer list of viable sites for EVCI. Long-term roll out plans should be developed in collaboration with their CPO partner.
- After an initial tranche of low-regrets sites have been addressed, local authorities should develop long-term roll-out plans in collaboration with their CPO partner(s). Some sites may have competing development opportunities which make it more difficult to decide whether to install chargepoints. For sites that are viable for EVCI but where there is a competing use cases or uncertainty regarding future development, the LA steering group should decide over the costs/benefits of the development opportunity vs. failing to deliver adequate charging facilities. This iterative approach will allow better decision making as visibility improves over time.
- If local authorities are able to move quickly to develop these long-term strategic plans, they may be able to build in an application for LEVI funding, which is expected to be open to applications by the end of 2023 and be available till 2024/25.

Our recommendations

11. Ongoing review of GM EVCI strategy

Immediate actions

Short-term action (0-2 years)

Medium-term action (2-5 years)

Recommendation 11: The GM EVCI strategy should be reviewed against ongoing market developments during key upcoming five-year transitional period.

- The EV charging market is expected to reach a commercial tipping point in the medium-term and over the same period a new wave of EV drivers will emerge. This creates uncertainty over driving / charging habits and preferences.
- In the second half of the decade, GM LAs, TfGM and GMCA should review the GM EVCI strategy and any additional EV strategies developed by GM LAs to ensure they are delivering against the latest known market trends, need of residents. During this time, different commercial models may emerge that are more appealing, or new technologies may become available that (eg) lower cost or provide more flexibility.
- The need for flexibility and adaptiveness should also feed into the approach to working with private sector CPOs. Strategic partnerships should include requirements to meet the needs of residents/drivers, ensuring CPO partners adapt their approach as needed. Long-term leases should have clauses to deal with uncertainty, eg significant technological developments or changes to economic and financial forecasts.
- Lessons will likely be learnt across the sector over the next 5+ years in terms of which investments were value for money, what types of partnerships are beneficial for LAs, drivers' stated preference vs. revealed preference, etc. It is important that during this time, local authorities, government and the private sector review their progress and acknowledge mistakes, in order to adapt and improve the approach going forward into the 2030s, when new sale of new internal combustion engine vehicles will cease.
- We have not made recommendations to TfGM regarding tariff pricing strategies (research question 5), as set out in our initial scope of work. The UK and European wholesale electricity markets have entered a particularly volatile period due to macroeconomic conditions and the impact of the war in Ukraine on global gas prices. In the medium-term, once the UK and global energy market has settled, TfGM may wish to revisit its pricing strategy based on solutions being offered by energy suppliers, eg for dynamic pricing, smart charging or other innovations.



Appendix 3 – Table of allocated CRSTS funding by local authority

CRSTS	£	8,500,000								
PDU Resource	£	200,000								
TfGM - travel hubs	£	750,000								
% split			20		40			40		
	£	7,550,000	£1,510,000		£3,020,000			£3,020,000		
				Households without off street and not within 5 mins walk to a charger		% of Borough CORINE Landcover 2018 classed as agricultural or forest and semi natural			TOTAL	
20%		Population							ALLOCATION	% ALLOCATION
	Bolton	296000	£155,849	32195	£310,045	42	£336,446	£802,340		10.6
	Bury	193800	£102,039	16248	£156,472	49	£392,520	£651,031		8.6
	Manchester	552000	£290,638	81564	£785,480	4	£32,042	£1,108,160		14.7
	Oldham	242100	£127,470	21769	£209,640	44	£352,467	£689,577		9.1
	Rochdale	223800	£117,835	25000	£240,756	54	£432,573	£791,163		10.5
	Salford	269900	£142,107	34661	£333,793	29	£232,308	£708,208		9.4
	Stockport	294800	£155,217	29100	£280,240	32	£256,340	£691,796		9.2
	Tameside	231100	£121,678	27906	£268,741	36	£288,382	£678,801		9.0
	Trafford	235100	£123,784	23250	£223,903	31	£248,329	£596,016		7.9
	Wigan	329300	£173,382	21903	£210,931	56	£448,594	£832,907		11.0
		2867900	£1,510,000	313596	£3,020,000	377	£3,020,000	£7,550,000		

This page is intentionally left blank

Appendix 4 – Table of ask from LEVI capability fund

Role Title	Team within local authority	Local authority	% FTE dedicated	23/24 pay increase (5%)	24/25 pay increase (5%)
Climate Action Officer (Grade 12)	Climate Action Team	<i>Bury Metropolitan Borough Council</i>	30% for two years	£16,400	£18,800
Climate Action Intern (Grade 6)	Climate Action Team	<i>Bury Metropolitan Borough Council</i>	20% for two years	£6,100	£7,000
Graduate Regeneration Officer (grade 9)	Business Growth and Infrastructure	<i>Bury Metropolitan Borough Council</i>	30% for one year (1st year 23/24)	£11,300	
Senior Surveyor (grade 13)	Business Growth and Infrastructure	<i>Bury Metropolitan Borough Council</i>	25% for two years	£14,700	£16,800
Senior Lawyer (grade 16)	Corporate Core	<i>Bury Metropolitan Borough Council</i>	20% for two years	£13,400	£15,500
Street lighting supervisor (Grade 10)	Street Scene	<i>Bury Metropolitan Borough Council</i>	20% for one year (second year 24/25)		£10,800
Overheads - 10%	Across local authority mainly legal and procurement	<i>Bury Metropolitan Borough Council</i>		£6300	£6900
			Total	£144,000	

This page is intentionally left blank

EQUALITY ANALYSIS

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

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

SECTION 1 – RESPONSIBILITY AND ACCOUNTABILITY	
Refer to Equality Analysis guidance page 4	
1.1 Name of policy/ project/ decision	Electric Vehicle Charging Infrastructure (EVCI) supplier for Local Electric Vehicle Infrastructure (LEVI) and City Region Sustainable Transport Settlement (CRSTS) funding
1.2 Lead for policy/ project/ decision	Jamie Rossi-Stephenson
1.3 Committee/Board signing off policy/ project/ decision	Cabinet Decision
1.4 Author of Equality Analysis	Name: Jamie Rossi-Stephenson Role: Climate Action Officer Contact details: j.rossistephenson@bury.gov.uk
1.5 Date EA completed	
1.6 Quality Assurance	Name: Sam McVaigh Role: Director of People and Inclusion Contact details: s.mcvaigh@bury.gov.uk Comments:
1.7 Date QA completed	03/07/23
1.8 Departmental recording	Reference: Date:
1.9 Next review date	

SECTION 2 – AIMS AND OUTCOMES OF POLICY / PROJECT	
Refer to Equality Analysis guidance page 5	
2.1 Detail of policy/ decision being sought	The Council is looking to appoint a supplier to install, operate and maintain a network of Electric Vehicle Charging Infrastructure (EVCI) to support residents who do not have access to off-street parking.
2.2 What are the intended outcomes of this?	Increase in EVCI in residential areas where there is little access to off-street parking.

SECTION 3 – ESTABLISHING RELEVANCE TO EQUALITY & HUMAN RIGHTS		
Refer to Equality Analysis guidance pages 5-8 and 11		
Please outline the relevance of the activity/ policy to the Public Sector Equality Duty		
General Public Sector Equality Duties	Relevance (Yes/No)	Rationale behind relevance decision
3.1 To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by Equality Act 2010	Yes	This project will involve providing public Electric Vehicle Charging Infrastructure (EVCI). We need to consider how we make this infrastructure accessible to all users and how it will affect other people using the space. Without proper consideration there is a risk here that individuals may be discriminated against through a lack of equitable access to this provision.
3.2 To advance equality of opportunity between people who share a protected characteristic and those who do not.	Yes	The provision of EVCI to more people will advance equality of opportunity in terms of access to this provision, particularly in regard to socio-economic disadvantage. However, this provision will be more expensive than if people were able to charge their vehicles using their home electricity tariff thereby still maintaining an inequality.
3.3 To foster good relations between people who share a protected characteristic and those who do not	No	There is no relevance in relation to community cohesion here.
3.4 Please outline the considerations taken, including any mitigations, to ensure activity is not detrimental to the Human Rights of any individual affected by the decision being sought.		
The proposal does not have a negative implication in relation to Human Rights with reference to the FREDA principles.		

SECTION 4 – EQUALITIES DATA			
Refer to Equality Analysis guidance page 8			
Protected characteristic	Outcome sought	Base data	Data gaps (to include in Section 8 log)
4.1 Age	Equality of access	There is data on the number of electric vehicles registered to Bury and the number of publicly available charging points in Bury, but there is no data on the demographics of users.	We will work with the successful supplier to engage with the network users and members to gather information on demographics which will enable us to maximise equity of access.
4.2 Disability	Ensure access and equipment is accessible		
4.3 Gender	Equality of access		
4.4 Pregnancy or Maternity	Equality of access		
4.5 Race	Equality of access		
4.6 Religion and belief	Equality of access		
4.7 Sexual Orientation	Equality of access		
4.8 Marriage or Civil Partnership	Equality of access		
4.9 Gender Reassignment	Equality of access		
4.10 Carers	Equality of access		
4.11 Looked After	Equality of access		

Children and Care Leavers			
4.12 Armed Forces personnel including veterans	Equality of access		
4.13 Socio-economically vulnerable	Equality of access As far as possible ensure prices are fair and low.		

SECTION 5 – STAKEHOLDERS AND ENGAGEMENT

Refer to Equality Analysis guidance page 8 and 9

	Internal Stakeholders	External Stakeholders
5.1 Identify stakeholders	Members, other departments	Residents/Businesses
5.2 Engagement undertaken	EVCI working group established. Approval sought from Cabinet	Once a supplier has been appointed and locations have been agreed we will consult local residents as well as equality-based community groups in Bury.
5.3 Outcomes of engagement		Consultation will help to ensure that we have considered diverse needs for accessing the infrastructure.
5.4 Outstanding actions following engagement (include in Section 8 log)	N/A	Ensure consultation outcomes inform the detail of how and where the new provision is deployed.

SECTION 6 – CONCLUSION OF IMPACT

Refer to Equality Analysis guidance page 9

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

Protected Characteristic	Positive/ Neutral Negative/	Impact (include reference to data/ engagement)
6.1 Age	Neutral	
6.2 Disability	Neutral	The Council intends to avoid where possible putting infrastructure on footpaths, which will avoid having a detrimental impact on footpath users. If disability is taken into consideration in the planning and design, there should be no negative impacts.
6.3 Gender	Neutral	
6.4 Pregnancy or Maternity	Neutral	
6.5 Race	Neutral	Language diversity will be taken into consideration in all engagement and communication to increase accessibility

		to all.
6.6 Religion and belief	Neutral	We will work with the supplier to maximise the range of payment methods to take account of different religious beliefs in relation to payment.
6.7 Sexual Orientation	Neutral	
6.8 Marriage or Civil Partnership	Neutral	
6.9 Gender Reassignment	Neutral	
6.10 Carers	Neutral	
6.11 Looked After Children and Care Leavers	Neutral	
6.12 Armed Forces personnel including veterans	Neutral	
6.13 Socio-economically vulnerable	Positive/Negative	<p>There will be an increase in publicly available charging infrastructure, which will make it easier for those who do not have off-street parking to charge an electric vehicle.</p> <p>However, as those who have access to off-street parking can get cheaper tariffs to charge their electric vehicle, this leaves an issue for those who have to rely on public charging infrastructure.</p>
6.14 Overall impact - What will the likely overall effect of your activity be on equality, including consideration on intersectionality?		<p>Overall, there is no significant impact on equality diversity and inclusion. There is a potential impact on those with disabilities, which can be mitigated in the design of the infrastructure ensuring where possible PAS 1899:2022 is followed.</p> <p>Where possible we will work with the supplier to ensure that language diversity is considered with any communications associated with the project.</p> <p>We will also work with the supplier to ensure a wide range of payment methods are available,</p> <p>By increasing the amount of publicly available EVCI it will increase equality of access as it will increase the available charging points to those who don't currently have anywhere to charge vehicles at their home.</p> <p>However, it is important to note that public infrastructure is more expensive to use than private infrastructure that people have installed at their homes, therefore this has the potential to increase socio-economic inequality as those who have private drives next to their houses can refuel their vehicles for a cheaper price compared to those people who are reliant on public charging infrastructure.</p> <p>The only way the Council could remove this inequality would be to subsidise the tariff for public infrastructure. This would include the cost of all to associated costs of running the network including, software costs, back-office costs, maintenance, communications etc. For reference the Be.EV network of public EVCI currently charges £0.49/kWh (£0.46/kWh if you are a member), which is compared to an average of £0.34/kWh for home tariffs (Average Cost of Electricity Per kWh (UK 2023 Updated) (energyguide.org.uk)). This suggests the Council would have to subsidise in the region of 13-15p/kWh, which would not be sustainable with the Council's current financial situation or a proportionate response to the potential equality issue here and would</p>

	<p>disincentivise the Council to increase the network.</p> <p>This is a wider issue than just this project, but to mitigate this, the Council will be looking to secure the cheapest tariff possible and is also involved in a wider project of work with TfGM and the Greater Manchester Combined Authority to improve public transport and active travel infrastructure as well as introducing shared mobility such as car clubs, to help to remove the need to own a private vehicle.</p>
--	--

SECTION 7 – ACTION LOG

Refer to Equality Analysis guidance page 10

Action Identified	Lead	Due Date	Comments and Sign off (when complete)
7.1 Actions to address gaps identified in section 4			
Ensure the supplier carries out regular engagement with customer base to assess equality of access.	JRS	1 year into contract	
7.2 Actions to address gaps identified in section 5			
Consultation with local residents for each suggested location.	JRS	Ongoing	
Include equality-based community groups in the consultations	JRS	Ongoing	
7.3 Mitigations to address negative impacts identified in section 6			
Ensure that EVCI is installed in line with British Standard PAS 1899:2022 'Electric Vehicles – Accessible charging – Specification.'	JRS	Ongoing	
Consider language diversity as part of the roll-out process	JRS	Ongoing	
Maximise the range of payment methods available	JRS	Ongoing	
Make sure tariff price is assessed as part of the procurement evaluation.	JRS	Ongoing	
7.4 Opportunities to further inclusion (equality, diversity, and human rights) including to advance opportunities and engagements across protected characteristics			

SECTION 8 - REVIEW

Refer to Equality Analysis guidance page 10

Review Milestone	Lead	Due Date	Comments (and sign off when complete)
	JRS	Contract Award	
	JRS	6 months after contract award	
	JRS	12 months after contract award	

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

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



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Prestwich Village Regeneration – Progress Update and Draft Development Plan	
Report of	Leader and Cabinet Member for Strategic Growth and Skills	

Summary

- 1.1 Cabinet approved the formation of the Prestwich Regeneration LLP (the JV (Joint Venture)) between Bury Council and Muse Places Ltd in October 2021.
- 1.2 The JV has now completed RIBA (Royal Institute of British Architects) design stages 0 to 2. Detailed consultation has also been carried out with project stakeholders as part of the “Community Conversation” process.
- 1.3 The Masterplan for development at Prestwich has evolved in response to unprecedented levels of public comment and alongside technical construction development activity/survey work. This work, in addition to detailed development of the scheme cost plan, has informed the Draft Phase 1 Development Plan, Interim Partnership Business Plan, and the RIBA Stage 2 Masterplan. This documentation has been prepared in line with the previously agreed Joint Venture Agreement.
- 1.4 This report is requesting Cabinet to note the general principles and direction of travel set out in the Draft Phase 1 Development Plan, Interim Partnership Business Plan, and the RIBA Stage 2 Masterplan and supports further development of these proposals.
- 1.5 The documents described above are **not final** and will evolve alongside design and business case development activity. They are subject to change associated with the statutory planning process and in response to expected acquisition of external funding monies.
- 1.6 Cabinet approval will be sought for the finalised documents described above upon the completion of the final stage of design development (RIBA Stage 4). At present, this is scheduled for October 2024.
- 1.7 This report also seeks approval to commence the next stage of design development (RIBA stage 3) design which will require a commitment to fund the associated design fees appended to the Draft Phase One Development Plan. This will enable the planning application to be submitted in Autumn in line with the current programme.

- 1.8 A Final Phase 1 Development Plan will be developed during the next phase and submitted to the Management Board and Cabinet pursuant to Clause 3 of Schedule 5 of the Members Agreement.

Recommendation(s)

In line with the Joint Venture Agreement, it is recommended that:

- 2.1 Cabinet notes the progress made on the Prestwich regeneration project described in the report.
- 2.2 Cabinet notes the implications of the developing plans for the Prestwich Village Regeneration project.
- 2.3 Cabinet approves the general principles set out in the following documents and supports further development of these proposals:
- Draft Phase 1 Development Plan
 - Interim Partnership Business Plan
 - RIBA Stage 2 Masterplan
- 2.4 Cabinet approves the commencement of RIBA Stage 3 design which will require a commitment to fund the associated design team fees.

Reasons for recommendation(s)

- 3.1 Cabinet support of the Draft Phase 1 Development Plan, Interim Partnership Business Plan, and RIBA Stage 2 Masterplan for the Prestwich Regeneration project is required, prior to approval by the Muse/Bury Joint Venture Board. This is pursuant to Clauses 9 and 10 of the (JV) Members Agreement).
- 3.2 Release of capital funding is required to allow the RIBA Stage 3 design to commence and to enable the planning application to be submitted in Autumn in line with the current programme.

Alternative options considered and rejected

- 4.1 An alternative option would be for Cabinet to withhold approval of the documents identified in section 2 of the report. This would immediately pause the Prestwich regeneration project and may result in re-payment of the of previously approved development costs defrayed by Muse Places Ltd and underwritten by Bury Council.
-

Report Author and Contact Details:

Name: Robert Summerfield

Position: Assistant Director of Regeneration

Department: Business Growth & Infrastructure

E-mail: r.summerfield@bury.gov.uk

Name: Dean Benjamin

Position: Major Projects Manager

Department: Business Growth & Infrastructure

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

Background

- 5.1 As part of the Authority's vision for 2030, we are working collaboratively with our communities to achieve faster growth than the national average alongside lower levels of average deprivation. The 'Let's do it!' strategy focuses on building a better future for our children and young people, promoting inclusion, improving our environment and delivering improvements in quality of life.
- 5.2 In line with this vision, the Council's ambition is to bring forward a cohesive programme of regeneration in Prestwich, developing a new village centre which is inclusive, sustainable, reflects the needs and aspirations of local residents and delivers an attractive urban environment alongside a thriving local economy.
- 5.3 The project aims to deliver a framework for modern urban living in Prestwich which delivers an active and liveable place, reducing dependence on the motor vehicle, whilst providing local amenity and high-quality residential accommodation in a beautiful setting.
- 5.4 The Authority is mindful of the impact of Climate Change and our role in delivering a future for the borough which is sustainable. The proposed development and masterplan have been created with sustainability at its heart:
- Delivering developments which are carbon neutral in their operation.
 - Delivering net gain in biodiversity whilst providing high quality, healthy green spaces.
 - By promoting a circular economy, where things are made and consumed in a way that minimizes our use of the world's resources, cuts waste and reduces carbon emissions.
 - Delivering social value and economic benefit to the community.
- 5.5 Addressing wider challenges and introducing best practice standards for sustainable development.

- 5.6 Cabinet approval was given in October 2021 for the Council and Muse Places Ltd to form the Prestwich Regeneration LLP (the “JV”) to bring forward a multi-phase mixed use regeneration scheme.
- 5.7 The Regeneration Scheme has the potential to bring in significant capital investment, which will help to deliver the following regeneration, economic growth, and environmental improvements in Prestwich:
- 5.8 The redevelopment of the Longfield Shopping Centre (LSC) will replace outdated, inefficient buildings (that are beyond their design life) with modern, flexible, and energy-efficient commercial and community spaces that will create a vibrant and resilient Village Centre and diversify the evening economy.
- 5.9 The consolidation of public sector occupiers (library, community spaces and potentially health facilities) into a modern hub building will enhance community service provision in Prestwich. The community hub and in particular the new library and community space will provide spaces for local community groups/organisations to curate and utilise for events in line with the Council’s new Cultural Strategy.
- 5.10 The consolidation of the Village car parking into a mobility hub will unlock the existing surface level car parks for circa 200 energy-efficient homes in a sustainable location, which will help to retain and attract residents to Prestwich and deliver increased local spend
- 5.11 Significant public realm improvement works will create flexible public spaces that can be used for a variety of events, with new tree planting and sustainable urban drainage systems.

Progress

- 5.12 The Royal Institute of British Architects (RIBA) Plan of Work sets out how design and construction should progress and is broken down into eight key stages, running from 0 to 7. Each stage is further divided into a stage outcome, core tasks, core statutory processes (planning, building regulations, health and safety), procurement route and information exchanges. The stages are as follows:
- RIBA Stage 0: Strategic Definition
 - RIBA Stage 1: Preparation and Briefing
 - RIBA Stage 2: Concept Design
 - RIBA Stage 3: Spatial Coordination
 - RIBA Stage 4: Technical Design
 - RIBA Stage 5: Manufacturing and Construction
 - RIBA Stage 6: Handover

- RIBA Stage 7: Use
- 5.13 The RIBA Plan of Work provides a structured process for development in the built environment, alongside specific assurance gateways to enable decision makers to review and approve development quality a business case element. The Prestwich project has been developed under this model.
- 5.14 The RIBA Stage 1 design work completed in February 2023 with the production of the initial Masterplan.
- 5.15 The RIBA Stage 2 design work commenced in March and completed in June 2023. The Stage 2 work has included the following:
- An updated Masterplan incorporating strategic engineering requirements
 - Updated Cost Plan (cost forecast)
 - Design Reviews with Project Stakeholders
 - Stage 2 Design Programme
 - Obtaining pre-application Planning Advice
 - Agreed route to Building Regulations compliance
 - Stage 2 design team reports
- 5.16 The RIBA Stage 2 Masterplan (see appendix 1) has evolved in response to further technical/design work as part of Stage 2 and the feedback from the 'Community Conversation' consultation process.
- 5.17 The stage 2 masterplan comprises the following:

Phase 1

- A Community Hub (circa 37,500 sq. ft.), including:
 - A flexible and multi-functional community space at the ground floor of the building (circa 3,000 sq. ft). This space could be used for a range of community events and is located at ground level to help activate the Village Square. The management and operation of the event space will require input from relevant Council officers as part of the Stage 3 design process.
 - A library at first floor to re-provide the existing Library in the Longfield Centre. The new library space has the potential to contain state of the art facilities and will have synergies with the ground floor community event space. The library and community event space can be curated and used by residents in line with Bury's Cultural Strategy.
 - At first and second floor, space has been provided for potential health facilities.

- Retail spaces (circa 3,500 sq. ft) are also located at the ground floor of the building to help activate the public realm and generate a rental income.
- A Market Hall (circa 10,000 sq. ft.) providing a mix of spaces for independent food retailers and traditional retailers. The concept for the Market Hall is to combine a high-quality food hall with communal seating, spilling out into the Village Square, along with smaller retail units (circa 200 – 400 sq. ft.) which will be suitable for independent operators. The Market Hall will create a different offer compared to the spaces provided in the Community hub / retail and leisure hub building described below, which will help to diversify the evening economy and create a mixed offer in the Village Centre.
- A retail and leisure hub building (25,000 sq. ft.) to provide high-quality, modern spaces for retailers and potential for a commercial gym operator. The ground floor of the building contains retail spaces of circa 1,000 – 2,500 sq. ft – these spaces have been flexibly designed so they can accommodate different size retailers, depending on demand. At first floor, the floorplate has been designed/sized to accommodate a commercial gym operator or office space.
- A mobility hub incorporating cycle facilities and modern, safe car parking (circa 350 spaces) for visitors and residents will assist in supporting the comprehensive development and will link it to the existing highway network and a key public transport node.
- High-quality public realm, including a new Village Square that will be flexibly designed to include spill out spaces from surrounding retail / market buildings and accommodate a mix of different ‘pop-up’ uses, including markets, food festivals, art exhibitions and live performances.

Phase 2

- 5.18 The delivery of Phase 1, principally the construction of the mobility hub and community hub is fundamental to unlocking the northern part of the site for phase 2 of the regeneration scheme (circa 200 residential homes across three plots) by providing the long-term parking provision for the Village (and therefore facilitating redevelopment of the existing LSC surface level car parks) and relocating the existing health centre/GP practices.
- 5.19 The RIBA Stage 2 design and cost information has also informed the following documents.
- Draft phase 1 development plan (appended to the confidential part of this report.)

- Interim Partnership Business Plan (appended to the confidential part of this report.)
- Design fees for RIBA stage 3, phase 1 (appended to the confidential part of this report.)
- Evolving Funding Strategy (appended to the confidential part of this report.)

Evolving Funding Strategy

- 5.20 The total cost of delivering Phase 1 of the project is appended to the Draft Phase One Development Plan.
- 5.21 There are currently various emerging strategies for funding Phase one, which are detailed in section 7 of the Draft Phase One Development Plan.
- 5.22 Initial meetings between the Council/JV with external funding organisations in seeking grant awards to contribute towards funding have been productive and illustrate that the project will deliver significant outputs which would be attractive to these agencies, and that there is a high likelihood of external funding acquisition.
- 5.23 It should be noted that the delivery of Phase 1 will facilitate the Phase 2 for circa 200 residential homes by unlocking the site physically and improving the quality of 'the place', which will help to drive residential values and improve the viability of the residential phases.
- 5.24 The final funding strategy will continue to evolve and need to align with the final phasing and construction programme. Ultimately the funding strategy and construction programme, together with grant availability and deadlines, will continue to be evaluated and evolve.

Next Steps

- 5.25 The Draft Phase 1 Development Plan has been prepared pursuant to schedule 5 of the JV Board Members Agreement and contains the required information, as set out in Para 2.1 of Schedule 5 of the Members Agreement.
- 5.26 The Draft Phase 1 Development Plan is to be submitted to the Management Board alongside the Interim Partnership Business Plan (pursuant to Clause 9 of the Members Agreement) and the RIBA Stage 2 Masterplan (pursuant to Clause 10 of the Members Agreement).
- 5.27 Clause 2.7 of the Members Agreement also states that "it is recognised that the Council will wish to obtain Council cabinet approval to any Draft Phase Development Plan before Council representatives consider such Draft Phase Development Plan at a Management Board meeting."

- 5.28 This report is therefore seeking cabinet approval of the Draft Phase 1 Development Plan, Interim Partnership Business Plan, and the RIBA Stage 2 Masterplan.
- 5.29 If Cabinet approval is received a further JV Management Board meeting will be arranged to formally determine the Draft Phase 1 Development Plan, Interim Partnership Business Plan, and the RIBA Stage 2 Masterplan.
- 5.30 Subject to approval of the above this report is also seeking approval to commence the RIBA stage 3 design which will require a commitment to fund the associated design team fees. This will enable the planning application to be submitted in Autumn in line with the current programme. The breakdown of the fees is appended to the Phase 1 Development Plan (see concluding section of the report)
- 5.31 **Please note:** this paper is not seeking final approval of the Phase one development plan as a Final Phase 1 Development Plan will be developed during the next phase and submitted to the Management Board and Cabinet pursuant to Clause 3 of Schedule 5 of the Members Agreement

Links with the Corporate Priorities:

- 6.1 The regeneration of Prestwich supports delivery of the Let's do it strategy and the five themes that underpin the plan. The five themes all have a correlation to how we design our Towns:
- **Healthy Communities:** The proposed Prestwich Community Hub building, to re-provide a modern-day library, adult learning, civic facilities, and other health related services will be a true connection to the community. The implementation of active travel, walking and cycling routes connecting people with local amenities and increasing the availability of public open space will enable the community in Prestwich to thrive.
 - **Carbon neutral:** We need to use every opportunity to ensure that development in Prestwich on our land is carbon neutral and prioritises active travel.
 - **Inclusion:** making sure that everyone's voice is heard, this will absolutely be a focus through the Consultation of the regeneration work.
 - **Digital first:** the full fibre roll out has enabled access to faster speeds and future-proofed infrastructure. This presents an excellent opportunity for the businesses and community with Prestwich being the ideal location for digital growth, and tech space.
 - **Inclusive Growth:** the regeneration scheme in Prestwich will include investment in physical infrastructure (roads, cycle ways and public transport); creating more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Prestwich; to ensure residents have the best chance to access good jobs.

Equality Impact and Considerations:

- 7 A full Equality Impact Assessment will be completed as part of the next stage of design development. This will be available for consideration by the Council as part of the planning process.
- 7.1 The Joint Venture (JV) is engaging with key stakeholders, community groups and residents of Prestwich through extensive public consultation on the development proposals to ensure an inclusive approach. The consultation has been multi-stage, starting with awareness raising in March 2022, a first community conversation taking place from January to March 2023, and a further conversation planned for the Autumn. A consultation liaison group was set up with the membership consisting of local elected representatives, community, business, and stakeholder groups to help shape the consultation and the proposals.
- 7.2 To promote inclusivity a variety of online and offline engagement methods are being used including: leaflets sent to all addresses in Prestwich; a community drop-in at a local, fully accessible venue; a community workshop; online Q&A for those unable or with a preference to not attend in person events; and community contact channels including email, freephone information line and freepost address. Accessible versions of the materials were placed on the website, along with a video of the online Q&A. Information banners were displayed in the library at the Longfield Centre for people to view at their leisure. The consultation was also promoted through posters, a window wrap at the Longfield Centre and leaflets placed in local venues.
- 7.3 Targeted engagement has taken place with specific hard to hear groups, including a school's workshop with young people and reaching out to youth groups in the area; specific engagement with current tenants alongside a tenant drop-in; a meeting with the Jewish community; and attending a community meeting organised by the Prestwich Primary Care Network.
- 7.4 The JV team is also reaching out to a wider demographic by having stands at various Prestwich events including Prestwich Carnival, Clough Day and Prestwich Arts Festival. Bespoke social media channels were created with regular engaging content posted about the consultations and plans, which have amassed over 1000 followers. A proactive approach to media relations has been employed with numerous articles appearing at key milestones.
- 7.5 Over 900 people responded to the first stage of consultation with the feedback being used to inform the development of the detailed masterplan for the site. In advance of the second conversation and in response to feedback received during the first conversation, we are reviewing our approach to ensure that materials and events are as accessible as possible. For example, we plan to provide large print and read aloud formats of materials and are engaging with

the Bury Hearing Hub and Bury Society for Blind & Partially Sighted People to seek their guidance. We will also hold a 'quiet hour' during the community drop in for residents that are neurodiverse, with conditions such as attention deficit hyperactive disorder or autism, dyspraxia and dyslexia.

- 7.6 A detailed report setting out the key consultation themes and responses to the consultation questionnaires has been published on the YourPrestwich website.
- 7.7 This feedback has also been circulated to the design team and has been used to inform the Stage 2 design process.
- 7.8 Several key changes to the masterplan have been made which directly respond to the feedback.

Environmental Impact and Considerations:

- 8.1 Delivering sustainable developments is now a primary goal for the JV, and as such it has adopted Muses Sustainability Strategy which includes a Sustainable Development Brief) & Sustainable Action Plan which will be utilised on the Regeneration Scheme.
- 8.2 The Vision is to create exemplar sustainable net-zero developments that maximise social benefits and enhance the environment for future generations.
- 8.3 The Goal is to build communities that are founded upon social value and health and wellbeing.
- 8.4 Our Pledge is to fulfil these responsibilities with integrity, honesty, and transparency.
- 8.5 The following objectives are the cornerstones of the Sustainable Development Strategy, which will be the guiding principles for the Regeneration Scheme:
- Net zero carbon – to be net zero carbon in construction and during operation.
 - Enhancing biodiversity – delivering a net gain in biodiversity, whilst delivering high quality green spaces.
 - Circular economy – eliminating waste and improving resource efficiency through circularity.
 - Health & Wellbeing – delivering high quality spaces where people can live, work, and thrive whilst positively impacting their physical and mental health.
 - Social Value - The positive social, economic, and environmental outcomes that we create for individuals, businesses, and the government through our development activities.

- Wider sustainability - Capturing wider sustainability issues such as Water, Transport & Certification.
- 8.6 Behind each objective are Target and Aspirational Key Performance Indicators (KPIs). The Target level of performance represents the minimum level that all developments should achieve. The Aspiration performance levels represent industry best practice or pioneering level of performance.
- 8.7 Each building type will have slightly different KPI's due to the nature of the building, however, they will all be assessed against the criteria contained in the Sustainable Development Strategy
- 8.8 Hoare Lea has been appointed to the project team to manage the Sustainable Development Strategy and ensure the design teams are pushing hard to achieve the required targets. Where targets cannot be achieved for technical, operational, or financial reasons, a robust justification must be presented by the design team for consideration. The progress of achieving the KPIs will be regularly recorded and monitored and form part of the project review meetings.

Assessment and Mitigation of Risk:

- 9.1 A full and comprehensive risk register, including mitigation plans, is located appendix 4 of the Prestwich JV, Draft Phase 1 Development Plan.

Legal Implications:

- 10.1 The overarching joint venture agreement states that Cabinet approval must be provided prior to this matter being considered at the joint venture board. Members are asked to note that the plans are not finalised and further work is required before final options will be presented to Members. The body of the report sets out the relevant sections of the joint venture agreement. Provision is made in the agreement in relation to the funding of development fees at this stage. The full details are set out in the accompanying part B report .

Financial Implications:

- 11.1 The JV has already incurred phase 1 professional and design fees, that whilst they have been cash flowed by MUSE are underwritten by the Council should phase 1 not progress. This report seeks approval to progress to the next stage of design which will incur further costs. These costs will be 50/50 funded by both MUSE and the Council but again be fully underwritten by the Council should phase 1 not progress.
- .

Appendices:

- Appendix 1 – RIBA Stage 2 Masterplan

Background papers:

- October 2019 Cabinet Paper
- March 2021 Cabinet Paper
- May 2021 Cabinet Paper
- Oct 2021 Cabinet Paper

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

Term	Meaning
JV	Joint Venture
MBC	Metropolitan Borough Council
RIBA	Royal Institute of British Architects

Muse & Bury Council Prestwich Village Masterplan



1.0 The Site	3
2.0 Community Hub	9
3.0 Retail/ Leisure Hub	14
4.0 Market Building	18
5.0 Mobility Hub	21
6.0 Residential	25
7.0 Village Square	29
8.0 Phase 1 - Phasing Plans	34

1.0 The Site

1.1 Existing Site

The site

Masterplan area is approximately 2.5 ha.

The existing site comprises retail units, the Longfield Centre, Prestwich Health Centre and two surface car parks to the east and north of the site.

The retail element is occupied by a mixture of independent and national retailers.

The site benefits from direct transport links to Manchester City Centre, with a Metrolink Tram Stop located immediately east of the site and a number of bus stops to the immediate west providing express services to the city and Shudehill.

Key

- Masterplan Phase 1
- Masterplan Phase 2

Site Features Key

- 1. Longfield Centre
- 2. Prestwich Health Care
- 3. Car park
- 4. Metrolink Tram Stop
- 5. Bus stop
- 6. Rectory Lane
- 7. Bury New Road
- 8. Fairfax Road
- 9. Poppythorn Lane



- Site Boundary
- Office
- Retail Space
- Gym/ Bike Hub
- Community
- Residential

- Key**
- 1. Community Hub
 - 2. Retail/ Leisure Hub
 - 3. Market
 - 4. Mobility Hub & Multi-storey Car Park
 - 5. Residential
 - 6. Residential
 - 7. Residential
 - 8. Village Square



1.3 Proposed Masterplan
First Floor Plan

- Site Boundary
- Library
- Gym
- Residential

- Key
- 1. Community Hub
 - 2. Retail/ Leisure Hub
 - 3. Market
 - 4. Mobility Hub & Multi-storey Car Park
 - 5. Residential
 - 6. Residential
 - 7. Residential
 - 8. Village Square



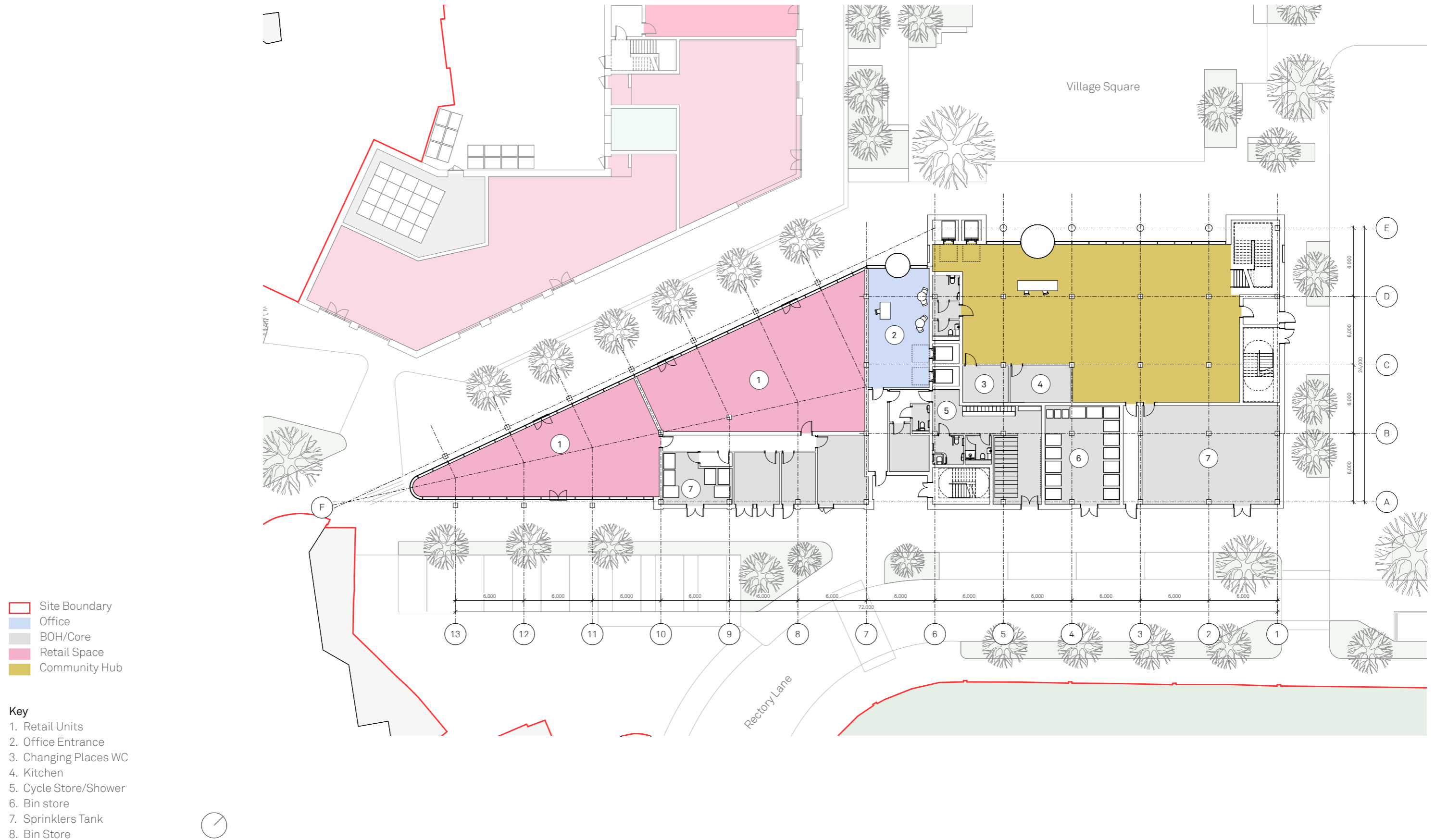
- Site Boundary
- Office/NHS
- Residential

- Key**
- 1. Community Hub
 - 2. Retail/ Leisure Hub
 - 3. Market
 - 4. Mobility Hub & Multi-storey Car Park
 - 5. Residential
 - 6. Residential
 - 7. Residential
 - 8. Village Square



2.0 Community Hub

Page 283



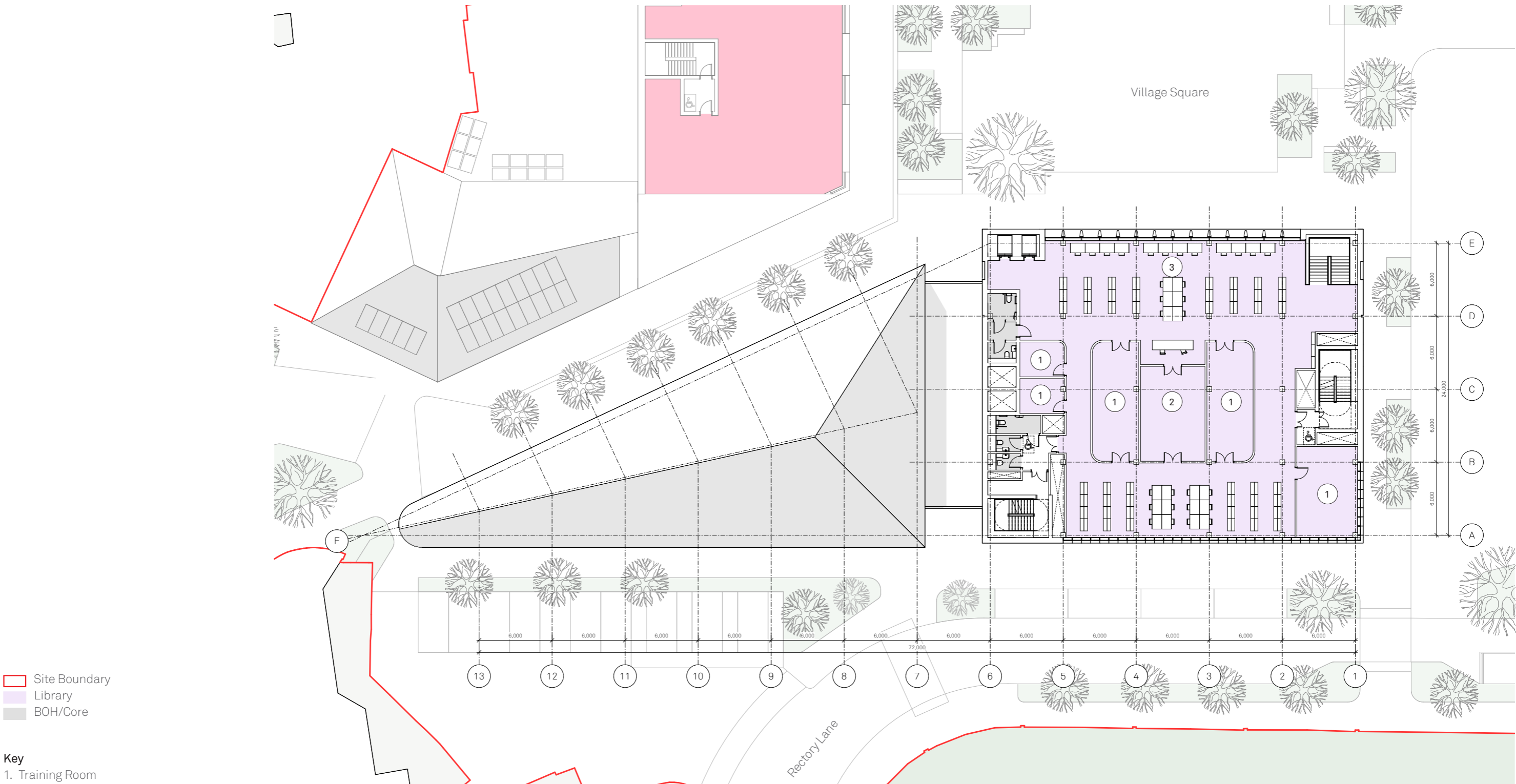
2.2 Community Hub

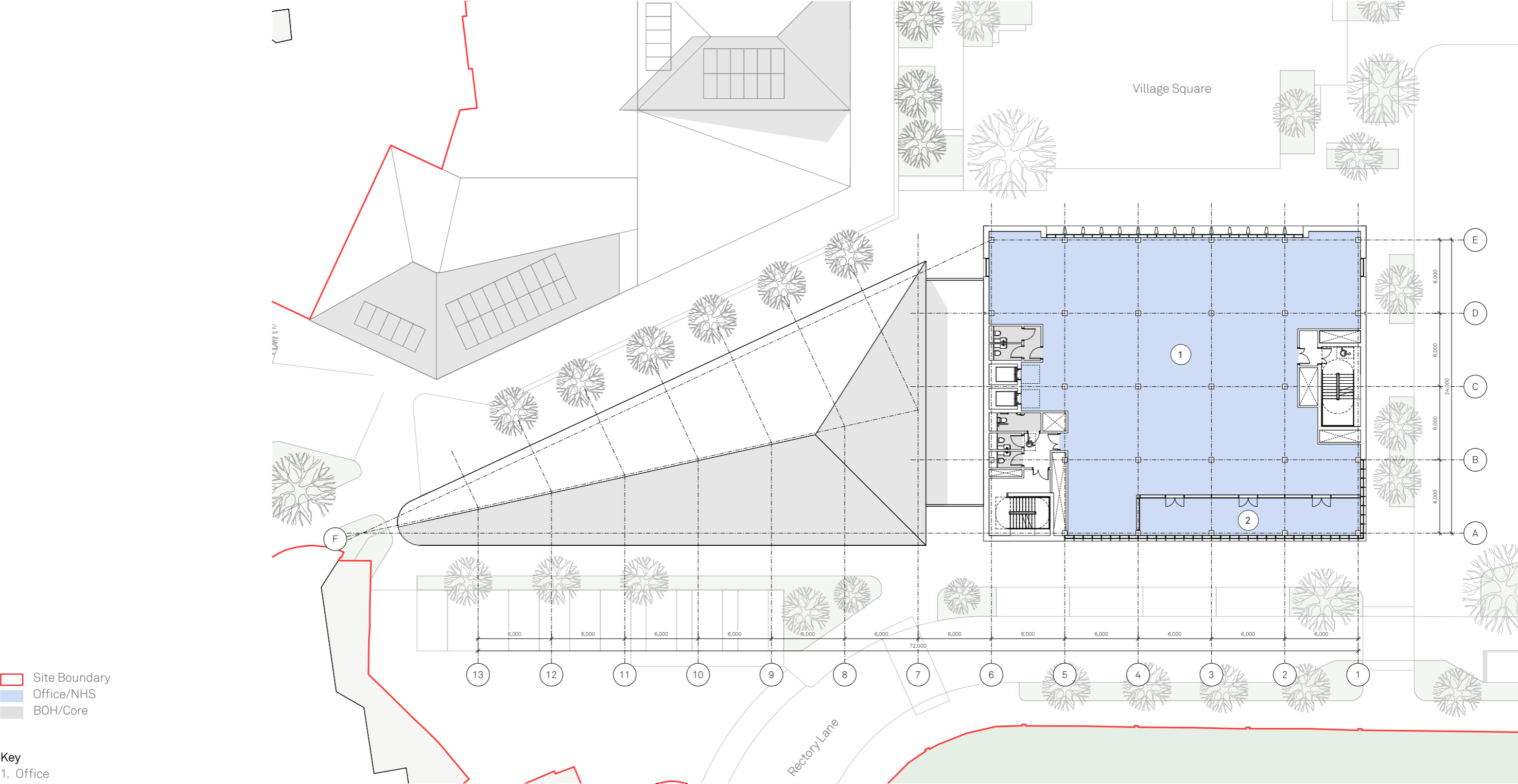
First Floor Plan

10

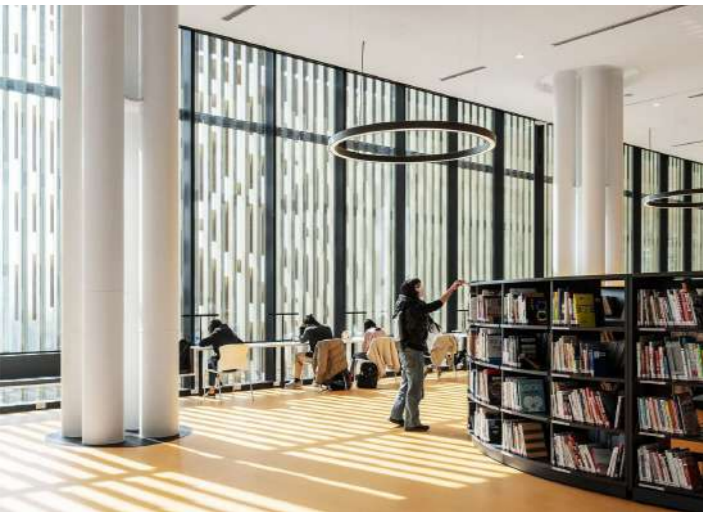
Jon Matthews Architects

Page 284



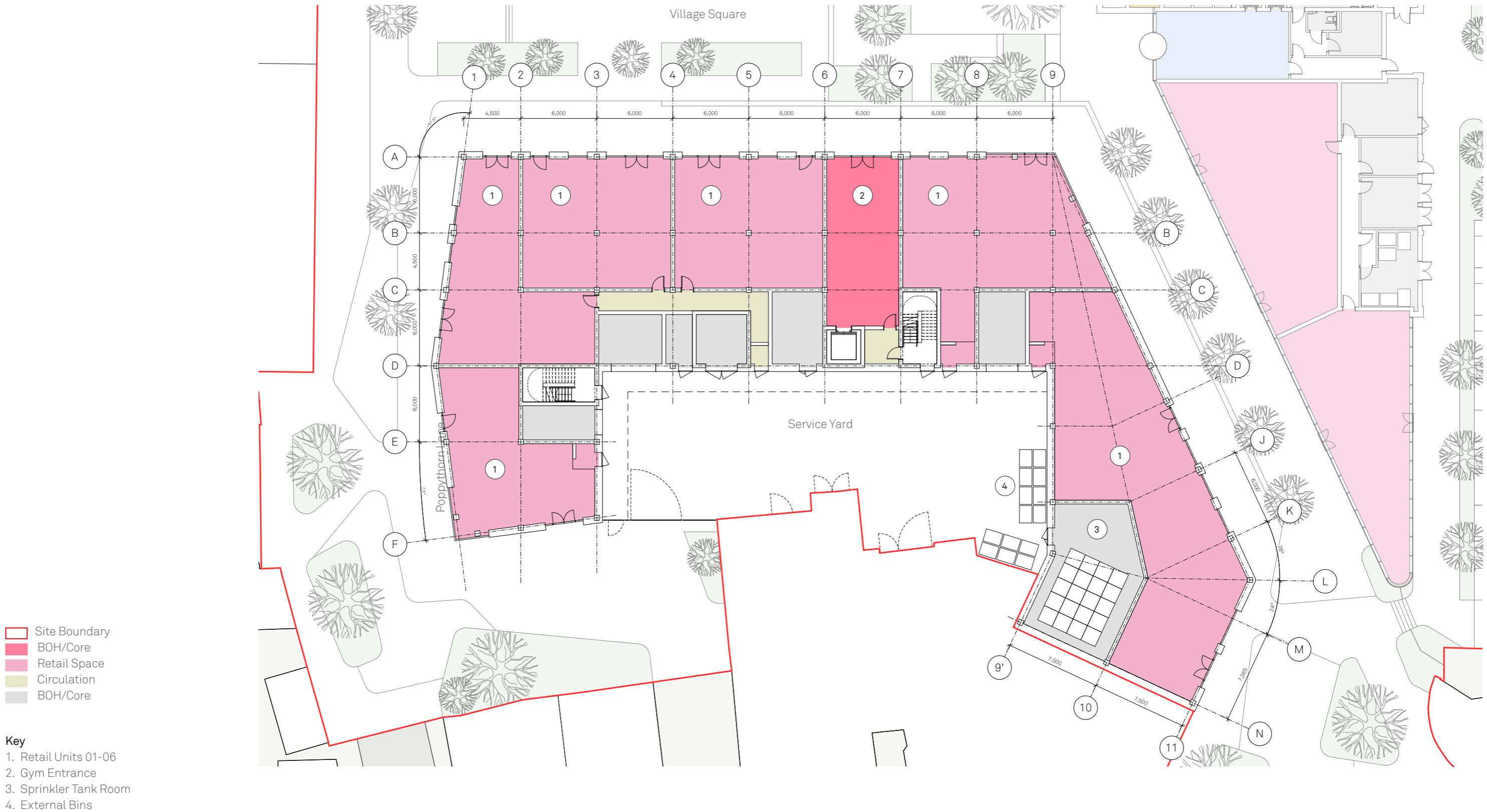


2.5 Community Hub
Precedent Images



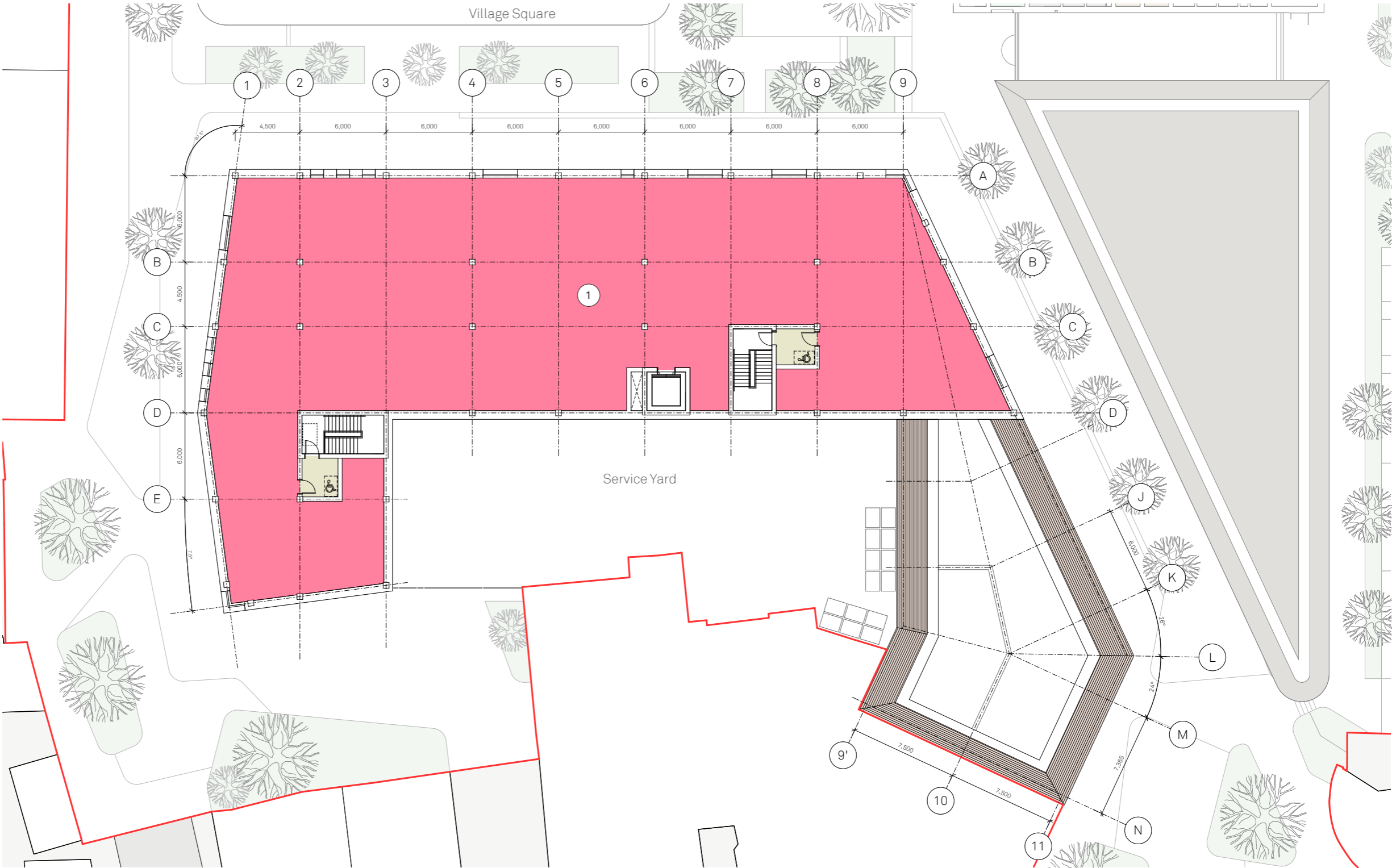
3.0 Retail/ Leisure Hub

3.1 Retail/ Leisure Ground Floor Plan

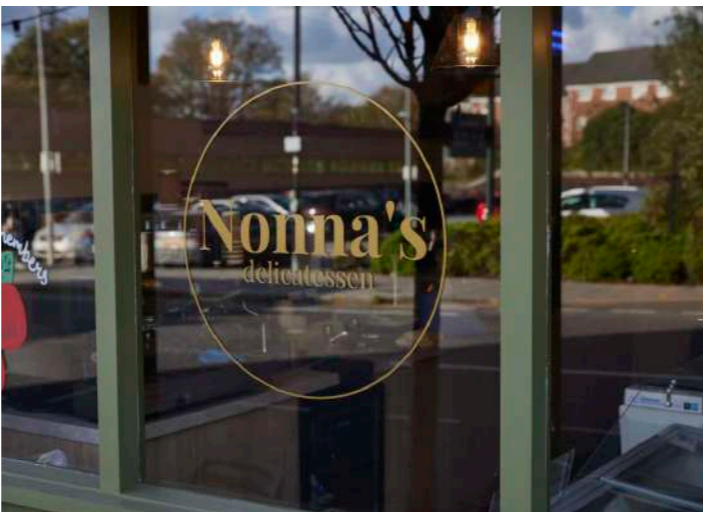


- Site Boundary
- Gym
- Circulation

Key
1. Gym



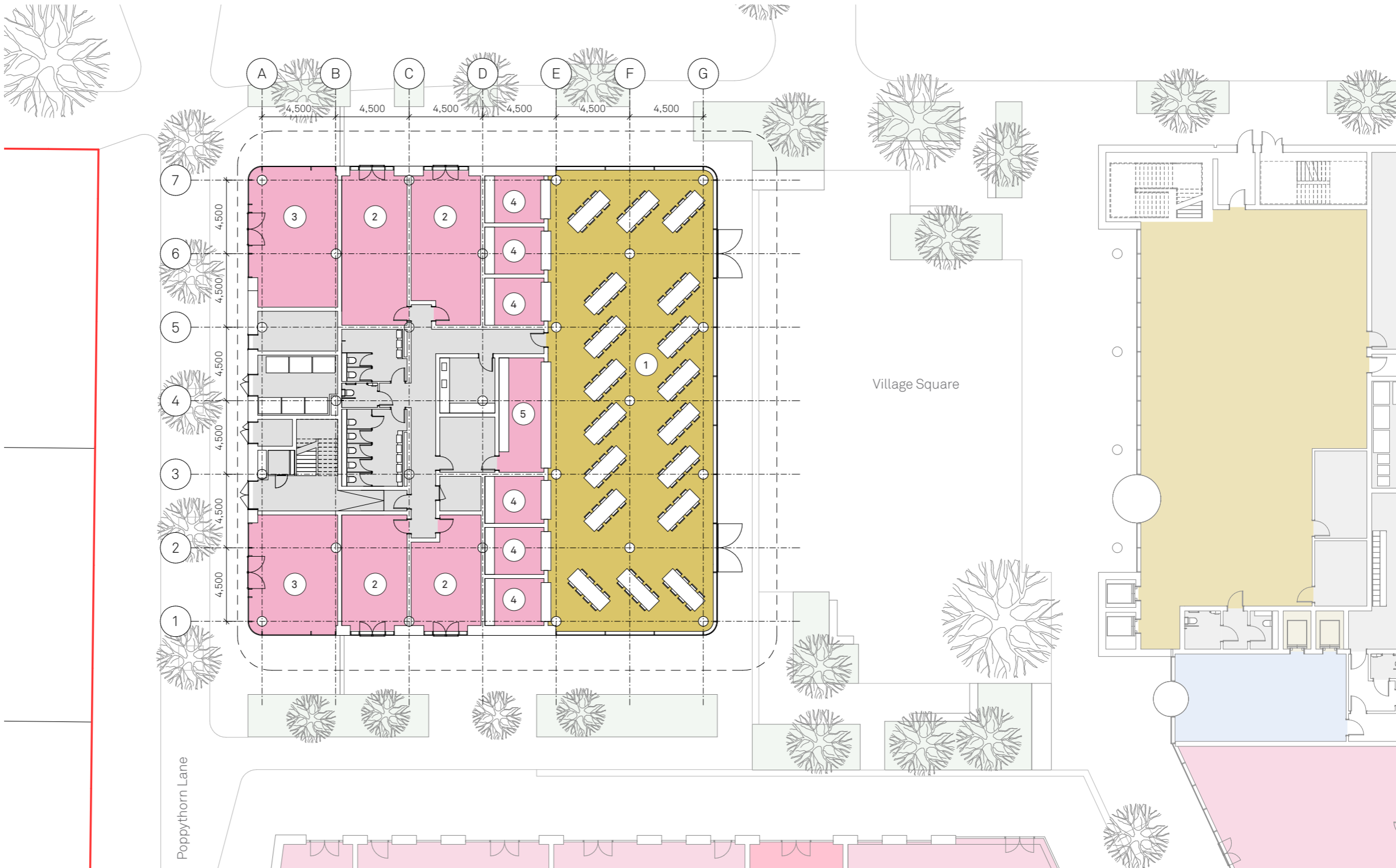
3.4 Retail/ Leisure
Precedent Images



4.0 Market Hall

4.1 Market Hall
Ground Floor Plan

- Site Boundary
- Retail Space
- Dining Area
- BOH/Core
- Office
-
- Key
1. Seating Area
2. Retail 01-04
3. Fresh Food
4. Hot Food
5. Bar



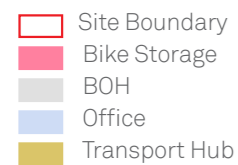


5.0 Mobility Hub

5.1 Mobility Hub Ground Floor Plan

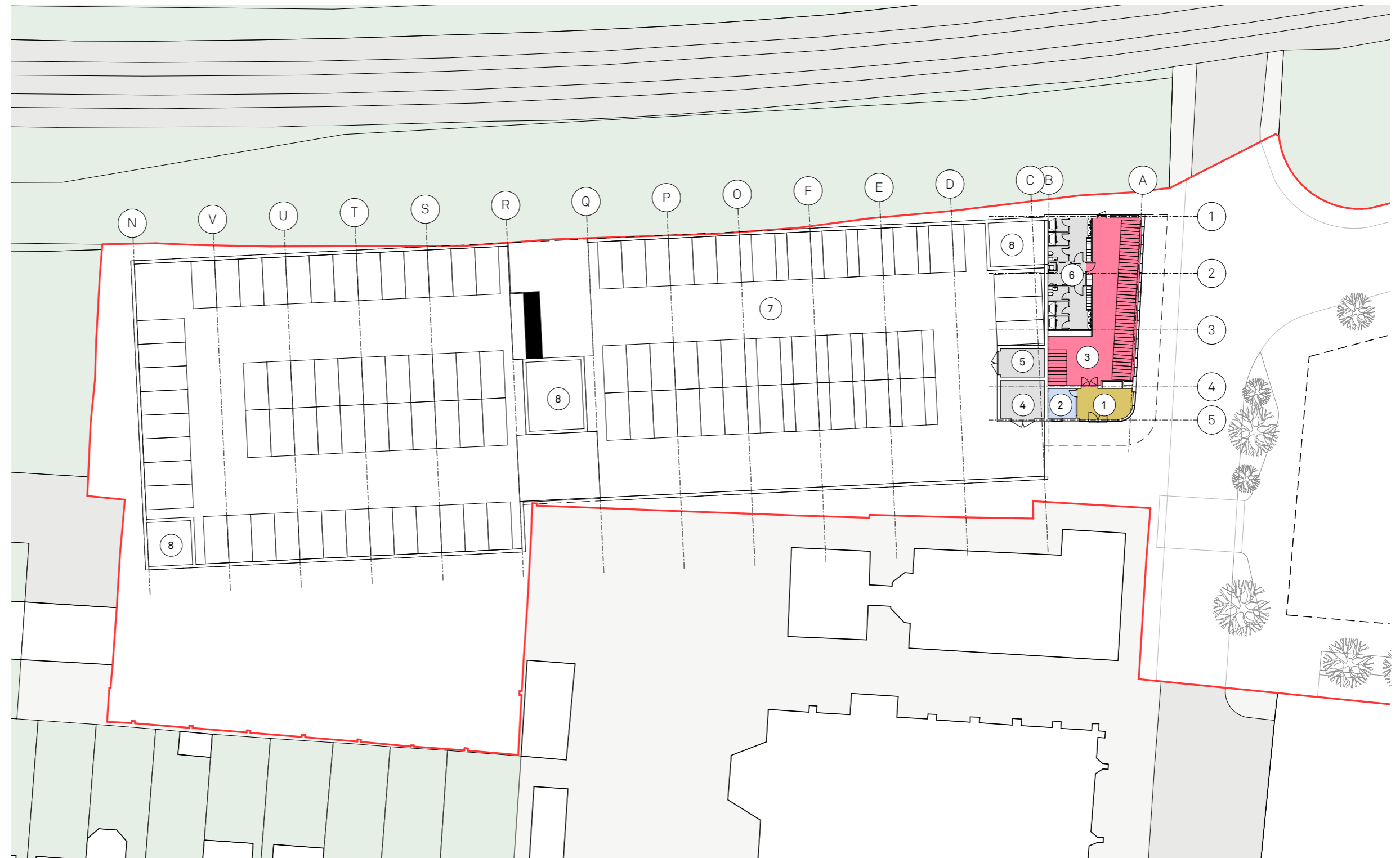
Ground Floor

- Multi Storey Car Park by others
- 350 Spaces
- G+3 Massing
- Cycle Hub with c.100 bike spaces
- Ancillary changing spaces
- Transport Hub
- Information Office
- Amazon Lockers



Key

1. Travel Hub
2. Office
3. Bike Store
4. Sub-station
5. LV Switch
6. Changing Facilities
7. Multi Storey Car Park
8. MSCP Core



5.2 Mobility Hub
Roof Plan

Roof Plan

- Multi Storey Car Park by others
- 350 Spaces
- G+3 Massing

Site Boundary

- Key
- 1. Travel Hub
 - 2. Office
 - 3. Bike Store
 - 4. Sub-station
 - 5. LV Switch
 - 6. Changing Facilities
 - 7. Multi Storey Car Park
 - 8. MSCP Core

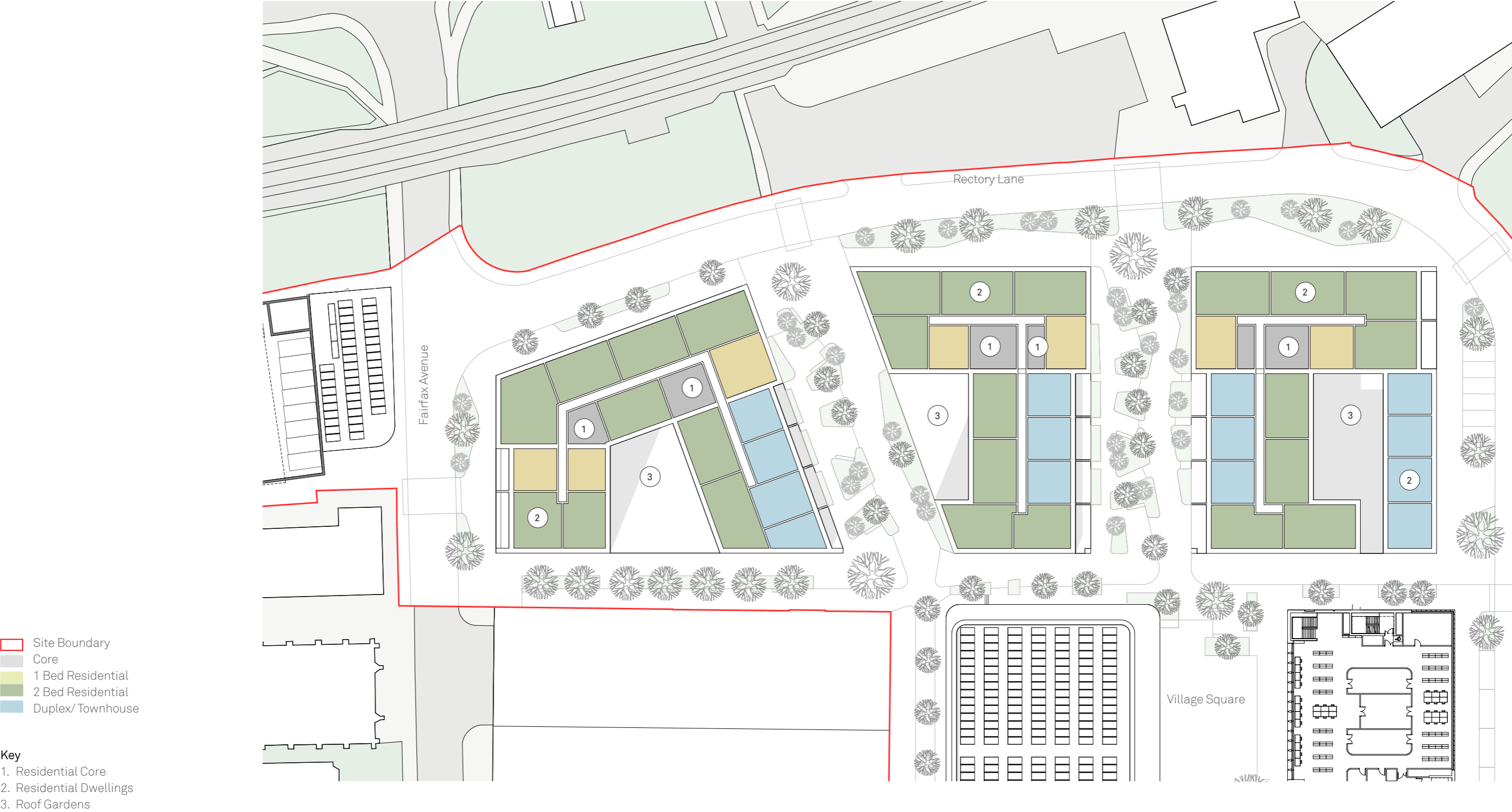




6.0 Residential



6.2 Residential
First - Third Floor Plan





7.0 Village Square

Pocket garden spaces to frame the Square, provide areas to dwell and create a threshold to retail units.

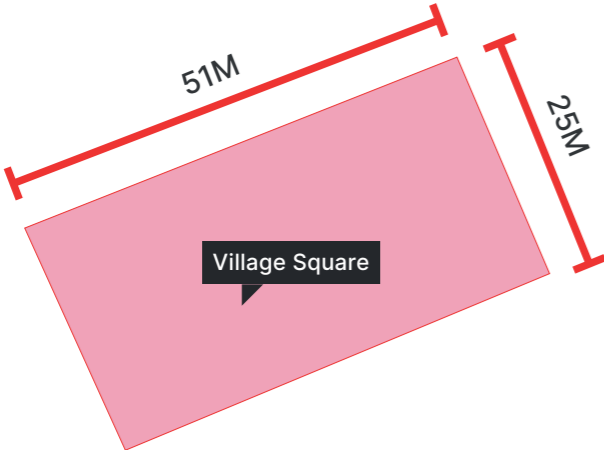


Outdoor spill out from Market with a strong connection to main square space.



Feature trees in hard landscape to add mature green character whilst retaining circulation.





Cutting room, Square Manchester



Longfield, Prestwich

Location Plan

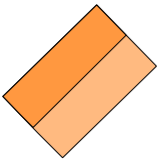




Stalls with square arranged to allow circulation and areas of spill out for food/mini events such as music.



Market stalls integrated within street around furniture



Typical market stall (2x3 metres)
Layout shows 60 stalls





Outdoor stage

Stage + enclosure for 500 people
(0.5m2 per person outdoor event ratio)



Outdoor cinema

Screen + 200 seats



3v3 football

15 x 10m (3v3), a popular size for mobile events.



Outdoor Art Exhibition



Simple, elegant design.

This page is intentionally left blank



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Mill Gate Shopping Centre & Estate: Joint Venture update and development principles	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

- 1.1 The Council acquired the Mill Gate Shopping Estate in April 2022 and entered into a joint venture (JV) partnership with Bruntwood to operate the asset and develop it for the future.
- 1.2 The Joint Venture is working up a high-level vision and evolving masterplan for future development of the Mill Gate Estate following initial engagement with the public and other stakeholders.
- 1.3 There is a requirement for the JV to engage with local stakeholders to communicate the emerging development vision prior to further design development activity.
- 1.4 The JV has recommended that further design development be based on a Strategic Regeneration Framework (SRF) approach. This is a detailed document which has a strong link to the planning process.
- 1.5 The SRF approach provides a greater level of structure and flexibility to govern the development process for Mill Gate as a whole when compared with a phased ('plot by plot') approach. It involves detailed pre-planning consultation with statutory and other consultees to ensure the future vision for the whole asset is aligned with the Council's Strategic aspirations.

Recommendation(s)

It is recommended that Cabinet:

- 2.1 Provide approval for the JV to undertake engagement activity over the summer period to introduce the evolving masterplan design and key development principles.
- 2.2 Provide approval for the JV to procure and develop a Strategic Regeneration Framework for the medium/ long term re-development of the Mill Gate Estate.

Reasons for recommendation(s)

- 3.1 It is important for the JV to engage with the Public and other stakeholders in order to validate the emerging strategic vision for the Mill Gate Estate prior to further design activity.
- 3.2 Development of a Strategic Regeneration Framework for Mill Gate enables large scale development to progress in accordance with the emerging vision of the Mill Gate Joint Venture vehicle and the strategic objectives set out during the acquisition of the asset.
- 3.3 The SRF provides the most flexible and cost-effective method of project development.

Alternative options considered and rejected

- **Progress with the development on the basis of individual phases, obtaining outline planning permission and then undertaking detailed planning applications for each phase.**
- 4.1 Whilst it is possible to apply for amendments to an outline planning permission, even the most flexible outline planning permissions will include parameters that could constrain the overall delivery strategy.
 - 4.2 The cost of preparing outline applications is significant due to the requirement for a full suite of technical reports. Other than design and planning application fees the cost is unlikely to be significantly different to that of preparing a detailed application for the whole site under an SRF.
 - 4.3 Where changes are required that depart from the approved parameters it is possible to submit standalone drop-in planning applications, however recent case law can provide a significant risk of extinguishing the underlying planning permission and the associated loss in up front expenditure.
- **Not progress the Mill Gate redevelopment proposals towards a first phase of development and leave the Mill Gate centre undeveloped.**
- 4.4 This has been discounted as this would not be in line with the strategic goals of both the joint venture partnership or wider Council aspirations. The retail sector continues to be challenged with the continued increase in online shopping accelerated by the Covid-19 pandemic. Keeping the status quo with the centre would effectively lead to a managed decline and the opportunity to create a vibrant and sustainable centre would be lost.
-

Report Author and Contact Details:

Name: Steven Manifold
Position: Major Projects Manager
Department: Business, Growth & Infrastructure
E-mail: s.manifold@bury.gov.uk

Name: Robert Summerfield
Position: Assistant Director of Regeneration
Department: Business, Growth & Infrastructure
E-mail: r.summerfield@bury.gov.uk

Background

- 5.1 The Council acquired the Mill Gate Shopping Centre and wider estate alongside Joint Venture (JV) partner Bruntwood in April 2022 following approval by Cabinet in November 2021.
- 5.2 A competitive tender exercise was undertaken by the JV concluding in August 2022 to secure the services of an architectural and master planning consultant. BDP Architects were successful in this tender process and they were instructed to undertake a review of the Mill Gate estate and establish a vision and highlight opportunities to unlock the potential for the Mill Gate and secure its long term future.
- 5.3 The architect's brief was clear in its direction to take into account the pre-existing Bury Town Centre Masterplan and the principles of the Councils Vision 2030, 'Let's Do It!' strategy, in addition to statutory and best practice design guidance.
- 5.4 The work undertaken to date has involved local stakeholders and Council officers to provide a clear ambition and delivery plan for the introduction of new homes but also to deliver a sustainable town centre retail asset for the future. The reimagined Mill Gate will add to the existing town centre and create space that local people will be proud of and visitors will be keen to use.
- 5.5 The proposed regeneration of the Mill Gate Estate is highly aspirational and over the next 15 – 20 years will enable the delivery of a successful new neighbourhood for Bury. This has the potential for the joint venture to deliver one of the North West's most ambitious regeneration projects.
- 5.6 The current vision puts forward proposals to deliver 120 homes within its first development phase, with up to 700-800 over the entire masterplan period. Improvements are also proposed to public realm and retail accommodation. This will ensure the asset remains suitable for modern retail requirements whilst also catering for the leisure sector.

Engagement Activity: Communicating the emerging vision

- 5.7 High level public engagement activity was undertaken in November 2022 to provide the JV with a clear understanding of the aspirations and requirements of the public and other key stakeholders for the future of Mill Gate. This information has formed the basis of the emerging vision and masterplan.
- 5.8 The vision has been subject to technical review by the JV itself, with extensive information gathering and development carried out by Bruntwood.
- 5.9 The emerging development vision proposes improvements to public realm and connectivity, alongside residential development at scale. It also provides an evidential case for reconfiguring retail spaces in line with more modern requirements.
- 5.10 Prior to further design development the JV will engage further with all stakeholders to gain feedback on the emerging designs and key changes. This engagement activity will form part of the next stages of design, ensuring the vision is responsive to local needs and that it remains in line with relevant strategies and statute.

The Mill Gate Strategic Regeneration Framework (SRF)

- 5.11 In order to progress the development proposals the Mill Gate JV would like to commission a Strategic Regeneration Framework (SRF) for the Mill Gate Estate. The SRF is the most effective way to establish a clear vision, set of objectives and guiding development principles, which will form an important material consideration in determining future detailed planning applications as they are brought forward on a multi-phase basis. A similar approach to development has already been carried out in Radcliffe Town Centre and has provided a clear evidential case and strategy for onward development in that settlement.
- 5.12 The following summarises the key considerations associated with the regeneration framework approach:
 - **Status** – The SRF document will set out the strategy upon which planning applications within the Regeneration Framework area will be brought forward. The framework will be endorsed, in line with the projected programme, by the Council Cabinet as a material consideration for future planning applications.
 - **Planning Programme** – Detailed development programmes for a phase 1 will be prepared alongside the SRF. Pre-application engagement between the Mill Gate JV, the planning authority and all key stakeholders will be carried out. No detailed planning application will be submitted until the final version of the Strategic Regeneration Framework has been endorsed by a cabinet decision.

- **Strategic Infrastructure** – The SRF will be supported by relevant studies that enable identification of strategic requirements or mitigation for the development quantum to be delivered by the whole masterplan.
- **Stakeholder Engagement** – The process will provide opportunity to engage the public and key stakeholders at an early stage prior to planning applications coming forward. The SRF approach will be more accessible and facilitate wider stakeholder engagement.
- **Flexibility** – The framework will identify overarching principles of place which encompass indicative development principles and parameters, character studies and a site wide illustrative masterplan. Due to the long term delivery timescales, the SRF principles will enable delivery to respond and flex to changes over the plan period. Any material changes and updates to the SRF over the delivery period would be brought back for further cabinet approval.

Outline SRF Development Programme

5.13 The programme for approval of the SRF is currently being finalised, however the indicative programme timeline would see the following critical path for delivery:

Task Name	Proposed Programme Timing
Cabinet #1	
Approval to progress with development of Mill Gate SRF	12 th July 2023
Public and stakeholder Engagement re: emerging Mill Gate vision and masterplan. <i>This will involve sessions with all relevant stakeholders including elected Members. Format TBC.</i>	July 2023 – September 2023
Cabinet #2	
Request to release Draft SRF prior to public consultation	October 2023
Public / Stakeholder Consultation period (6 weeks) – statutory timescale.	November / December 2023
Cabinet #3	
Request for endorsement of final SRF- following stakeholder feedback/review and amendments including further design development.	March 2024

5.14 The critical path assumes sign off for each of the stages at the relevant Cabinet date. The critical path does not allow for unforeseen delays and the programme will require regular review.

Links with the Corporate Priorities:

- 6.1 The evolving vision for the Mill Gate leans heavily on the 'Let's do it!' strategy and aspirations. It also directly refers to other projects currently in development or delivery in the town, defined and managed under the Bury Town Centre Masterplan. Significant input has been received from a variety of stakeholders and there has been particular reference to the Council's Housing Needs and Demand Assessment, community strategies and inclusive growth agenda.
- 6.2 The regeneration of Bury Town Centre supports delivery of the 'Let's Do It!' strategy and the five themes that underpin this vision. As we move towards a future in urban areas where people travel less, buy locally, work and access local services, we need vital and liveable neighbourhoods. This means the Council must think carefully about neighbourhoods and how they can be either built or re-designed to work well. The five themes are summarised below and how they link into the vision for Bury Town Centre.
- 6.3 **Healthy Communities:** The acquisition of the Millgate provides options for providing new community infrastructure including adult learning, civic facilities and other health related services will be a true connection to the community. The implementation of active travel, walking and cycling routes connecting people with local amenities and increasing the availability of public open space will enable the community in Bury Town Centre and surrounding suburban to reconnect and thrive.
- 6.4 **Carbon neutral:** We need to use every opportunity to ensure that development in Bury Town Centre on our land is carbon neutral and prioritises active travel.
- 6.5 **Inclusion:** making sure that everyone's voice is heard, this will absolutely be a focus through the consultation of the regeneration work.
- 6.6 **Digital first:** the full fibre roll out has enabled access to faster speeds and future-proofed infrastructure. This presents an excellent opportunity for the businesses and community with Bury Town Centre being the ideal location to cultivate new business growth, encourage start up SMEs, promote digital growth, and deliver tech enabled employment space.
- 6.7 **Inclusive Growth:** the regeneration scheme at the Millgate in Bury Town Centre will include investment in physical infrastructure (roads, cycle ways and public transport); creating more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Bury; to ensure residents have the best chance to access good jobs.

Equality Impact and Considerations:

- 7.1 Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows: A public authority must, in the exercise of its functions, have due regard to the need to:
- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
 - The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. If proposals are brought forward to Cabinet in due course for comprehensive redevelopment, a full resident and wider community engagement strategy will be included.
- 7.2 An Equality Impact Assessment (EIA) will be developed alongside the creation of the Strategic Regeneration Framework document and will be updated as the regeneration project moves forward. The EIA will be made available for the consideration of Elected Members when approval is sought from Cabinet to adopt the SRF itself (see section 5.13). The overall vision for the Mill Gate development is to deliver inclusive growth opportunities for Bury residents and the development process will adhere to specific duties required under the Equality Act 2010, alongside related statute and policies.

Environmental Impact and Considerations:

- 8.1 The Council has a pledge to be Zero Carbon by 2038. This means that the current estate needs to be rationalised and modernised.
- 8.2 Bury Town Centre is a highly sustainable location, with a major transport interchange which links to the 100-station Manchester Metrolink system, the town centre is also a major bus hub for north Greater Manchester and contains cycling and walking infrastructure. The Millgate Estate itself is on a 15.2-acre brownfield site in the centre of the town. This presents the opportunity to introduce a significant residential capacity in the heart of a highly sustainable town-centre, one which is not car-dependent. The Centre itself is of a certain age and the opportunity for refurbishment and redevelopment will enable the estate to reduce its carbon footprint over time.

- 8.3 Sustainability is a key theme for the joint venture and this runs through the work being undertaken as part of the visioning exercise. There is the opportunity to repopulate the town centre and promote sustainable town centre living. Along with environmental consideration of new build accommodation there is the opportunity to decarbonise existing buildings within the Mill Gate estate.

Assessment and Mitigation of Risk:

- 9.1 The development of the SRF will advance the design and business justification for investment in the Mill Gate asset. This will guide the delivery strategy for the development. The creations of the SRF does not pose a risk to the overall project, although the additional development/design activity will be used to identify specific risk(s) to regeneration delivery and operation of the asset in the medium to long run.

Legal Implications:

- 10 The proposed SRF is a non-statutory, informal document. If it is subsequently approved by Cabinet, it will not form part of the statutory development plan, and the force of s38(6) of the Planning and Compulsory Purchase Act 2004 will not apply to it. It will be a material consideration to which regard may be had in consideration of planning applications, but it will carry less weight than a Supplementary Planning Document. It will not be a document with which development control decisions must accord unless material considerations indicate otherwise.

Financial Implications:

- 11 The costs for delivering the SRF are to be borne by the joint venture. At its meeting on the 19th May the joint venture board approved £250k of fees to take the masterplan through a SRF subject to approval by the Cabinet at todays meeting.

Appendices:

None.

Background papers:

- Acquisition of the Mill Gate Estate Bury – Cabinet November 2021
<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=126&MId=2883&Ver=4>
- Bury Town Centre Masterplan – Cabinet March 2022
<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=126&MId=3262&Ver=4>

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

Term	Meaning
SRF	Strategic Regeneration Framework
JV	Joint Venture

This page is intentionally left blank



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	Radcliffe Hub Project – Main Works Contract (Part A)	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

- 1.1 The purpose of this report is to advise Cabinet of the works packages that, in accordance with the Radcliffe Hub project programme, now need to be instructed via the Main Works Contract. The relevant drawings and programme that inform these works are appended to Part B of this paper.
- 1.2 Works included within the proposed Main Works Contract, have been market tested and independently verified, and a copy of the tender report is appended to Part B of this paper.
- 1.3 The Main Works Contract will encompass and supersede the Enabling Works Contract which was given Cabinet approval in April 2023.
- 1.4 This proposal aligns with the cashflow spending commitments outlined in the Levelling Up Fund MOU, and ensures the project is compliant with the stipulation that all monies awarded from the fund are fully defrayed by March 2025.
- 1.5 Since confirmation of the Levelling Up funding award in October 2021, the project has been subject to a quarterly reporting cycle to the Department of Levelling Up, Housing & Communities (DLUHC). The proposed cashflow forecast, programme and risk management plan outlined in these returns, has consistently reflected a construction programme phased to enable preparatory works to be delivered under a separate contract, with works commencing in May 2023.

Recommendation(s)

It is recommended that Cabinet:

- 2.1 Accept the tender report recommendation that Vinci Construction undertake this main works package at the contract sum set out in Part B of this report, subject to the agreement of the contract amendments and clarifications.
- 2.2 Delegate finalisation of contract amendments and clarifications to the Director of Law and Governance in consultation with the Executive Director of Place.

Reasons for recommendation(s)

- 3.1 Approval of the main contract is required in order for the Radcliffe Hub and Market Chambers project to progress to a construction phase. Key considerations within this document have informed both the scope and methodology for carrying out construction works alongside the phasing of the construction programme.

Alternative options considered and rejected.

- 4.1 **Delay instructing the Main Works Contract:** This would delay the overall Radcliffe Hub completion date by two months as Cabinet approval cannot be sourced in the August cycle. This would increase the period that leisure services would be housed in temporary accommodation within Radcliffe, attracting additional costs. It would also delay occupation of commercial units within the Market Chambers and trading within these refurbished spaces; further disrupting businesses and reducing commercial income to the Council. Furthermore, the delay incurred would erode confidence in the town that the project is being delivered as a key strategic priority for the Council. Any delay to the overall project critical path increases the risk that LUF monies will not be defrayed in line with agreements made between Bury Council and the DLUHC.
- 4.2 The main works scheduled to progress on site on completion of the enabling contract works, thus delay in transition from one package into the other will result in downtime on site and attract additional preliminary costs.

Report Author and Contact Details:

Name: Ian D'Arcy
Position: Major Projects Manager
Department: Business Growth and Infrastructure
E-mail: i.darcy@bury.gov.uk

Name: Robert Summerfield
Position: Assistant Director: Regeneration Delivery
Department: Business Growth and Infrastructure
E-mail: r.summerfield@bury.gov.uk

Background

- 5.1 As part of the Authority's vision for 2030, we are working collaboratively with our communities to achieve faster growth than the national average alongside lower levels of average deprivation. The 'Let's do it!' strategy focuses on building a better future for our children and young people, promoting inclusion, improving our environment, and delivering improvements in prosperity and quality of life.
- 5.2 In line with this strategy, Radcliffe is at the centre of an unprecedented transformation programme and the area has been identified by Bury Council as a focus area for regeneration and growth over the forthcoming years. In September 2020, a Strategic Regeneration Framework (SRF) was adopted for Radcliffe which set the long-term vision for the regeneration of the town through the delivery of a programme of capital investment projects.
- 5.3 Like many former industrial communities, Radcliffe continues to feel the ongoing effects of economic restructuring. Traditional employment has contracted, and the town has amongst the highest levels of deprivation across the Borough, with significant challenges in relation to employment, skills, and health. In parallel, the growth of convenience and digital retail, and the COVID 19 pandemic, has put considerable pressure on the High Street, which has experienced a sharp decline, impacting on the range and quality of services within Radcliffe town centre.
- 5.4 The SRF was clear in specifying that reversal of this trend, would be reliant upon a strategic approach to diversifying and increasing footfall into the town centre. The masterplan therefore determined that the preferred location for a new Civic Hub, which could act as a catalyst for economic recovery of the High Street, should be in the very heart of Radcliffe town centre and, specifically, identified the site of the existing 1960's precinct (the South Block).
- 5.5 Acquisition of the North and South Blocks, and former TSB bank was completed in 2021, and development proposals for the Hub project were progressed on the basis that these sites would in part, need to be demolished and cleared in order for development to be carried out.
- 5.6 The Radcliffe Civic Hub bid submitted to the Levelling Up Fund presented for consideration, a sustainable town centre new build development, and the refurbishment and repurposing of existing assets in council ownership. The proposed scope of works included preparatory packages to enable development on the identified town centre site.

- 5.7 Creation of a Hub, the refurbishment of the Market Chambers and Radcliffe Market basement space are designed to promote integrated service delivery including access to enhanced leisure, learning and skills provision, complemented by infrastructure to create a supportive environment for enterprise (co-working, incubator) and cultural engagement.
- 5.8 The project proposes significant investment to clear poor quality, obsolete buildings and deliver a high-quality hub as a focus for community leisure, recreation, learning, health and work. New facilities will be designed to exemplar standards of sustainability and inclusive and accessible design, with a focus on flexibility of use and maximising space utilisation.
- 5.9 Diversification of the facilities within the town centre is intended to increase footfall and dwell time, thus supporting the prosperity of new and existing businesses within the core of the town, with a capacity to accommodate future growth. The provision of wet and dry leisure facilities, a library and information centre and community space will be set within a high-quality civic environment, and will act as a focus for wider investment, broadening the appeal of Radcliffe.
- 5.10 The Hub will provide a platform for integrated service provision based on enhanced coordination between teams within the Council, NHS, other public sector partners and local community organisations. Flexible workspace will be open to these teams, supporting referral and joint action to ensure the most challenging groups benefit from Levelling Up.
- 5.11 Refurbished and new build high quality commercial office and retail space will be created within this central campus of buildings, benefitting from an enhanced public realm with improved access to both the piazza, new courtyard and balcony spaces adjacent to the River Irwell, and improved connectivity to public transport and active mode infrastructure.

Proposed Development Site

- 5.12 The development site identified for the Hub project in Radcliffe town centre, includes several assets that will need to be demolished and cleared, and remedial works undertaken, in order for the main construction of the new Radcliffe Hub and refurbishment work to Radcliffe Market and the Market Chambers building to be carried out.
- 5.13 A vacant possession strategy has been successfully implemented to ensure that the South Block and Market Chambers buildings are no longer occupied in order to facilitate demolition and construction activity. Radcliffe Market will remain operational throughout the proposed construction period.

Programme

- 5.14 **Funding Requirements** – as previously agreed the Memorandum of Understanding with DLUHC regarding Levelling Up Fund (LUF) spend, all monies awarded must be fully defrayed by March 2025. In order to achieve this, cashflow has been forecast against the proposed construction programme. Contracting and subsequent instructions are required to adhere to the timescales and milestones stated within said programme.
- 5.15 **Deliverability and logistics** – the sequencing of the works and the duration of the programme is informed by site surveys and investigations, enabling works, design development, supply chain management, and overarching health and safety requirements; underpinned by industry standards and appropriate methodologies for the delivery of the construction works.
- 5.16 **Value for money** – the phasing of the programme is intended to deliver the project as efficiently as possible; minimise overall duration of the works and reduce the cost of prelims, whilst ensuring quality is not compromised. The principal contractor Vinci Construction was procured through the North West Construction Hub (NWCH) framework, ensuring that the contract was competitively tendered in line with both the Council's contract procedure rules and associated social value principles.
- 5.17 **Minimising operational disruption** – the phasing of works has been planned in such a way as to minimise disruption and mitigate the risk posed by construction work upon Radcliffe Market and traders. Phasing will also enable the Market Chambers building to be completed earlier in the main contract, thus allowing the commercial tenants in these units to commence trading. Moreover, the overarching programme must be delivered in a timely fashion, to ensure minimum service disruption to local residents. Communication to the local residents and other stakeholders will be distributed via the Council's quarterly newsletter, with the next reiteration to be issued in September. Regular updates will be issued to local residents at critical points throughout the course of the construction.

A copy of the proposed main works programme is appended to Part B of this report.

Enabling works

- 5.18 An enabling works package was agreed at Cabinet in April 2023 to facilitate the delivery of various preparatory works, thus ensuring the site is ready for development. A summary of the works is set out in Part B of this report.
- 5.19 The tender report recommendation for the enabling works package at the contract sum set out in Part B of this report.

Main Works

- 5.20 The main works package is scheduled to progress in line with the delivery of previously approved enabling contract works, with the main contract directly interfacing with enabling activity. A summary of key activities is set out in Part B of this report.
- 5.21 Summary of key milestones is set out in Part B of this report.

Tender Process

- 5.22 As outlined in Pre-Construction Services Agreements (PCSA) previously approved and implemented; the design, the tendering process and subcontractor procurement has been managed by Vinci Construction through this period. Vinci have engaged with their supply chain and have tendered each package accordingly. The package returns are deemed to have been initially analysed and verified compliant with works information by Vinci, with the most appropriate return based on commercial and qualitative aspects being proposed to form component costs within their Stage 2 tender return figure and Contract Sum Analysis (CSA) figure.
- 5.23 The Council's consultant cost advisors Gardiner and Theobald (G&T) have analysed each package and issued queries accordingly before providing a recommendation on the commercial submission. A copy of the tender report is set out in Part B of this report.

Links with the Corporate Priorities:

- 6.1 The regeneration of Radcliffe supports delivery of the 'Let's Do It!' strategy and the five themes that underpin the plan. The five themes all have a correlation to how we design our Towns. As we move towards a future in urban areas where people travel less, buy locally, work and access local services, we need vital and liveable neighbourhoods. This means the Council must think carefully about neighbourhoods and how they can be either built or re-designed to work well. Strategic investment in Radcliffe Hub project is fully aligned with this vision. A detailed economic value analysis, and synergistic strategic case was included as part of the LUF bid.
- 6.2 Our Corporate Plan 2020/22 sets out key themes, principles, and deliverables to support the Borough of Bury as it recovers from the local impact of the Covid-19 pandemic and builds a better and brighter future for our population, communities, and businesses. Major capital construction projects offer a significant opportunity to support local economic recovery and deliver tangible social value. In partnership with our selected contractors and development partners, Community Hub manager and council service leads, the project team will be seeking to support job creation, the implementation of apprenticeships, skill enhancement programmes and placement opportunities with local education providers. Wherever possible, we will seek to utilise a

local supply chain for labour, services, and materials. Moreover, our construction contracts will reflect within agreed KPIs, active engagement with and support for, a wide range of community based and charitably supported projects and programmes at a local level. A social value plan is being developed to ensure that every opportunity to deliver benefits to the local community are identified and brought forward.

- 6.3 The regeneration proposals will also support national policy objectives relating to the 'Levelling Up' agenda. The Council submitted a bid to round one of the Levelling Up Fund bidding processes and was successful in securing £20m for the delivery of the Radcliffe Hub. This was supplemented with match funding from Bury Council via its capital programme.
- 6.4 The contractor has been fully appraised of the strategic drivers of the projects and understand how these capital developments will act as enablers to realising key objectives and benefits in Radcliffe.

Equality Impact and Considerations:

- 7.1 An Equality Impact Assessment was carried out in November of 2022 (see appendix 3) and identified the following:
- The Radcliffe Civic Hub scheme will be an inclusive space that aims to be open and accessible to all.
 - The scheme aims to support the inclusion of those who share any of Bury Council's recognised protected characteristics. In particular, as a Levelling Up scheme, it aims to support those who are socio-economically disadvantaged and to celebrate Radcliffe's cultural diversity.
 - The design philosophy that underpins the Radcliffe Civic Hub scheme aims to provide inclusive resources and spaces for those with protected characteristics. We aim to make this implicit, rather than explicit, in design. They should be natural to use and not draw unnecessary attention to protected characteristics.
- 7.2 Diversions to pedestrian routes have been reviewed with appropriate consultees in relation to the safe management of the highway, and ensuring safe access is maintained for all visitors to the town centre. This includes footpaths, dropped curbs, tactile paving, crossings and parking and loading bays. Proposals have been shared with Bury Blind Society and Access All Areas for review and comment.

- 7.3 The operator of Radcliffe Market has been engaged in design development, programming and management of the proposed temporary works. This includes risk assessment and agreed mitigation, relating to the restriction of access due to hoarding locations, and maintaining safe and accessible routes; including lighting, dropped curbs, tactile paving and drop off bays.
- 7.4 Works will be continuously monitored against pre-construction information outlined in the Construction Design Management (CDM) construction phase plan and Risk Assessment Method Statements (RAMS) updated accordingly.

Environmental Impact and Considerations:

- 8.1 Extensive ecological surveys and impact assessments have been carried out in association with the proposed works.
- 8.2 It is anticipated that there will be some recovery of materials from site, but also that some excavated materials will be unsuitable for re-use (contaminated soils / cohesive soils/ saturated soils) and will need to be removed from site. There will be an import of fill material required to make up levels.
- 8.3 Any reuse of materials generated on the site will be subject to a Materials Management Plan (MMP) prepared in accordance with the Definition of Waste Code of Practice (DoWCoP) and CL:AIRE protocols. This will need to be submitted to the Environment Agency by a nominated Qualified Person (QP). Monitoring during the works will be required and a validation document prepared upon completion. Vinci have included within their tender submission, allowances for the preparation, monitoring and discharge of the MMP, in connection with these works.
- 8.4 The wider project is being designed to ensure that the Hub building is carbon neutral in operation and is to a BREEAM Excellent standard.

Assessment and Mitigation of Risk:

Risks

- 9.1 The following risks have been identified for action by the project team. Risk mitigation strategy is also illustrated below.

Risk issues	Management Strategy/ Mitigation
Strategic - Business and External risks	
Reputational – confidence in the ability of BC to deliver objectives undermined	Appointing an expert and experienced delivery team Effective project management structures.

Catastrophe risk – inherently unpredictable events – Covid, Brexit	Appropriate contingency provision in programming and budget.
Regulatory risk – changes in laws and regulations New planning bill - new design standards New building regs	Appropriate standard and negotiated clauses in the contract document (NEC 3 short form). Risk apportionment Ongoing proactive approach to risk management
Delivery Risks	
Site conditions – risk that adverse / unforeseen site conditions result in cost increases	Site investigations – full SI report Appropriate cost planning and contractor engagement Form of contract / warranties etc
Build risk – risk associated with contractor management / underperformance / site characteristics	Effective contract management following the Government Construction Strategy involving: Form of contract – NEC 3 short form Soft-landing provisions - Operational led design Contract retentions
Supplier risk – availability of expert contractors for site clearance and specialist activities; risk of contractor failure	Procurement strategy Due diligence – transfer risk to main contractor Contracting – risk transfer Local labour vs established operators
Programme risk – LUF bid requirements	
Permissions – risk that delays in securing planning, building regs and highways approvals impacts on programme	SRF establishes principle. Early engagement – pre-application Ensure planning strategy aligned with delivery strategy – phasing of applications. Managing statutory consultees Minimise pre-commencement conditions
Procurement – the risk that strategy results in delays / impacts on objectives	Procurement strategy - work packages Form of contract – NEC programme is part of contract pack. D&B approach. Use of frameworks. Early engagement with contractor. Phasing plan – staged approach.
Financial risk	
Project costs – risk that capital costs increase above projections	Carry out investigations and site surveys. Procure expert advice via consultant team. Contingency and Optimism Bias allowance, including appropriate sums for inflation. Risk allocation to contractor (as stipulated in the contract) Monitoring of works progress via TAs and Clerk of works, and maintaining contractor relationship Manage iterative value engineering through RIBA Stages Project budget oversight and management via internal and external governance structures

Opportunities

- 9.2 The opportunities been identified by the project team which are is set out in Part B of this report.

Legal Implications:

- 10.1 The tender process has been undertaken and the subcontractor procurement managed by Vinci on behalf of the Authority, Members are asked to note that that this is a two stage process as set out in Appendix 1 of the part B report. The totality of costs under this mechanism is not fixed and therefore part of the costs will be subject to inflationary pressures, the methodology for managing these risks are set out in the report.

Financial Implications:

- 11.1 The Council currently has a value of £44.436m included within its capital programme for the life of this project, £20m of which is the LUF funding the balance to be funded from the Council. This excludes the further £2m anticipated as a grant from Sport England and the £1.125m that was approved at 2023/24 budget setting for fixtures and fittings once the hub build is complete.
- 11.2 The project costs and scope have increased significantly from the original LUF bid of £41.21m.

Appendices:

Appendix 1 – Radcliffe Hub Project – Tender Report
Appendix 2 – Radcliffe Hub Project – Main Work Programme
Appendix 3 – Radcliffe Hub Project – Equality Impact Assessment
Appendix 4 – General Arrangement Drawings

Background papers:

Radcliffe Hub Enabling Works Cabinet Report PART A

Radcliffe Hub Enabling Works Cabinet Report PART B

Term	Meaning
LUF	Levelling Up Fund

DLUHC	Department of Levelling up, Housing and Communities
NWCH	Northwest Construction Hub – GM region-based procurement framework
MOU	Memorandum of Understanding
D&B	Design and Build (form of contract) is an approach where a contractor will be responsible for designing an asset as well as all procurement, planning, and construction activity.
Two-Stage D&B procurement	Two stage-tendering is a way of procuring goods or services that involves two-stages of appointment. In Two-stage tendering, the tenderer is initially appointed under a PCSA to carry out limited works, usually design, surveys and investigations. The second stage involves submission of a tender price (offer to undertake the works) culminating, the completed RIBA stage 4 (Detailed) design and market tested subcontractor packages.
NEC	New Engineering Contract – a commonly used form of contract for construction works
RIBA Stage	Incremental approach to the development and delivery of construction projects, as outlined by the Royal Institute of British Architects. The process includes seven stages from project inception, strategic development, detailed design, technical design and procurement, construction, commissioning and handover, and post occupancy
RIBA Stage 4 Design	Technical design - This stage is where we produce the detailed architectural and engineering designs and specifications ready for tendering, submission to building control and construction. Building systems are finalised, a detailed design programme produced, and all technical information prepared.
BREEAM	Building Research Establishment Environment Assessment Method – a methodology for assessing, rating, and certifying the sustainability of buildings.
PCSA	Pre-Construction Service Agreement – A contract that covers all activities required to develop a project ahead of the main construction contract being agreed and entered into.
Piling	Piling is the process of inserting structural piles into the ground that will become the base of the building. Piles are required where soil and earth are performing poorly and are used to spread the load of a building and firm the ground.
Provisional Sum	An allowance (or estimate), that is inserted into tender documents for a specific element of the works that is not yet defined in enough detail for tenderers to accurately price
RAMS	Risk Assessment and Method Statement – utilised to identify hazards, assess the impact and likelihood of risks occurring and outline appropriate management and mitigation methodologies
CDM	Construction Design Management Regulations 2015 – ensure projects are effectively delivered by

	competent persons, with clearly defined roles and robustly managed health and safety planning and protocols
DoW CoP	Definition of Waste Code of Practice - provides a clear, consistent and efficient process which enables the reuse of excavated materials on-site or their movement between sites
Site Surveys	A site survey is an essential part of any project planning process. It involves visiting the site where the project will take place and making observations about potential hazards, physical features, access points, and other vital information that can help shape the success of a project. An example may be surveying for asbestos materials, ascertaining the extent and route of existing services.
Enabling Works	Enabling works are the preparation of a site in readiness for the first stage of development. Examples include installing perimeter fencing, installing site cabins, scaffolding, carrying out ground clearance, building access routes and putting up safety signage. Enabling works may also include preliminary construction work, such as groundworks or demolition.
Preliminaries Costs	The cost of the site-specific overheads of any given project. They are the costs that are directly related to the running of the project that are not accounted for under labour or material. Would normally involve such items as hired equipment, services, demobilisation, site accommodation, etc.
Materials Management Plan (MMP)	A Materials Management Plan (MMP) is a legal requirement, and is a mechanism by which those who are developing a site can comply with Environment Agency regulations for excavated ground materials. The reuse of this material can give significant environmental benefits, such as reducing resource consumption, as well as financial benefits, such as lower disposal and purchasing costs.



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

Report to:	Cabinet	Date: 12 July 2023
Subject:	The Bee Network - Improving Greater Manchester's Transport Governance	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. The purpose of this report is to approve new governance arrangements to enable a more coordinated and integrated approach to transport governance.

Recommendation(s)

Cabinet is requested to agree the GMCA recommendation to:

1. Agree to the establishment of a new joint transport committee (the Bee Network Committee) of the GMCA, the Mayor and the ten Greater Manchester constituent councils;
2. Approve the appointment of members to the Bee Network Committee as set out in Appendix 1;
3. Approve the Terms of Reference of the Bee Network Committee as set out in Appendix 2;
4. Delegate the functions of GMCA as set out in the Terms of Reference to the Bee Network Committee and note the delegation of Mayoral functions as set out in the Terms of Reference, attached at Appendix 2; and
5. Approve the Rules of Procedure for the Bee Network Committee as set out in Appendix 3.

Reasons for recommendation(s)

2. To enable a more coordinated and integrated approach to transport governance

Alternative options considered and rejected

3. N/A

Report Author and Contact Details:

Gillian Duckworth, Monitoring Officer – GMCA

Gillian.Duckworth@greatermanchester-ca.gov.uk

Gwynne Williams, Deputy Monitoring Officer – GMCA

williamsg@manchesterfire.gov.uk

Background

4. The creation of Greater Manchester's (GM's) integrated transport system, the Bee Network, will require a more coordinated and integrated approach to transport governance, that places accountability to local people at its heart.
5. Local control of the GM transport network, and bus franchising in particular, will change the type and number of decisions being made. GM therefore needs to change the make-up of its decision-making bodies so as to ensure GM's new responsibilities are discharged in an effective and transparent way.

Current Arrangements

6. GMCA, the Mayor and the 10 GM Constituent Councils have delegated some of their functions to the GM Transport Committee (GMTC). The functions delegated provide limited opportunities for GMTC to influence strategic decision-making and therefore transport policy. Its role combines elements of both decision-making around relatively minor issues and performance monitoring which is usually considered to be a scrutiny committee function. This has led to a lack of clarity both within and outside of the GM system.

Principles for Future Governance

7. To help shape future governance, seven principles that set out the requirements of any new structures have been identified. They should:
 - Support shared ownership of the transport agenda across GM, informed by local priorities and driven by consensus.
 - Support an integrated approach to policy development to support the delivery of an integrated network.
 - Separate decision-making and policy development from oversight and scrutiny.
 - Strengthen decision-making, scrutiny and local involvement.
 - Be simplified and transparent.
 - Support enhanced member and public engagement.
 - Ensure delegation to officers to enable operational flexibility, as appropriate.

8. The Way Forward

9. In alignment with these principles, the proposal is:
 - A new, smaller, and more strategically focussed 'Bee Network Committee' (BNC), which would lead transport decision-making at a regional level, taking greater ownership and responsibility for the GM integrated transport network.
 - Strengthened local engagement by increasing opportunities for local councillors and members of the public to contribute to and influence transport policy and services in their area.

- Formal scrutiny of the Bee Network Committee being part of the work programme of the newly strengthened GM Overview & Scrutiny Committee.
10. Although the new committee itself would have greater delegated powers, no additional constituent council functions are to be transferred or delegated to the GMCA.
 11. The GMCA would delegate additional functions that are already conferred on or delegated to it, to TfGM. Such functions would be of a day-to-day operational nature, for example, local bus information, consultation procedures, transport and road safety studies. This will require corresponding amendments to the GMCA constitution which will be included in the annual review of the constitution.
 12. **The Bee Network Committee (BNC)**
 13. As with the present GMTCC, the BNC would be structured as a joint committee, able to exercise decision-making powers and develop policy on behalf of the CA, the Mayor and constituent councils.
 14. It is anticipated that the new committee would have no more than 15 members, as set out below:
 - GM constituent councils appoint one member each to ten places (expected to be the transport portfolio holder – see below)
 - GMCA appoints to one place
 - The Mayor
 - Additional members appointed by Mayor for political balance (up to a maximum committee size of 15).
 15. The constituent councils would be expected to nominate their cabinet member with transport responsibility to the committee, or another councillor with decision-making responsibility where more appropriate
 16. By bringing together executive members from across the city region, the BNC will be able to take a holistic and integrated view of transport in GM, and can better support and co-ordinate activity across district boundaries e.g. co-ordination of highways management.
 17. Functions of the new committee could include:
 - a) Decision-Making – Approving significant changes to transport network operations, and the draw down of funding to invest in transport infrastructure and operations.

- b) Performance Monitoring – Oversight of the performance and financial sustainability of the transport network, holding transport operators and TfGM to account.
 - c) Policy Development – Developing transport policy to support the delivery of the Local Transport Plan (Greater Manchester 2040 Transport Strategy) and the Greater Manchester Strategy, within the parameters of the budgets set by GMCA.
 - d) Local Coordination – Facilitating coordination between the Constituent Councils to support effective highways management and infrastructure delivery. . For example, oversight of the coordination of road works through the Greater Manchester Road Activity Permit Scheme (GMRAPS).
18. The GMCA would continue to approve:
- Transport Budgets
 - The Local Transport Plan and any sub-strategies
 - Metrolink and Bus Franchise contract awards
 - TfGM Executive and Non-Executive Appointments
19. TfGM would make day-to-day operational decisions within agreed parameters and policies.
20. The TfGM Executive Board would retain responsibility for ensuring TfGM has or develops the organisational capabilities and culture to deliver the transport strategies, policies and interventions of the Transport Authority as directed by the Mayor, the GMCA, GM constituent councils and BNC.
21. **Strengthened Member and Public Engagement**
22. A key part of these new governance arrangements will be an increased number of opportunities for local councillors and members of the public to influence transport policy and services in their area and better hold TfGM and other agencies to account for the operational performance of the network (e.g. around safety and personal security). These will include:
- Opportunities for local members to inform reviews of the transport network, including regular reviews of the franchised bus network, through direct engagement and consultation.
 - Virtual and in-person drop-ins established for local members to raise issues/concerns directly with TfGM officers.
 - Opportunities for local members to input via Transport Executive Members represented on Bee Network Committee.

- Opportunities for constituent councils to refer petitions regarding the transport network to the Bee Network Committee, providing they comply with the requirements of that constituent council's petitions scheme.

23. Clear Scrutiny Arrangements

24. As GM takes on new responsibilities and functions, it is important that scrutiny arrangements are appropriately strong. Under these proposals, the GMCA's single, integrated Overview & Scrutiny Committee will consider transport matters in one place, alongside other policy areas, allowing for integrated consideration of issues. This approach has been highlighted within the Government's recently published English Devolution Accountability Framework as an example of good practice.

25. The Overview & Scrutiny Committee will scrutinise the decisions of the BNC and will be able to call in Decisions as it feels appropriate. It may also initiate task and finish groups, which can provide greater opportunity to focus on a particular issue.

26. Implementation

27. The attached draft Terms of Reference (Appendix 2) set out the proposed functions of and delegations to the Bee Network Committee. Appendix 3 sets out a draft of the proposed Rules of Procedure.

28. If agreed by the GMCA and the Mayor, each GM constituent council will then need to agree to the establishment of the new Bee Network Committee, approve the proposed terms of reference and rules of procedure and appoint an appropriate representative and substitute to the committee.

29. On conclusion of this process, it would be the intention to hold the first meeting of the new Bee Network Committee in July 2023, prior to the first franchised bus services entering operation in September 2023.

Links with the Corporate Priorities:

30. Working with the GMCA supports the LET'S principle of 'Togetherness'.

Equality Impact and Considerations:

10. An EIA is not required as this report concerns governance structures

Environmental Impact and Considerations:

31. No implications arising directly from this report.

Assessment and Mitigation of Risk:

32. No implications arising directly from this report.

Legal Implications:

33. As GM takes on new responsibilities and functions, it is important that scrutiny arrangements are appropriately strong and robust. The recommendations from the GMCA set out clear decision making powers for the BNC, which be structured as a joint committee, able to exercise decision-making powers and develop policy on behalf of the CA, the Mayor and constituent councils.

Financial Implications:

34. There are no financial implications arising directly from this report.

Appendices:

- Appendix 1 – Appointments
- Appendix 2 – Draft BNC Terms of Reference
- Appendix 3 – Bee Network Rules of Procedure

Background papers:

None.

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

Term	Meaning

Appendix 1

Bee Network Committee – Joint Committee of the Mayor, the GMCA and the Constituent Councils pursuant to the Greater Manchester Combined Authority (Functions and Amendment) Order 2019 (the GM Transport Order)

1. The number of members of the Bee Network Committee shall not exceed 15.
2. Each Constituent Council shall appoint one of their elected members to be a member of Bee Network Committee.
3. Each of the Constituent Councils is expected to appoint their district's executive member with responsibility for transport to be a member of the Bee Network Committee.
4. Each Constituent Council shall appoint one of their elected members to act as substitute member of the Bee Network Committee in the absence of the member appointed in accordance with clause 3 above.
5. The GMCA will appoint one member of the GMCA to be a member of the Bee Network Committee.
6. The GMCA will appoint one member or substitute member of the GMCA to act as substitute member of the Bee Network Committee in the absence of the member appointed in accordance with clause 5 above.
7. The Mayor will be a member of the Bee Network Committee.
8. The Mayor will appoint, one member or one substitute member of the GMCA (insofar as is reasonably practicable) or (if not reasonably practicable) an elected member of one of the constituent councils to act as substitute member of the Bee Network Committee in the Mayor's absence.
9. The Mayor will appoint up to 3 additional members to the Bee Network Committee, from the elected members of the Constituent Councils. The appointments to the Bee Network Committee made by the Mayor under this clause 9 will be made so as to ensure that the members of the Bee Network Committee, taken as a whole, reflect as far as reasonably practicable the balance of political parties for the time being prevailing among the Constituent Councils when taken together. The appointments to the Bee Network Committee made by the Mayor under this clause 9 will reflect the wishes of the relevant political group as to the members to be appointed to any seat on the Bee Network Committee allocated to that political group.
10. The GMCA will appoint elected members of the Constituent Councils to act as substitute members of the Bee Network Committee in the absence of the members appointed in accordance with clause 9 above.

Bee Network Committee – Terms of Reference

1. Overview

- 1.1 As a joint committee of the ten Greater Manchester district councils ('the Constituent Councils'), the GMCA and the Mayor, the Bee Network Committee brings together the principal transport decision-makers in Greater Manchester, allowing a holistic, integrated view of transport to be taken.
- 1.2 The Bee Network Committee is responsible for overseeing delivery of Greater Manchester Local Transport Plan set by GMCA and within the transport budgets set by the GMCA.
- 1.3 The Committee leads transport decision-making at a city regional level, and is responsible for monitoring the performance of Greater Manchester's transport network, and the performance of Transport for Greater Manchester (TfGM), the local government body responsible for delivering Greater Manchester's transport strategy and commitments.
- 1.4 The Committee has an important role in developing transport policy, and advising and supporting the Constituent Councils, the GMCA and Mayor on specific transport issues.
- 1.5 The Committee also supports shared ownership of the transport agenda across the city region, informed by local priorities and driven by consensus. It facilitates an integrated approach to policy development to support the delivery of Greater Manchester's fully integrated transport system, the 'Bee Network', which will change the way people travel across the city region.
- 1.6 In summary, the four key roles for the Bee Network Committee are:
 - a) **Decision-Making** – Determining changes to transport network operations as set out in Part 2, and the draw down of funding to invest in transport infrastructure and operations.

- b) **Performance Monitoring** – Oversight of the performance and financial sustainability of the transport network, holding transport operators and TfGM to account.
- c) **Policy Development** – Developing transport policy to support the delivery of the Local Transport Plan and the Greater Manchester Strategy, within the parameters of the budgets set by GMCA.
- d) **Local Coordination** – Facilitating coordination between the Constituent Councils to support effective highways management and infrastructure delivery.

2. Transport functions of the GMCA delegated or referred to the Bee Network Committee

2.1 The following transport functions of the GMCA are delegated or (where indicated) referred for the making of recommendations, by the GMCA or, as the case may be, the Mayor to the Bee Network Committee, without prejudice to the GMCA's or, as the case may be, the Mayor's right to discharge such functions directly, and subject to the Bee Network Committee exercising these functions in accordance with any transport policies of the GMCA and the Mayor, the Local Transport Plan and the agreed transport budget and borrowing limits:

- a) Determining a programme of reviews to inform changes to the transport network;
- b) Determining any proposed changes to the transport network resulting from the programme of network reviews, subject to compliance with any statutory requirements. For example, the introduction of new routes, withdrawal of existing routes, or major changes to routes, frequencies or vehicle specifications;
- c) Receiving updates, where appropriate, on other operational changes to the transport network, such as: schedule changes to improve reliability, minor route changes, capacity changes, changes in response to emergency events and planned temporary changes;

- d) Determining the operation of subsidised bus services in Greater Manchester;
- e) Determining the operation of the GMCA's accessible transport provision pursuant to Sections 106(1) and 106(2) of the Transport Act 1985;
- f) Approving the draw down of capital funds to invest in transport infrastructure, services and operations in accordance with the budgets set and the capital programme/s approved by the GMCA;
- g) Monitoring the performance of Greater Manchester's transport network, including the parts of the network which are not within the control of the Mayor, the GMCA or local authorities such as rail services and the strategic highways network managed by National Highways;
- h) Monitoring delivery of the Local Transport Plan and other transport policies of the Mayor and the GMCA;
- i) Monitoring delivery of key transport programme including, but not limited to, the transport capital programme;
- j) Monitoring and overseeing the activities and performance of TfGM (and where appropriate recommending that the GMCA exercise the power pursuant to Section 15(6) of the Transport Act 1968 to give to TfGM such directions as appear to the Bee Network Committee to be appropriate to secure the observance of the rights of the GMCA);
- k) Ensuring that TfGM secures the provision of appropriate public passenger transport services pursuant to Section 9A(3) of the Transport Act 1968 and monitoring the operation and performance of these services and initiating appropriate action, including making recommendations to the GMCA and/or the Mayor;
- l) Ensuring that TfGM implements those actions delegated to it for promoting the economic, social and environmental well-being of Greater Manchester and its residents pursuant to Section 99 of the Local Transport Act 2008;

- m) Undertaking policy reviews and development, to support the delivery of the Local Transport Plan and the Greater Manchester Strategy, in accordance with any transport policies of the GMCA or Mayor, and the GMCA's agreed transport budget and borrowing limits;
- n) Reviewing fares, tariffs, charges and concessions functions and making recommendations to the GMCA, in accordance with any transport policies of the GMCA and the Mayor, the Local Transport Plan and the agreed transport budget and borrowing limits;
- o) Considering proposals by TfGM to promote or oppose any Bill in Parliament pursuant to Section 10(1)(xxix) of the Transport Act 1968 and making recommendations to the GMCA as to whether it should approve such proposals; and
- p) Promotion of Greater Manchester's transport and travel interests as set by the GMCA and the Mayor.

2.2 In respect of functions under section 39(2) and (3) of the Road Traffic Act 1988 ('the road safety function'), which may be exercised concurrently with Constituent Councils, the GMCA delegates to the Bee Network Committee responsibility for:

- a) Producing and developing policies in relation to the road safety function;
- b) Drawing up budgets in relation to the road safety function insofar as it is exercised by the TfGM. Determining the tasks to be carried out in relation to the road safety function by TfGM;
- c) Making recommendations to the GMCA and the Mayor in respect of the development of policies for the promotion and encouragement of safe transport to, from and within its area under s108 Transport Act 2000; and
- d) Monitoring and overseeing the activities and performance of TfGM, in respect of the road safety function.

3. Transport functions of the Constituent Councils delegated directly to the Bee Network Committee

3.1 The following transport related functions of the Constituent Councils are delegated directly to the Bee Network Committee subject to the Bee Network Committee exercising these functions in accordance with any policies of the GMCA (as local transport authority), the Local Transport Plan and the terms of the delegation from the Constituent Councils:

- a) Carrying out actions to facilitate the performance by local traffic authorities of their duty to manage their road traffic on their own roads and facilitating the same on other local authorities' roads pursuant to Sections 16 and 17 (except for sub-sections 17 (2) and (3)) of the Traffic Management Act 2004, including in particular –
 - i. establishing processes for identifying things (including future occurrences) which are causing or have the potential to cause road congestion or other disruption to the movement of traffic on the road network;
 - ii. determining specific policies and objectives in relation to strategic roads; and
 - iii. monitoring the effectiveness of traffic authorities in managing their road network.

3.2 The delegated functions referred to in paragraph 3.1 enable the Bee Network Committee to coordinate local authority transport responsibilities, where cross border cooperation is required.

This page is intentionally left blank

Appendix 3

Bee Network Committee

Rules of Procedure

1. Interpretation, Suspension and Variation/Revocation of Rules of Procedure

- 1.1 These Rules shall apply to the Bee Network Committee.
- 1.2 The ruling of the Chair on the interpretation of these Rules in relation to all questions of order and matters arising in debate shall be final.
- 1.3 References in these Rules to the “Chair” mean the member of the Bee Network Committee for the time being presiding at the meeting of the Bee Network Committee. References in these Rules to the “Secretary” means the officer of the GMCA who is appointed to discharge the role of the Secretary to the Bee Network Committee.
- 1.4 * Except for those provisions which accord with the provisions of the Local Government Acts (and which are indicated with an asterisk *) any Rule may be suspended at a meeting of the Bee Network Committee with the consent of the majority of the whole number of members of the Bee Network Committee but not otherwise.
- 1.5 * These Rules (except for those Rules marked with asterisk*) may be varied or revoked by a decision of a two-thirds majority of the Bee Network Committee and any motion to vary or revoke any of these Rules shall, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Bee Network Committee which shall determine the matter having considered a report of the Secretary to the Bee Network Committee on the proposed variation or revocation.

<u>BOLTON</u>	<u>MANCHESTER</u>	<u>ROCHDALE</u>	<u>STOCKPORT</u>	<u>TRAFFORD</u>
<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

2. Chair

2.1 *The Chair of the Bee Network Committee will be appointed annually by the Mayor from among its members and shall, unless they resign, cease to be members of the Bee Network Committee or become disqualified, act until their successor becomes entitled to act as Chair.

2.2 The appointment of the Chair, for recommendation to the Mayor shall be the first business transacted at the Annual Meeting of the Bee Network Committee.

2.3 * On a vacancy arising in the office of Chair for whatever reason, the Bee Network Committee shall recommend an appointment to fill the vacancy at the next ordinary meeting of the Bee Network Committee held after the date on which the vacancy occurs, or, if that meeting is held within 14 days after that date, then not later than the next following meeting. The member appointed shall hold such office for the remainder of the year in which such vacancy occurred.

3. Meetings

3.1 The Annual Meeting of the Bee Network Committee shall be held in June
* or the month after local elections on a date and at a time determined by the Bee Network Committee.

3.2 Ordinary meetings of the Bee Network Committee for the transaction of
* general business shall be held on such dates and at such times as the Bee Network Committee shall determine.

3.3 An Extraordinary Meeting of the Bee Network Committee may be called
* at any time by the Chair.

4. Notice of Meetings

4.1 At least five clear days before a meeting of the Bee Network Committee:

- (a) notice of the time and place of the intended meeting shall be published by the Secretary and posted at Broadhurst House, Oxford Street, Manchester, M1 6EU; and
- (b) a summons to attend the meeting, specifying an agenda for the meeting, shall be sent by electronic email to the usual email address of each member of the Bee Network Committee, or any other email address notified to the Secretary by a member of the Bee Network Committee.

4.2 Lack of service on a member of the Bee Network Committee of the
* summons shall not affect the validity of a meeting of the Bee Network Committee.

4.3 A member of the Bee Network Committee may require a particular item
* of business, including any motion, which is relevant to the powers of the Bee Network Committee, to be discussed at an ordinary meeting of the Bee Network Committee subject to at least eight clear days' notice of such intention being given to the Secretary in writing, signed by the member concerned and specifying the business to be discussed. The Secretary shall set out in the agenda for each meeting of the Bee Network Committee the items of business requested by members (if any) in the order in which they have been received, unless the member concerned has given prior written notice to the Secretary prior to the issue of the agenda for the meeting, for it to be withdrawn. If the member concerned is not present at the meeting when an item of which they have given notice comes up for discussion, this item shall, unless the Bee

Network Committee decides otherwise, be treated as withdrawn. A member shall not have more than one item of business, or motion, standing in their name to be discussed at any meeting of the Bee Network Committee.

4.4 No motion by way of notice to rescind any resolution which has been passed within the preceding six months, nor any motion by way of notice to the same effect as any motion which has been negatived within the preceding six months, shall be in order, unless the notice thereof shall have been given in time for inclusion on the agenda for the meeting, in accordance with paragraph 4.3 above, and the notice shall have been signed by four other members in addition to the member who is to propose the motion.

4.5 * Except in the case of business required by these Rules to be transacted at a meeting of the Bee Network Committee, and other business brought before the meeting as a matter of urgency, and of which the Secretary shall have prior notice and which the Chair considers should be discussed at the meeting, no business shall be transacted at a meeting of the Bee Network Committee other than that specified in the agenda for the meeting.

5. Chair of Meeting

5.1 * At each meeting of the Bee Network Committee the Chair, if present, shall preside.

5.2 * If the Chair is absent from a meeting of the Bee Network Committee, the Secretary shall invite the members present to elect a member to preside for the duration of the meeting or until such time as the Chair joins the meeting.

- 5.3 Any power or function of the Chair in relation to the conduct of a meeting shall be exercised by the person presiding at the meeting.

6. Quorum

- 6.1 * No business shall be transacted at any meeting of the full Bee Network Committee unless at least 6 of the members are present).
- 6.2 If at the time for which a meeting is called, and for 15 minutes thereafter, a quorum is not present, then no meeting shall take place.
- 6.3 If during any meeting of the Bee Network Committee the Chair, after counting the number of members present, declares that there is not a quorum present, the meeting shall stand adjourned to a time fixed by the Chair. If there is no quorum and the Chair does not fix a time for the reconvened meeting, the meeting shall stand adjourned to the next ordinary meeting of the Bee Network Committee.

7. Order of Business

- 7.1 At every meeting of the Bee Network Committee the order of business shall be to select a person to preside if the Chair is absent and thereafter shall be in accordance with the order specified in the agenda for the meeting, except that such order may be varied -
- (a) by the Chair at his/her discretion, or
 - (b) on a request agreed to by the Bee Network Committee
- 7.2 The Chair may bring before the Bee Network Committee at their discretion any matter that they consider appropriate to bring before the Bee Network Committee as a matter of urgency.

8. Rules of Debate

Motions

- 8.1 A Motion (or amendment) shall not be discussed unless it has been proposed and seconded. It shall, if required by the Chair, be put in writing and handed to the Chair, who shall determine whether it is in order before it is further discussed or put to the meeting.
- 8.2 A member when seconding a Motion or amendment may, if they then declare their intention to do so, reserve their speech until a later period of the debate. No member may, except at the discretion of the Chair, address the Bee Network Committee more than once on any Motion. The mover of the original Motion may reply but shall confine such reply to answering previous speakers and shall not introduce any new matter into the debate. After the reply the question shall be put forthwith.
- 8.3 A member when speaking shall address the Chair. If two or more members signify their desire to speak, the Chair shall call on one to speak: the other or others shall then remain silent. While a member is speaking no other member shall intervene unless to raise a point of order or by way of personal explanation.
- 8.4 A member shall direct his/her speech to the question under discussion or to a personal explanation or to a point of order. No speech shall exceed five minutes except by consent of the Chair.

Amendments to Motions

- 8.5 An amendment shall be relevant to the Motion and shall be:-

- (a) (i) to leave out words from the Motion
- (ii) to leave out words from, and insert or add others to, the Motion:
- (iii) to insert words in, or add words to, the Motion:

but such omission, insertion or addition of words shall not have the effect of negating the Motion before the Bee Network Committee.

8.6 Only one amendment may be moved and discussed at a time and no further amendment shall be moved until the amendment under discussion has been disposed of. The mover of an amendment shall read the same before speaking to it.

8.7 If an amendment is rejected, other amendments may be moved on the original Motion. If an amendment is carried, the Motion as amended shall take the place of the original Motion and shall become the substantive Motion upon which any further amendment may be moved, except any amendment which would be inconsistent with that already carried. The right of reply under paragraph 9.2 above shall not extend to the mover of an amendment which, having been carried, has become the substantive Motion. No member shall move more than one amendment on any Motion.

8.8A member with the consent of the Bee Network Committee, signified without discussion:-

- (a) alter a Motion of which they have given notice
- (b) with the consent of their seconder alter a Motion which they have moved:

if in either case the alteration is one which could be made as an amendment thereto.

8.9 A Motion or amendment may be withdrawn by the mover with the consent of the Bee Network Committee (which shall be signified without discussion) and no member may speak upon it after the mover has asked permission for its withdrawal, unless such permission has been refused.

8.10 When a Motion is under debate no other Motion shall be moved except the following:-

- (a) That the Motion be amended
- (b) That the Bee Network Committee proceed to the next business
- (c) That the question be put
- (d) That the debate be adjourned
- (e) That the meeting be adjourned
- (f) That the member named be warned
- (g) (By the Chair under paragraph 11.2 below) That the member named leave the meeting, or
- (h) That the press and public be excluded (in accordance with Section 100A of the Local Government Act, 1972)

8.11 A member who has not already spoken on the item under consideration may move without comment at the conclusion of a speech of another member "That the Bee Network Committee proceed to the next business", "That the question be put", "That the debate be adjourned" or "That this meeting of the Bee Network Committee be adjourned" and on the seconding of that Motion the Chair shall proceed as follows:

- (a) on a Motion to proceed to the next business, unless in their opinion the original Motion or amendment has been insufficiently discussed, they shall first give the mover of the original Motion a right of reply, and then put to the vote the Motion to proceed to the next business; if this latter

Motion is carried, the original Motion or amendment under discussion shall be deemed to be withdrawn

- (b) on a Motion that the question be put, unless in their opinion the Motion or amendment before the meeting has not been sufficiently discussed, they shall first put to the vote the Motion that the question be put and, if it is carried, they shall then give the mover of the original Motion their right of reply under paragraph 9.2 above, before putting the Motion or any amendment then under discussion to the vote
- (c) on a Motion to adjourn the debate, if, in the Chair's opinion, the Motion or amendment before the meeting has not been sufficiently discussed, and cannot reasonably be sufficiently discussed on that occasion, they shall put to the vote a Motion to adjourn the debate to the next meeting of the Bee Network Committee, or to a time stated, without giving the mover of the original Motion their right of reply on that occasion; if the adjournment Motion is carried, then, on the resumption of the debate, the Chair shall reintroduce the Motion or amendment before the meeting at the time the debate was adjourned, and the member who moved the adjournment of the debate shall be entitled to speak first
- (d) on a Motion to adjourn a meeting of the Bee Network Committee until a specified date and time, the Chair shall forthwith put such a Motion to the vote without giving any right of reply to the mover of any Motion under discussion and, if the Motion is carried, the remaining business of the day shall stand adjourned until the date and time stated in the Motion. On the resumption of the meeting of the Bee Network Committee the procedure in paragraph 9.11(c) above shall apply

8.12 No member may move any of the Motions in paragraph 9.11 above on more than one occasion at each meeting and, when such a Motion is not carried, a

second Motion of the like nature shall not be made within half an hour unless, in the opinion of the Chair, the circumstances of the question are materially altered.

Points of Order

- 8.13 A member may, with the permission of the Chair, raise a point of order or in personal explanation, and shall be entitled to be heard forthwith. A point of order shall relate only to an alleged breach of the Rules of Procedure or statutory provision and the member shall specify which part of the Rules of Procedure or statutory provision and the way in which they consider it has been broken. A personal explanation shall be confined to some material part of a former speech by the member which they consider to have been misunderstood in the present debate.
- 8.14 The ruling of the Chair on a point of order, or the admissibility of a personal explanation, shall not be open to discussion.
- 8.15 Whenever the Chair intervenes during a debate a member then speaking or offering to speak shall give way.

Motion to exclude the Press and Public

- 8.16 A Motion to exclude the press and public in accordance with Section 100A of the Local Government Act, 1972 may be moved, without notice, at any meeting of the Bee Network Committee during an item of business whenever it is likely that if members of the public were present during that item there would be disclosure to them of confidential or exempt information as defined in Section 100A of the Local Government Act 1972.

9. Voting

- 9.1 Whenever a vote is taken at meetings of the Bee Network Committee it shall be by a show of hands. On the requisition of any member of the Bee Network Committee, supported by four other members who signify their support by rising in their places, and before the vote is taken, the voting on any question shall be recorded so as to show whether each member present gave their vote for or against that question or abstained from voting.
- 9.2 * In the case of an equality of votes, the Chair shall have a second, or casting, vote.
- 9.3 *A member may demand that his/her vote be recorded in the Minutes of the meeting.

10. Conduct of Members at meetings

- 10.1 If at a meeting any member of the Bee Network Committee, misconducts him or herself by persistently disregarding the ruling of the Chair, or by behaving irregularly, improperly or offensively, or by wilfully obstructing the business of the Bee Network Committee, the Chair or any other member may move "That the member named be warned" and the Motion if seconded shall be put and determined without discussion.
- 10.2 If the member named continues such misconduct after a Motion under the foregoing paragraph has been carried, the Chair shall either:-
- (a) move "That the member named leave the meeting" (in which case the Motion shall be put and determined without seconding or discussion)
 - (b) adjourn the meeting of the Bee Network Committee for such period as they consider expedient

- 10.3 In the event of general disturbance, which in the opinion of the Chair, renders the due and orderly dispatch of business impossible the Chair, in addition to any other power vested in him or her may, without question put, adjourn the meeting of the Bee Network Committee for such period as he or she considers expedient.

11. Disturbance by Members of the Public

- 11.1 If a member of the public interrupts the proceedings at any meeting the Chair shall warn him or her. If they continue the interruption the Chair shall order his or her removal from the room. In the case of general disturbance in any part of the room open to the public the Chair shall order that part to be cleared.

12. Interests of Members

- 12.1 * A member must have regard to the Code of Conduct for Members of the local authority for which they are an elected member and their obligations in relation to the disclosures of, and possible withdrawal from a meeting, for reason of personal, prejudicial interests and disclosable pecuniary interests.

13. Publication of Reports

- 13.1 * Reports or other documents for the consideration of the Bee Network Committee shall be marked "Private & Confidential Not for Publication" only if the Secretary, as Proper Officer under Section 100B(2) of the Local Government Act 1972 determines that this should be done on one or more of the grounds specified in the Act.
- 13.2 A Member of the Bee Network Committee or a member of the public may request that an item of business containing exempt information should be taken in public and such a request should be dealt with by the meeting at

which the item is to be considered in private as the first item on the agenda. The procedure for dealing with such requests is set out in Rules 14 and 15 below.

13.3 * Copies of the agenda of meetings of the Bee Network Committee, including prints of reports or other documents to be submitted to the Bee Network Committee (other than reports or other documents marked "Not for Publication") shall be furnished prior to the meeting to representatives of the press, radio and television and shall also be furnished at the meeting to members of the public attending such meetings. Such documents shall also be made available for public inspection, at least five clear days before any meeting, at Broadhurst House, Oxford Street, the Town Hall, Manchester, M1 6EU.

13.4 * Where an item or report has been added to an agenda, any revised agenda or additional report shall be available for public inspection as soon as the item or report has been added to the agenda, provided copies are also, at that time, available to members of the Bee Network Committee.

14. Access to Information Procedure Rules

14.1 Except as otherwise indicated, these rules apply to all meetings of the Bee Network Committee.

14.2 The Rules in Section 14 do not affect any more specific rights to information contained elsewhere in these Rules of Procedure or the law.

14.3 The Bee Network Committee will supply copies of:

- (a) any agenda and reports that are open to public inspection

- (b) any further statements or particulars, if any, as are necessary to indicate the nature of the items in the agenda
- (c) if the Secretary thinks fit, copies of any other documents supplied to members in connection with an item
- (d) to any person on payment of a charge for postage and any other costs.

14.4 The Bee Network Committee will make available copies of the following for six years after a meeting:

- (a) the minutes of the meeting, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information
- (b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;
- (c) the agenda for the meeting
- (d) reports relating to items when the meeting was open to the public

14.5 The relevant Chief Officer will set out in every report a list of those documents (called background papers) relating to the subject matter of the report that in his/her opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based
- (b) which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information

15. Admission of the Public

15.1 *All meetings of the Bee Network Committee shall be open to the public (including the press) except to the extent that they are excluded whether during the whole or part of the proceedings either:

- a. In accordance with Section 100A(2) of the Local Government Act 1972; or
- b. By resolution passed to exclude the public on the grounds that it is likely, in view of the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information as defined in Section 100I of the Local Government Act 1972. Any such Resolution shall identify the proceedings or the part of the proceedings to which it applies and state the description, in terms of Schedule 12A to the Local Government Act 1972 of the exempt information giving rise to the exclusion of the public.

15.2 Exclusion of access by the public to meetings

(a) Confidential information – requirement to exclude public

15.2.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

15.2.2 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons stated in Article 6.

(b) Meaning of confidential information

- 15.3 Confidential information means information given to the Bee Network Committee by a Government department on terms that forbid its public disclosure or information that cannot be publicly disclosed by reason of a Court Order or any enactment.

(c) Meaning of exempt information

- 15.4 Exempt information means information falling within the following categories (subject to any qualifications):

- (i) information relating to any individual
- (ii) information which is likely to reveal the identity of any individual
- (iii) information relating to the financial or business affairs of any particular person (including the authority holding that information)
- (iv) information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matter arising between the Bee Network Committee or a Minister of the Crown and employees of, or office holders under, the Bee Network Committee
- (v) information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
- (vi) information which reveals that the Bee Network Committee proposes
 - a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b) to make an order or direction under any enactment
- (vii) information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

In each case, information is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

(d) Exclusion of Access by the public to reports

- 15.5 If the Secretary thinks fit, the Bee Network Committee may exclude access by the public to reports which in his/her opinion relate to items during which the meeting is likely not to be open to the public. Such reports will be marked "Not for Publication" together with the category of information likely to be disclosed.

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON
FRIDAY 26TH MAY 2023 AT LEIGH SPORTS VILLAGE**

PRESENT

GM Mayor	Andy Burnham (in the Chair)
GM Deputy Mayor	Kate Green
Bolton	Councillor Nicholas Peel
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Bev Craig
Rochdale	Councillor Neil Emmott
Salford	City Mayor Paul Dennett
Stockport	Councillor Mark Roberts
Tameside	Councillor Ged Cooney
Trafford	Councillor Tom Ross
Wigan	Councillor David Molyneux

OFFICERS IN ATTENDANCE:

Chief Executive Officer, GMCA & TfGM	Eamonn Boylan
GMCA Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Gillian Duckworth
GMCA Treasurer	Steve Wilson
Bolton	Sue Johnson
Bury	Paul Larkin
Manchester	Joanne Roney
Oldham	Harry Catherall
Rochdale	Steve Rumbelow
Salford	Tom Stannard
Stockport	Caroline Simpson
Tameside	Sandra Stewart
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan

Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Lee Teasdale

ALSO IN ATTENDANCE:

Chair of GMCA Overview & Scrutiny	Cllr John Walsh
Chair of O&S Task & Finish Group	Cllr Mandie Shilton-Godwin
Rochdale	Cllr Janet Emsley
Wigan	Cllr Nazia Rehman

GMCA 77/23 APOLOGIES

That apologies be received and noted from Councillor Mark Hunter (Stockport) (represented by Councillor Mark Roberts) & Councillor Arooj Shah (Oldham).

GMCA 78/23 CHAIRS ANNOUNCEMENTS

The GM Mayor opened by reflecting on the recent political changes following the local elections of 4th May 2023. Thanks, and well wishes were expressed to the outgoing leaders Amanda Chadderton (Oldham) and Councillor Martyn Cox (Bolton), whilst warm welcomes were expressed to the new incoming leaders Councillor Arooj Shah (Oldham) and Councillor Nicholas Peel (Bolton).

Congratulations were expressed to all at Stockport Council following the launch event for Stockport as 2023's Greater Manchester Town of Culture.

Best wishes were expressed to Simon Warburton as he prepared to take on a new role at the West Yorkshire Combined Authority. Simon had been at the heart of the key transport infrastructure decisions taken in the region over a period of more than 20 years and members applauded this contribution.

RESOLVED /-

1. That the GMCA record its thanks and well wishes to outgoing Leaders and GMCA members; Councillor Amanda Chadderton and Martyn Cox.

2. That Councillor Arooj Shah (Oldham) and Councillor Nicholas Peel (Bolton) be welcomed to their first meeting of the GMCA.
3. That the GMCA record its congratulations to Stockport MBC following the naming of Stockport as the Greater Manchester Town of Culture 2023.
4. That the GMCA record its thanks and well wishes to Simon Warburton of Transport for Greater Manchester as he prepares to take on the role of Executive Director of Transport at the West Yorkshire Combined Authority.

GMCA 79/23 DECLARATIONS OF INTEREST

That Mayor of Greater Manchester, Andy Burnham declared an interest in items 20 and 23 on the agenda

GMCA 80/23 MINUTES OF THE GMCA MEETING HELD ON 24 MARCH 2023

RESOLVED -/

That the minutes of the GMCA meeting held on 24 March 2023 be agreed as a correct record.

**GMCA 81/23 GMCA RESOURCES COMMITTEE – MINUTES OF THE
MEETING HELD ON 24 MARCH 2023**

RESOLVED -/

That the minutes of the meeting of the GM Resources Committee held on 24 March 2023 be approved as a correct record.

**GMCA 82/23 GMCA OVERVIEW AND SCRUTINY COMMITTEE – MINUTES
OF THE MEETING HELD ON 22 MARCH 2023**

RESOLVED /-

That the minutes of the meeting of the GMCA Overview and Scrutiny Committee held on 22 March 2023 be noted.

GMCA 83/23 APPOINTMENTS TO GREATER MANCHESTER BODIES

The Mayor of Greater Manchester, Andy Burnham advised that a list of the proposed appointments had been circulated ahead of the meeting and invited the GMCA Monitoring Officer to provide further detail on the Committees and Bodies being appointed to at this meeting.

It was confirmed that the GMCA Overview & Scrutiny Committee would continue to meet as currently constituted until the June 2023 GMCA Annual General Meeting.

RESOLVED /-

1. That the appointments by Greater Manchester Local Authorities of members and substitute members to the Greater Manchester Combined Authority for 2023/24 be noted as follows:

District	Member	Substitute Member
GMCA	Andy Burnham	-
Bolton	Nicholas Peel (Lab)	Akhtar Zamen (Lab)
Bury	Eamonn O'Brien (Lab)	Lucy Smith (Lab)
Manchester	Bev Craig (Lab)	Joanna Midgley (Lab)
Oldham	Arooj Shah (Lab)	Elaine Taylor (Lab)
Rochdale	Neil Emmott (Lab)	Daalat Ali (Lab)
Salford	Paul Dennett (Lab)	Tracy Kelly (Lab)

Stockport	Mark Hunter (Lib Dem)	Mark Roberts (Lib Dem)
Tameside	Ged Cooney (Lab)	Bill Fairfoull (Lab)
Trafford	Tom Ross (Lab)	Catherine Hynes (Lab)
Wigan	David Molyneux (Lab)	Naziar Rahman (Lab)

2. That it be noted that all substitute members will be invited to attend meetings of the GMCA, to be able to speak but not vote (unless acting in the absence of their member) as provided for in the constitution.
3. That the appointment of Portfolio Leaders be noted as follows:

GMCA Portfolio Leaders	Portfolios
Paul Dennett	Healthy Lives & Homelessness
Bev Craig	Economy, Business & Inclusive Growth
David Molyneux	Resources & Investment
Nick Peel	Digital City-Region
Eamonn O'Brien	Technical Education & Skills
Neil Emmott	Culture
Arooj Shah	Equalities and Communities
Ged Cooney	Housing
Mark Hunter	Children & Young People
Tom Ross	Green City-Region
Andy Burnham, Mayor of Greater Manchester	Policy & Reform and Transport
Kate Green, Deputy Mayor PCC & Fire	Safer and Stronger Communities

4. That the GMCA Audit Committee for 2023/24 be appointed as follows:

District	Member
Bury	Mary Whitby (Lab)
Salford	John Merry (Lab)
Trafford	Dylan Butt (Con)
Wigan	Joanne Marshall (Lab)

5. That the GMCA Resources Committee for 2023/24 be appointed as follows:

Andy Burnham (Lab)

Bev Craig (Lab) (Manchester)

Paul Dennett (Lab) (Salford)

Eamonn O'Brien (Lab) (Bury)

Tom Ross (Lab) (Trafford)

David Molyneux (Lab) (Wigan)

Mark Hunter (Lib Dem) (Stockport)

6. That the Greater Manchester Waste & Recycling Committee for 2023/24 be appointed as follows:

District	Member
Bolton	Richard Silvester (Lab) David Chadwick (Lab)
Bury	Alan Quinn (Lab)
Manchester	Lee-Ann Igbon (Lab) Shuakat Ali (Lab)

Oldham	Josh Charters (Lab) Pam Byrne (Con)
Rochdale	Peter Rush (Lab) Susan Emmott (Lab)
Salford	David Lancaster (Lab) Arnold Saunders (Con)
Stockport	Mark Roberts (Lib Dem) Dena Ryeness (Lab)
Tameside	Denise Ward (Lab)
Trafford	Stephen Adshead (Lab)
Wigan	NA

7. That it be noted that the appointment of the Chair of the GM Waste & Recycling Committee will be made at the GMCA meeting in July 2023, on the recommendation of the GM Waste & Recycling Committee.
8. That it be agreed that the GMCA Overview & Scrutiny Committee for 2022/23 will continue to operate until the appointment of the Committee for 2023/24 at the GMCA Annual General Meeting in June 2023.
9. That the appointments to the Clean Air Charging Authorities Committee for 2023/24 be noted as follows:

District	Member	Substitute
Bolton	Richard Silvester (Lab)	Linda Thomas (Lab)
Bury	Alan Quinn (Lab)	Noel Bayley (Lab)
Manchester	Tracey Rawlins (Lab)	Linda Foley (Lab)
Oldham	Abdul Jabbar (Lab)	Josh Charters (Lab)

Rochdale	Trisha Ayrton (Lab)	Angela Brown (Lab)
Salford	Mike McCusker (Lab)	Jane Hamilton (Lab)
Stockport	To be advised	To be advised
Tameside	Denise Ward (Lab)	George Newton (Lab)
Trafford	Aidan Williams (Lab)	Stephen Adshead (Lab)
Wigan	Paul Prescott (Lab)	Joanne Marshall (Lab)

10. That the appointments to the Air Quality Administration Committee for 2023/24 be noted as follows:

District	Member	Substitute
Bolton	Richard Silvester (Lab)	Shafaqat Shaikh
Bury	Alan Quinn (Lab)	Noel Bayley (Lab)
Manchester	Tracey Rawlins (Lab)	Linda Foley (Lab)
Oldham	Abdul Jabbar (Lab)	Josh Charters (Lab)
Rochdale	Tom Besford (Lab)	Richard Jackson (Lab)
Salford	Mike McCusker (Lab)	Jane Hamilton (Lab)
Stockport	To be advised	To be advised
Tameside	Denise Ward (Lab)	George Newton (Lab)
Trafford	Aidan Williams (Lab)	Stephen Adshead (Lab)
Wigan	Paul Prescott (Lab)	Joanne Marshall (Lab)

11. That the Portfolio Leader for Clean Air be appointed to the Air Quality Administration Committee.
12. That the Mayor of Greater Manchester be appointed to the Transport for the North Board and Rail North Committee.

13. That Eamonn O'Brien (Lab) (Bury) be appointed as the substitute member to the Transport for the North Board and appointed as the substitute member to the Rail North Committee.
14. That Tom Ross (Lab) (Trafford) be appointed as the member and Arooj Shah (Lab) (Oldham) be appointed as the substitute member to act as the GMCA's appointments to the Transport for the North Audit & Governance Committee.
15. That Eamonn O'Brien (Lab) (Bury) be appointed as the member and Stephen Adshead (Lab) (Trafford) be appointed as the substitute member to act as the GMCA's appointments to the Transport for the North General Purposes Committee
16. That Elizabeth Atewologun (Lab) (Rochdale) be appointed as the member and Fianna Hornby (Lab) (Trafford) be appointed as the substitute member to act as the GMCA's appointments to the Transport for the North Scrutiny Committee.
17. That the appointments from GM Local Authorities to the Police, Fire and Crime Panel be noted as follows.

District	Member	Substitute
Bolton	Rabiya Jiva (Lab)	Safwaan Patel (Lab)
Bury	Richard Gold (Lab)	Ummrana Farooq (Lab)
Manchester	Luthfur Rahman (Lab)	To be advised
Oldham	Chris Goodwin (Lab)	Josh Charters (Lab)
Rochdale	Janet Emsley (Lab)	Shaun O'Neill (Lab)
Salford	David Lancaster (Lab)	Barbara Bentham (Lab)
Stockport	Councillor Tom Morrison (Lib Dem)	Frankie Singleton (Lib Dem)
Tameside	Vimal Choksi (Lab)	Barrie Holland (Lab)

Trafford	Rose Thompson (Lab)	Simon Thomas (Lab)
Wigan	Dane Anderton (Lab)	Paula Wakefield

18. That the appointments from GM Local Authorities to the GM Integrated Care Partnership Board be noted as follows:

District	Member	Substitute
Bolton	Linda Thomas (Lab)	Liam Barnard (Lab)
Bury	Tamoor Tariq (Lab)	Eamonn O'Brien (Lab)
Manchester	Bev Craig (Lab)	Thomas Robinson (Lab)
Oldham	Barbara Brownridge (Lab)	Marie Bashforth (Lab)
Rochdale	Daalat Ali (Lab)	Shahid Mohammed (Lab)
Salford	John Merry (Lab)	To be Advised
Stockport	To be Advised	To be Advised
Tameside	Eleanor Willis (Lab)	Laura Boyle (Lab)
Trafford	Jane Slater (Lab)	Tom Ross (Lab)
Wigan	Keith Cunliffe (Lab)	David Molyneux (Lab)

19. That the Mayor of Greater Manchester be appointed to the GM Integrated Care Partnership Board.

GMCA 84/23

**THE BEE NETWORK – IMPROVING GREATER
MANCHESTER’S TRANSPORT GOVERNANCE**

The Mayor of Greater Manchester, Andy Burnham introduced a report that proposed new governance arrangements that would enable a more coordinated and integrated approach to transport governance. It was advised that as Greater Manchester began to take more direct control over its transport through The Bee Network, there was a need to consider the governance arrangements and ensure that a system was in place that would allow for management of the Network in the most optimum way. Councillor Eamonn O’Brien had therefore been tasked with advising the GMCA on what the best arrangements would be going forward. The report provided the conclusions to the research undertaken.

It was stated that the previous system had been in place during a period of what could be considered ‘managed decline’. This new approach would ensure the highest levels of transparency and accountability, driving improvements in the quality of the GM transport offer. The existing Transport Committee had expressed its frustrations that it spent its time raising issues and concerns yet felt powerless to actually push improvements forward due to being outside of the decision-making system. This would now change, with a shift from scrutinising with limited powers, to instead strategising with an increasing level of power.

The Mayor of Greater Manchester, Andy Burnham, advised that it was important to reiterate that reducing the size of the Committee to allow it to become more strategic and decision making focussed and was not intended to shut elected members out of engaging with the process. The proposals provided for scope for much more engaged work at the district level, which could then feed up to the Bee Network Committee Members.

RESOLVED -/

1. That the establishment of a new joint transport committee (the Bee Network Committee) of the GMCA, the Mayor and the ten Greater Manchester constituent councils be approved.

2. That the appointment of members to the Bee Network Committee, as set out in Appendix 1 be approved, noting the increase in the maximum membership of the committee from 15 to 16 members to improve political balance of the Committee.
3. That the Terms of Reference of the Bee Network Committee, as set out in Appendix 2, be approved.
4. That the delegation of functions of the GMCA, as set out in the Terms of Reference to the Bee Network Committee be approved, and that the delegation of Mayoral functions, as set out in the Terms of Reference, attached at Appendix 2, be noted.
5. That the Rules of Procedure for the Bee Network Committee, as set out in Appendix 3, be approved.
6. That all the above be recommended to the ten Greater Manchester constituent councils.
7. That the GMCA record its thanks to Councillor Eamonn O'Brien for his work on leading the governance review.

**GMCA 85/23 GMCA OVERVIEW & SCRUTINY COMMITTEE TASK AND
FINISH REPORT ON INTEGRATED WATER MANAGEMENT**

Councillor Mandie Shilton-Godwin, Chair of the Task and Finish Group and Councillor John Walsh, Chair of the GMCA Overview & Scrutiny Committee, were invited to present a report informing the GMCA of the recent task and finish exercise undertaken by the GMCA Overview & Scrutiny Committee in relation to Integrated Water Management, its key recommendations and next steps.

Members were advised that this had been chosen as the Committee's first Task and Finish Group due to the importance of understanding flooding and how this was often a consequence of poor integrated water management. It was vital to broach the issue now as it was anticipated that by the year 2050 and Greater Manchester could see a close to 60% increase in average rainfall and this would be in periods of extreme

intensity then followed by periods of drought. The report did not have time to consider the subject of water quality, although this was now on the radar of the Committee.

Ten recommendations were made as part of the report and the support of the GMCA was sought on these recommendations, including increased lobbying on adequate resources to support water management; reviewing of current planning policy to ensure that integrated water management was a key consideration; and to request that DHLUC implement Schedule 3 of the Flood and Water Management Act 2010.

The Chief Executives of Greater Manchester had recently met with the new Regional Chief Executive of United Utilities, who was keen to meet the GMCA. It was agreed that she would be invited to the next meeting as part of the Integrated Water Management item.

RESOLVED /-

1. That the recommendations within the report be endorsed.
2. That the GMCA agree to seek opportunities where it can support the delivery of the recommendations, specifically:
 - a. To continue to lobby for adequate national resources to support effective water management across GM (Recommendation 4),
 - b. To request that Government seeks guidance from GM Local Authorities as to how best to review current planning policy to ensure that integrated water management is a predominant consideration for all new planning developments (Recommendation 6) and
 - c. To request that DLUHC (Department of Levelling Up, Housing and Communities) implement Schedule 3 of the Flood and Water Management Act 2010 in line with the outcome of the consultation to ensure effective delivery with an appropriate level of central government funding provided to enable the work to be resourced at a regional level (Recommendation 6).
3. That it be noted that the report will now be shared with GM Local Authority Councillors, Planning Committees, Scrutiny Committees and MPs for their information and appropriate action.

4. That it be noted that at the next meeting the GMCA will receive the GM Integrated Water Management Plan which will also pick up a number of the recommendations in the report.
5. That the GMCA record its thanks to Councillor Mandie Shilton-Godwin for leading the Task & Finish Group.
6. That the GMCA record its thanks to Nicola Ward, GMCA Statutory Scrutiny Officer, for support in the production of the report.
7. That the Chief Executive of United Utilities be invited to attend the GMCA for the discussion on GM Integrated Water Management Plan item at the next meeting of the GMCA.

**GMCA 86/23 ARMED FORCES COVENANT DELIVERY IN GREATER
MANCHESTER**

The Mayor of Greater Manchester, Andy Burnham, presented a report proposing that the GMCA seeks to enhance delivery and its national position in the lead of developing a coherent regional approach to provide a Gold Standard Offer to the Armed Forces Community. Recently enacted legislation (Armed Forces Bill 2021) was having an impact on public sector delivery of the Armed Forces Covenant and the next steps for the city region to move to the next level of support was highlighted for those that were serving, had served and their families.

It was noted that eight out of ten GM Local Authorities, as well as GMP and GMFRS had now achieved the Gold Standard Offer, with the remaining two Local Authorities well into the process of applying for the Standard.

The good work of the Wigan Council Armed Forces Hub was highlighted as an example of strong public service reform, and all were invited to visit as an exemplar model for others to replicate.

It was suggested that in addition to the signing of a covenant, each district should elect a lead representative to aid with the development of the five-year roadmap.

Members took a moment to reflect upon the tenth anniversary of the loss of Fusilier Lee Rigby, and the sixth anniversary of the Manchester Arena Bombing.

RESOLVED -/

1. That the updates provided on progress made to deliver against the Armed Forces Covenant coherently across Greater Manchester be noted.
2. That the intent to develop a 5-year Roadmap, including Health outputs be approved.
3. That consideration be given to the formation of a leadership body made up of armed forces representatives from the 10 Greater Manchester Local Authorities be included in the development of the 5-year roadmap.
4. That recognition be given to the determination across Greater Manchester to meet recent legislation but go even further to deliver a Gold Standard Offer for the Armed Forces Community, to be enshrined in a new Greater Manchester Armed Forces Covenant.
5. That Armed Forces Community be recognised as a key Community of Identity that should be prioritised accordingly.
6. That all Leaders receive an open invitation to visit Wigan Council's Armed Forces Hub as an exemplar of what can be achieved.
7. That the GMCA expresses its love and best wishes to the family of Fusilier Lee Rigby on the tenth anniversary of his passing.
8. That the GMCA expresses its love and best wishes to all those impacted by the Manchester Arena Bombing following the recent marking of the sixth anniversary at the Glade of Light Tribute.

**GMCA 87/23 CLOSURE OF BRIDGING HOTELS FOR AFGHAN REFUGEES
IN GREATER MANCHESTER**

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, was invited to present a report providing an update on Government plans to close Afghan bridging hotels and the Greater Manchester plans for a

coordinated city-regional approach to the minimisation of homelessness impact, in addition to recommendations to Government for tackling the links between asylum and immigration policy and homelessness.

On 28th March 2023 the Government had announced the ending of the accommodation and matching schemes for Afghan refugees, the Government had now also issued 90-day notices to those still in hotel and other temporary accommodation to move out and secure permanent lodgings. This created a real potential of homelessness and needing the support of local authorities housing support schemes. A wide range of issues that impeded entry into the private rental sector were highlighted.

In Greater Manchester there were 880 people impacted by this, across the wider nation that number was 8000. £35m of support had been announced.

The strong work that had been taking place in Manchester and Stockport through four bridging hotels was highlighted, and thanks were placed on the record to those authorities.

Recommendations in terms of the next steps were highlighted. There was a call for a coordinated consistent approach across the region to minimise the homelessness impact of these closures. There was also a call to restate the commitment to welcoming those seeking asylum to the region. In total there were 10 clear recommendations that would require lobbying to government in a letter to the secretary of state, which all Greater Manchester leaders would be invited to sign.

Members expressed concerns around the nature of the divisive, reductive and often dehumanising rhetoric being conveyed at the national level against those seeking asylum in this country.

RESOLVED -/

1. That the agreed measures to facilitate a coordinated and consistent approach across Greater Manchester's boroughs, in order to minimise the homelessness impact of Afghan Bridging hotel closures, be acknowledged.

2. That it be agreed that representations be made to Government aimed at minimising the impact of the Bridging hotel closures, restating GM's commitment to welcoming people seeking asylum and refugees and addressing the role of wider asylum and immigration policies in driving homelessness.
3. That all Greater Manchester Leaders be invited to sign the letter to the Secretary of State.
4. That the GMCA record its sincere thanks to Manchester and Stockport Councils for all that they were doing to provide accommodation to displaced Afghan nationals.

GMCA 88/23 SOCIAL HOUSING QUALITY FUND

Item withdrawn.

GMCA 89/23 COST OF LIVING AND ECONOMIC RESILIENCE

Councillor Bev Craig, Portfolio Lead for Economy & Business, was invited to provide an update on the cost-of-living pressures placed upon residents and businesses in Greater Manchester, and some of the measures being put in place by the GMCA and partners to respond.

The issues that were being seen now were those expected to arise, with some of the financial pressures upon households having taken a number of months to really embed themselves and truly reveal the impact in terms of debts and mental wellbeing.

The latest tranche of household support and this issue would continue to stay on the radar, though would now take the form of a quarterly report to the GMCA going forward.

RESOLVED -/-

1. That the latest assessment and emerging response be noted.

2. That it be noted that Cost of Living and Economic Resilience update reports will now be received on a quarterly basis going forward.

**GMCA 90/23 PROPOSAL FOR AN INCLUSIVE OWNERSHIP PLATFORM TO
SUPPORT COMMUNITY WEALTH BUILDING IN GREATER
MANCHESTER**

RESOLVED /-

That it be agreed that the item be deferred to the meeting of 9th June 2023.

GMCA 91/23 GMCA SUSTAINABILITY STRATEGY 2022-26 UPDATE

Councillor Tom Ross, Portfolio Lead for Green City Region and Harry Catherall, Portfolio Lead Chief Executive for Green City Region, were invited to provide an overview of progress against the Sustainability Strategy during 2022/23 and outline actions proposed for 2023/24.

Some of the key highlights included work that had been undertaken by GMFRS, but there were also areas where progress was not being made at the speed hoped for – this included rapidly reducing Greater Manchester’s carbon footprint.

Members were pointed towards the Newsletter appended to the report. This provided quarterly updates of progress made against the five-year environment plan and it was asked that all Leaders share this with their councillors.

Mayor of Greater Manchester, Andy Burnham, advised that an update on work taking place and the current position in terms of the required pace would be submitted to the GMCA ahead of the autumn’s Green Summit.

RESOLVED /-

1. That the content and detail within the report be noted.
2. That the outlined actions proposed for 2023/24 in respect of the GMCA’s Corporate Sustainability Strategy be approved.

3. That Leaders be requested to circulate the Members briefing (Annex 01) to their respective local Councillors for information.
4. That it be noted that the Mayor of Greater Manchester, Andy Burnham and Councillor Tom Ross will submit a related report to the GMCA, ahead of the Green Summit later in the year.

GMCA 92/23 SALFORD PARTNERSHIP

Steve Rumbelow, Lead Chief Executive for Clean Air, Regeneration and Housing, was invited to update the GMCA on an opportunity for the GMCA and Homes England to enter into a city-wide Strategic Partnership with Salford City Council to accelerate the delivery of housing, regeneration, and infrastructure projects across Salford. This was the latest of a number of place focused delivery vehicles supported by the GMCA.

RESOLVED /-

1. That the proposal for the Combined Authority enter into the Memorandum of Understanding (MOU) with Salford City Council and Homes England to form the Salford Strategic Regeneration Partnership, be approved.
2. That the objectives and principles of the Strategic Regeneration Partnership as set out in section 4 below be noted and approved.
3. That the GMCA receive further updates on delivery progress at Salford Strategic Regeneration Partnership.

GMCA 93/23 TRANSPORT CAPITAL PROGRAMME

The Mayor of Greater Manchester, Andy Burnham, provided an update on the outcome of the work recently undertaken to consider the budgetary challenges on the Transport Capital Programme resulting from national and global inflationary pressures on construction and manufacturing supply chains and related matters. The report also

requested members to consider a number of City Regional Sustainable Transport Settlement (CRSTS) funding approvals.

Concerns were highlighted following the visit of the Government Transport Minister Huw Merriman to Manchester on 25th May. What had initially appeared a good news story with the announcement of £72m of investment, including monies for new turnback's at Victoria Station and an extra platform at Salford Crescent, was soured by the unexpected announcement that the transport works order around the Castlefield Corridor had been shelved, and by proxy taking Platforms 15 and 16 at Manchester Piccadilly out of contention, and leaving Greater Manchester in a worse position if not suitable alternative scheme was to be announced.

RESOLVED -/-

1. That the outcome of the work that has been undertaken in recent months to formulate a strategy to consider the budgetary pressures on the Transport Capital Programme be noted and endorsed and that an annual report covering the ongoing impacts of budgetary pressures be received (Section 2).
2. That the draw-down of CRSTS funding be approved, as follows:
 - Golborne Station: £0.98m to enable the ongoing development of the Outline Business Case (OBC) for this DfT retained scheme (para 3.6).
 - Ashton – Stockport QBT scheme: £0.09m to commence work to progress an Outline Business Case (OBC), including the completion of an exercise to prioritise interventions for delivery (para 3.8).
 - Tyldesley Travel Hub (including Park and Ride) Scheme: £0.25m to develop an Outline Business Case (OBC) (para 3.12).
 - Oldham Town Centre (Accessible Oldham Phase 2): £0.9m to develop the scheme to Final Business Case (para 3.16).
 - Queens Park Bridge (Strategic Highways Maintenance): the remaining £1.6m to enable Rochdale Council to tender and carry out the works to complete the scheme (Section 4).
3. That the draw-down of CRSTS funding for the balance of development funding for schemes that secured interim CRSTS funding in February 2023 whilst a

review of budgetary challenges was undertaken, be approved (Section 5), as follows:

- High Speed 2 / Northern Powerhouse Rail Programme: £7.15m to continue development of the programme.
- Rapid Transit Extensions Package: £0.45m to continue development of the programme.
- Tram-Train Package: £3.26m to continue development of the programme.
- Travel Hubs Package: £0.25m to continue development of the programme.
- Stop Improvements and New Stops Package: £0.5m to continue development of the programme.

4. That those schemes that had achieved SOBC, and that GMCA approved £2.6m of CRSTS funding draw-down in February 2023 to continue scheme development (Section 6), be formally noted, as follows:

- Bury: Radcliffe Town Centre.
- Stockport: Hempshaw Lane.
- Stockport: Bredbury Economic Corridor Improvement (BECI).
- Stockport: A6 / School Lane / Manchester Road.

5. That the addition (including the respective allocations to Local Authority partners) to the 2023/24 Capital Programme (funded from CRSTS), (Section 7), be approved, as follows:

- £16.3m forecast expenditure for Minor Works / Road Safety (previously Integrated Transport Block) measures.
- £35m for core highway maintenance.

6. That an increase to the Core Highways Maintenance budget for 2023/24 from £26.5m to £35m (para 7.3) be approved.

7. That it be noted that the Spring Budget included additional road maintenance funding of £6.2m for GM (para 7.5).

8. That the Mayor of Greater Manchester's update following a meeting with the Rail Minister be received, and that concerns raised regarding the impact upon

the Castlefield Corridor following the withdrawal of support for Platforms 15 & 16 at Manchester Piccadilly be noted.

GMCA 94/23 GREATER MANCHESTER ACTIVE TRAVEL PROGRAMME

The Mayor of Greater Manchester, Andy Burnham, presented a report seeking delivery funding approval for four Mayor's Challenge Fund Active Travel schemes; to approve the addition of Active Travel Fund Round 4 (ATF4) monies to the 2023/24 GMCA Transport Capital and Revenue budgets; to note the planned ATF4 governance and assurance approach, and to seek ATF4 delivery funding approval for the Stockport Helix Ramp scheme.

RESOLVED /-

1. That the release of a total of up to £17.1 million of MCF delivery funding for the following schemes, as set out in Section 2 of the report, be approved:
 - a. Greater Manchester Bee Network Crossings – Phase 3: £4,312,386;
 - b. Bolton Town Centre East – Phase 1: £4,998,000;
 - c. Oldham Town Centre – Lord Street/Rock Street: £2,951,594;
 - d. Trafford Talbot Road: £4,751,389.
2. That the award to Greater Manchester of £25.2 million from round 4 of the Active Travel Fund (ATF4) be noted and that the addition of this funding to the 2023/2024 GMCA Capital (£24.1 million) and Transport Revenue budgets (£1.1 million) respectively, be approved.
3. That the release of up to £3.6 million of ATF4 delivery funding for the Stockport Helix Ramp scheme, as part of the wider Stockport Mixed Use development be approved.
4. That the planned governance and assurance for GM's ATF4 programme, including delegation to the Active Travel Programme Board for the award of cycle parking grants, as set out in Section 3 of this report, be approved.

**GMCA 95/23 GREATER MANCHESTER INVESTMENT FRAMEWORK,
CONDITIONAL PROJECT APPROVAL**

Councillor David Molyneux, Portfolio Lead for Investment and Resources, presented a report seeking approval for a loan to a new Enterprise Growth for Communities Fund (“EGC Fund”). The significance of these regular reports was highlighted, and with that in mind, a report covering the last 12 months of work in this area would be brought to the GMCA for consideration.

RESOLVED -/

1. That the loan facility of up to £1m into the Enterprise Growth for Communities Fund be approved.
2. That the investment into The Modular Analytics Company Limited of £400,000, approved under delegation, be noted.
3. That the amendment to the investment quantum into Miribase Limited (“Shopblocks”) of £350,000, approved under delegation, be noted.
4. That authority be delegated to the GMCA Treasurer and Monitoring Officer to review the due diligence information in respect of the above loan, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the loan, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan noted above.
5. That the GMCA will receive an annual report on the GM Investment Framework, detailing work undertaken over the previous 12 months.

**GMCA 96/23 GREATER MANCHESTER HOUSING INVESTMENT LOANS
FUND – INVESTMENT APPROVAL RECOMMENDATION**

Mayor of Greater Manchester, Andy Burnham, vacated the Chair for this item due to an earlier declared interest. The Chair was therefore taken by Deputy Mayor Paul Dennett.

Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure, presented a report seeking approval for Greater Manchester Housing Investment Loans Fund (“GMHILF”) loans. The report also set out various decisions in respect of loans previously approved by the Combined Authority which were taken by the Chief Executive Officer, GMCA & TfGM, in the period since the Combined Authority’s meeting in March 2023 under delegated authority.

RESOLVED /-

1. That the Greater Manchester Housing Investment Loans Fund loans detailed in the table below, as detailed further in this and the accompanying Part B report be approved.

BORROWER	SCHEME	DISTRICT	LOAN
Capital & Centric (Cocoon) Ltd	Farnworth Green	Bolton	£12.563m
CitiHaus 7 Ltd	The Highline	Trafford	£12.261m

2. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.
3. That the variations to the terms of various GM Housing Investments Loans Fund loans detailed in the table below which have been approved by the GMCA Chief Executive under delegated authority, as detailed further in this and the accompanying Part B report be noted.

BORROWER	SCHEME	DISTRICT	LOAN
Well Built Homes Ltd	Hebron Street	Oldham	£0.810m
Splash Contracts Ltd	Medlock Road	Oldham	£1.600m
Jubilee Way Estates Ltd	Bury Magistrates Court	Bury	£4.344m

GJS (Blade) Investments Ltd	The Blade	Manchester	£32.438m
AH2 Gee Cross Ltd	Rowbotham Street	Tameside	£2.677m

GMCA 97/23 EXCLUSION OF THE PRESS AND PUBLIC

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

GMCA 98/23 GREATER MANCHESTER INVESTMENT FRAMEWORK, CONDITIONAL PROJECT APPROVAL

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (minute 95/23)

RESOLVED -/-

That the contents of the report be noted.

GMCA 99/23 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL RECOMMENDATIONS

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (minute 96/23)

RESOLVED -/-

That the contents of the report be noted.

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON FRIDAY 9TH JUNE 2023 AT GREATER MANCHESTER
COMBINED AUTHORITY OFFICE**

PRESENT

GM Mayor	Andy Burnham (in the Chair)
GM Deputy Mayor	Kate Green
Bolton	Councillor Nicholas Peel
Bury	Councillor Lucy Smith
Manchester	Councillor Bev Craig
Oldham	Councillor Elaine Taylor
Rochdale	Councillor Neil Emmott
Stockport	Councillor Mark Hunter
Tameside	Councillor Bill Fairfoull
Trafford	Councillor Tom Ross
Wigan	Councillor David Molyneux

ALSO IN ATTENDANCE:

Chair of GMCA Overview & Scrutiny Committee	Cllr John Walsh
Chair of the GMCA Waste & Recycling Committee	Cllr Alan Quinn
Salford Council	Cllr John Merry

OFFICERS IN ATTENDANCE:

GMCA Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Gillian Duckworth
GMCA Treasurer	Steve Wilson
Bolton	Sue Johnson
Bury	Lynne Ridsdale
Manchester	James Binks

Oldham	Paul Clifford
Rochdale	Steve Rumbelow
Salford	Maggie Kufeldt
Stockport	Mark Glynn
Tameside	Julian Jackson
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Lee Teasdale
TfGM	Steve Warrener
TfGM	Anne-Marie Purcell

GMCA 100/23 APOLOGIES

That apologies be received and noted from City Mayor Paul Dennett (Salford), Councillor Ged Cooney (Tameside), Councillor Arooj Shah (Oldham), Councillor Eamonn O'Brien (Bury), Joanne Roney (Manchester), Tom Stannard (Salford), Harry Catherall (Oldham), Steve Rumbelow (Rochdale), Sandra Stewart (Tameside) & Caroline Simpson (Stockport).

GMCA 101/23 CHAIRS ANNOUNCEMENTS

There were none.

GMCA 102/23 DECLARATIONS OF INTEREST

There were none.

GMCA 103/23 MINUTES OF THE GMCA MEETING HELD ON 26 MAY 2023

RESOLVED /-

That the minutes of the GMCA meeting held on 26 May 2023 be approved as a correct record.

**GMCA 104/23 GMCA RESOURCES COMMITTEE – MINUTES OF THE
MEETING HELD ON 26 MAY 2023**

RESOLVED /-

That the minutes of the meeting of the GM Resources Committee held on 26 May 2023 be approved as a correct record.

**GMCA 105/23 THE GREATER MANCHESTER FRANCHISING SCHEME FOR
BUSES 2021 – PROCUREMENT UPDATE**

The Mayor of Greater Manchester, Andy Burnham introduced a report which provided an update and made a number of recommendations in relation to the procurement process for the Greater Manchester Franchising Scheme for Buses 2021. In particular it asked members to note and agree the outcome of the process to procure service providers to operate the three Large Local Service Contracts in Sub-Area B of the Scheme.

Councillor John Walsh, Chair of the Greater Manchester Overview & Scrutiny Committee was invited to provide feedback from the meeting of the Committee that had considered this update on 7th June. Comments raised included:

- That the Committee had been reassured by the robust metrics within the procurement process and that consultation had been taking place with current bus operator staff to provide reassurances around their employment status.
- That the Committee sought for further consideration to be given to integrated career structures to allow for clear paths towards progression.
- That a continued role was sought for the Overview and Scrutiny Committee within the new Bee Network governance structure.

The Mayor of Greater Manchester welcomed the support given by the Overview and Scrutiny Committee throughout the franchise development and assurances were provided around the ongoing role for the Committee within the process.

RESOLVED /-

1. That the outcome of the process to procure a preferred service provider to operate the Middleton, Oldham and Queens Road Large Local Service Contracts in Sub-Area B of the Scheme be noted and approved.
2. That the proposed key contractual arrangements of the Middleton, Oldham and Queens Road Large Local Service Contracts be noted.
3. That that in relation to Sub Areas A, B and C of the Scheme, the proposal for TfGM to manage the implementation and operation of the Scheme and the Local Service Contracts awarded in relation to Sub-Areas A, B and C following their award on behalf of the GMCA be approved, subject to the following conditions:
 - a) TfGM will manage the implementation and operation of the Scheme and the above contracts in accordance with the provisions of an agreed Protocol with the GMCA
 - b) That authority to agree the final terms of the above Protocol and any other associated necessary legal agreements on behalf of the GMCA be delegated to the GMCA Monitoring Officer & Solicitor
 - c) That authority to complete and execute the Protocol and any other necessary legal agreements be delegated to the GMCA Monitoring Officer & Solicitor.

(As agreed, this delegation will supersede the delegation set out at no. 4 in the recommendations in the report titled *Greater Manchester Franchising Scheme for Buses: Procurement* dated 25 November 2022, made by the GMCA at its meeting on 25 November 2022).

4. That the comments of the GM Overview & Scrutiny Committee in relation to Item 6 be received and noted.

GMCA 106/23 EXCLUSION OF THE PRESS AND PUBLIC

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

GMCA 107/23 GREATER MANCHESTER FRANCHISING SCHEME FOR BUSES: PROCUREMENT UPDATE

The Mayor of Greater Manchester introduced a report which provided further information on the indicative preferred bidder based upon the most economically advantageous tender, with officers providing a report fully detailing the process.

Members sought further reassurance around cross-boundary services to neighbouring authorities, stating that it was vital to establish the strategic need to deal with these issues and avoid some of the deregistering of services seen in some areas following the start of tranche one.

Members noted that it was vital to ensure that the financial case for the continuation of the capped bus fare scheme was fully evidenced, and asked that the conclusions of the review of the scheme to date be submitted to the GMCA meeting at the end of June 2023.

The Mayor of Greater Manchester suggested that the future governance of the Bee Network would benefit significantly if each Local Authority was to establish their own Bee Network Working Group to review and monitor local services with a view to

developing suggestions for improvement for consideration by the GM Bee Network Committee.

RESOLVED /-

1. That the recommendations contained within Items 8A, 8B and 8C of the report be approved in full.
2. That the comments of the GM Overview & Scrutiny Committee in relation to Item 8 be received and noted.
3. That the need to ensure that cross-boundary services were fully considered from a strategic perspective be acknowledged and endorsed.
4. That it be noted that the review of the Bus Fares Cap will be submitted to a future meeting of the GMCA.
5. That each GM Local Authority be encouraged to establish their own Bee Network Working Group to review and monitor local services with a view to developing suggestions for improvement for consideration by the GM Bee Network Committee.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank