

**AGENDA FOR  
OVERVIEW AND SCRUTINY COMMITTEE**



*Contact::* Chloe Ashworth  
*Direct Line:* 0161 253 5030  
*E-mail:* c.Ashworth@bury.gov.uk  
*Web Site:* www.bury.gov.uk

**To: All Members of Overview and Scrutiny Committee**

**Councillors :** R Bernstein, C Birchmore, A Arif, N Bayley,  
N Boroda, D Green, T Pilkington, D Vernon (Chair),  
G Marsden, E Moss and M Rubinstein

Dear Member/Colleague

**Overview and Scrutiny Committee**

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

|                             |   |
|-----------------------------|---|
| <b>Date:</b>                | Tuesday, 4 July 2023  |
| <b>Place:</b>               | Council Chamber, Bury Town Hall   |
| <b>Time:</b>                | 7.00 pm   |
| <b>Briefing Facilities:</b> | If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted. |
| <b>Notes:</b>               |   |

## AGENDA

### **1 APOLOGIES**

### **2 DECLARATIONS OF INTEREST**

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

### **3 PUBLIC QUESTION TIME**

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

### **4 MEMBER QUESTION TIME**

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

### **5 MINUTES** *(Pages 3 - 8)*

Minutes from the meeting held on 13<sup>th</sup> June 2023 are attached.

### **6 YEAR-END OUTTURN FINANCIAL POSITION** *(Pages 9 - 52)*

A report of the Cabinet Member for Finance and Communities is attached.

### **7 HEALTH AND SAFETY ANNUAL REPORT** *(Pages 53 - 96)*

Report attached  
Annual Report attached  
Health & Safety Policy attached

### **8 CORPORATE PLAN** *(Pages 97 - 110)*

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

### **9 GM TRANSPORT GOVERNANCE** *(Pages 111 - 142)*

Report attached  
Appendix 1 – Appointments - attached  
Appendix 2 – Terms of Reference - attached  
Appendix 3 – Rules of Procedure – Attached

### **10 URGENT BUSINESS**

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

**Minutes of:** OVERVIEW AND SCRUTINY COMMITTEE

**Date of Meeting:** 13 June 2023

**Present:** Councillor D Vernon (in the Chair)  
Councillors R Bernstein, C Birchmore, A Arif, D Green,  
T Pilkington, E Moss, M Rubinstein, G Marsden, G Staples-  
Jones and S Thorpe

**Also in attendance:** Councillor R Brown, Councillor C Morris, Councillor E O'Brien  
(Leader and Cabinet Member Strategic Growth) and Councillor  
J Rydeheard

Crispian Logue, Assistant Director (Strategy, Planning &  
Regulation)  
Donna Ball, Executive Director of Operations  
Dave Wiggins, Unit Manager: Development Planning • Business  
Growth and Infrastructure  
Jacqui Dennis, Director of Law and Democratic Services  
Chloe Ashworth, Senior Scrutiny Officer

**Public Attendance:** No members of the public were present at the meeting.

**Apologies for Absence:** Councillor N Bayley and Councillor N Boroda

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#### **OSC.1 APOLOGIES**

Apologies were received from Councillors Bayley and Boroda.

Councillors Staples-Jones and Thorpe attended as substitutes.

#### **OSC.2 DECLARATIONS OF INTEREST**

Councillor Birchmore, Bernstein and Thorpe declared a personal interest in relation to the Prestwich Forum as they had all attended the meetings and advised on Prestwich Regeneration.

Councillor Birchmore declared a personal interest as she is involved in Philips Community Centre Committee

Councillor Birchmore and Marsden also declared a personal interest as they have been involved in Radcliffe Carnival.

#### **OSC.3 MINUTES**

It was agreed:

1. The minutes of the meeting held on 23<sup>rd</sup> March 2023 be approved

#### **OSC.4 PUBLIC QUESTION TIME**

There were no public questions.

## **OSC.5 CULTURAL STRATEGY**

Councillor Morris, Cabinet Member Culture, Economy and Skills provided an overview of the Cultural Strategy. This is the first time Bury has produced a Cultural strategy and Bury has a great culture offer.

Councillor Vernon opened to questions from members of the Committee.

Councillor Birchmore asked questions regarding the cost and production of the Cultural Strategy brochure. In response Councillor Morris, Cabinet Member for Culture Economy and Skills advised that the Council worked with an external partner to produce the strategy which was inclusive of the production of the brochure. In addition, Councillor Morris asked if there are any concerns regarding disability accessibility to inform her and these can be amended to ensure full access in the strategies online presence.

Councillor Bernstein questioned if there is the inhouse resource to deliver the strategy and how will the effectiveness be measured. In response Councillor Morris advised the Council have secured around £0.5million from the UK prosperity fund which will contribute in part to the delivery of the strategy. Some of the funding will secure the inhouse capacity and the other part will go onto the events and planning. There are key performance indicators attached on how the funding is used, for example, a certain number of events must be delivered and they must reach a specific number of visitors.

Councillor Vernon, requested an update on the recommendation from last years Committee regarding exploring funding options for the Art Museum. Councillor Morris advised that the budget included a savings target related to Bury Art Museum and this is to be achieved through greater utilisation. It has been considered as a function room and advisor are looking at the space and market testing the offer of the Art Museum. Donna Ball, Executive Director of Operations advised that Cultural Services will be amalgamated more into other commercial services. There are fortnightly meetings with officers, three-weekly meetings with portfolio holders and milestones and progress are regularly monitored.

Councillor Birchmore questioned if funds are available for community led projects and to localise events in local community centre. In response Councillor Morris advised there is funding available but there are caveats.

Councillor Bernstein questioned how sport plays a part in the Culture Strategy. Councillor Morris advised culture makes places pleasant places to live and agreed that structural internal changes are to bring leisure services closure to other services as it is important.

Councillor Pilkington raised questions regarding funding through other avenues and highlighted some key issues that arose in Ramsbottom post covid.

Councillor Birchmore questioned what the fourteen thousand pounds was spent on for the coronation's celebrations. In response Councillor Morris advised it was spent on an art competition with local schools and artists supported this competition. Councillor Morris advised she will send across further information to Councillor Birchmore.

Councillor Thorpe questioned how the strategy balances the heritage of bury and the vibrant future. Councillor Morris advised heritage is a key aspect to Bury and a clear action plan of how this is developed needs to be established.

It was agreed:

1. Councillor Vernon thanked Councillor Morris and Donna Ball for their attendance and update.
2. Members note the Cultural Strategy.

## OSC.6 TELECOMMUNICATIONS UPDATE

Councillor O'Brien provided a brief overview of the report and opened to questions from members of the Committee.

Members raised joint concerns regarding recent infrastructure for telecommunications in the Borough, the themes of discussion were:

- The process for granting permits to the firms and their financial resilience.
- Who can establish these companies and under what commercial basis.
- Are the companies reaching our most deprived and rural areas which are often the ones least digitally connected
- To have some direction or input into the location of the infrastructure
- Council's having more rigorous controls on if companies can use shared infrastructure.
- Elected Members had concerns that infrastructure can be placed within an area that slightly differs from its pin pointed position
- Committee members expressed concerns around the model of provider seeking permission to build the infrastructure (provider or selling on to other services)
- Members sought assurances on the Councils interactions with companies to address residents' concerns regarding locations
- Members suggested checking the validity of a 'cheaper contract promise' on contracts from the infrastructure.

Following discussions, it was agreed:

- Members to write to Ofcom setting out concerns raised in the meeting.
- Officers enhance the 'Frequently asked questions' to include clarity on the points raised.
- Councillor Marsden raised concerns regarding a particular site at which an infrastructure has been placed. Crispian Logue, Assistant Director (Strategy, Planning & Regulation) requested this is dealt with outside the meeting.

It was put forward by Councillor Bernstein and seconded by Councillor Moss and agreed unanimously that an all-party letter is sent to OFCOM setting out Members concerns that have been raised during the course of this meeting.

## OSC.7 MEMBER QUESTION TIME

One question was received in advance of the meeting by Councillor Rydeheard.

***"Can the Cabinet Member explain precisely why telecommunications poles and masts, which have received a large amount of media and local attention and triggered a lot of engagement between residents and local Councillors, are being considered by officers with little to no input or notification by ward members?"***

Councillor O'Brien responded.

The Government grants automatic Planning Permission for a range of development works across England and Wales. This range of automatic consent covers many things from domestic extensions and changes of use. It also includes some telecommunications infrastructure.

These developments are termed Permitted Development and are designed to facilitate expediency and certainty in the process, where developments are considered to be either minor works or where they are considered to be acceptable in principle nationally.

The telecommunication poles that are currently being rolled out across the district are all considered to be Permitted Development and they therefore do not require any form of planning approval or consultation to be undertaken by the Council. The Council has received legal opinion on this.

Nevertheless, contact has been made with the provider and planning and highway officers have reviewed the proposals for the installation of the poles to ensure that they are appropriately sited. Consideration of the poles are limited to highway safety and whether any are located within a sensitive location such as a conservation area or within the setting of a Listed Building.

Officers have uploaded this position in a number of likely Frequently Asked Questions and these have been shared with all Members. Some Members have subsequently requested further clarity or have met with officers to flag specific concerns. Officer's will continue to be available to respond to queries.

Essentially, however, the Council's role is limited under national legislation.

In supplementary to the original question Councillor Rydeheard stated he understands the commercial sensitivities and asked if the Committee would commit to a resolution obliging officers to correspond directly with ward Councillors in relation to any proposed preliminary decisions delegated or non-delegated masts, telegraph poles and any other telecommunications infrastructure.

In response members were advised by Crispian Logue, Assistant Director advised that officers could not disclose this information, but the company have advised they could share some information directly with ward Councillors in specific localities. In addition, Jacqui Dennis Monitoring Officer confirmed that further sharing of information would need to be on a case by case basis as it is dependent on what basis the Company has shared the information with the Council.

### **OSC.8 PROPOSED NEIGHBOURHOOD AREA AND FORUM FOR PRESTWICH**

Councillor O'Brien, Leader provided a brief overview of the report provided. The decision made by Cabinet provides an avenue for those residents who are interested and engaged through the neighbourhood forum to be constituted with clearly defined boundaries of the neighbourhood area to work within and it is an important part of engaging with residents.

Councillor O'Brien invited any questions from members of the Committee.

Councillor O'Brien advised the Committee that the forum has been supported by Bury Council but is a grass roots forum that wished to be formally established. Other areas could establish this in each local area if they wished to.

Councillor O'Brien confirmed there is a cost in time and money to support the forum and there is not a budget currently set aside for this support. Therefore, it would appear as an overspend or need to be resourced differently.

It was agreed:

1. Councillor O'Brien be thanked for his attendance and update.

#### **OSC.9 OVERVIEW AND SCRUTINY WORK PLAN**

It was agreed:

1. The workplan be noted for information.

#### **OSC.10 URGENT BUSINESS**

There was no urgent business.

**COUNCILLOR D VERNON**  
**Chair**

**(Note: The meeting started at 7.00 pm and ended at 8.40 pm)**

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|                                |                              |
|--------------------------------|------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Key |
|--------------------------------|------------------------------|

|                   |  |  |
|-------------------|--|--|
| <b>Report to:</b> | Overview & Scrutiny Committee<br>Cabinet           | <b>Date:</b> 5 July 2023<br>12 July 2023 |
| <b>Subject:</b>   | The Council's Financial Position – 2022/23 Outturn |  |
| <b>Report of</b>  | 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.

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

*Name: Sam Evans*

*Position: Executive Director of Finance*

*Department: Finance*

*E-mail: [sam.evans@bury.gov.uk](mailto:sam.evans@bury.gov.uk)*

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#### **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)            |
| <b>TOTAL</b>                                    | <b>177.483</b>  | <b>178.922</b> | <b>181.251</b> | <b>2.329</b>       |

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

**Table 2**

| <b>2022/23 Revenue Outturn Position – as at 31<sup>st</sup> March 2023</b> |                |               |                     |
|--|----------------|---------------|---------------------|
| 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)             |
| <b>TOTAL</b>   | <b>79.151</b>  | <b>79.333</b> | <b>0.182</b>        |

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<br>£m | 2020/21<br>£m | 2021/22<br>£m | 2022/23<br>£m | TOTAL<br>£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**

| <b>2022/23 Revenue Outturn Position – as at 31<sup>st</sup> March 2023</b> |                       |                |                           |
|--|-----------------------|----------------|---------------------------|
|  | <b>Revised Budget</b> | <b>Outturn</b> | <b>(Under)/Over spend</b> |
|  | <b>£m</b>             | <b>£m</b>      | <b>£m</b>                 |
| 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                     |
| <b>TOTAL</b>   | <b>45.244</b>         | <b>51.358</b>  | <b>6.114</b>              |

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**

|   |
|---|
| <b>2022/23 Revenue Outturn Position – as at 31st March 2023</b> |
|---|

| <b>Department of Operations</b>   | <b>Approved Budget</b> | <b>Out Turn</b> | <b>(Under) / Overspend</b> |
|-----------------------------------|------------------------|-----------------|----------------------------|
|                                   | <b>£m</b>              | <b>£m</b>       | <b>£m</b>                  |
| 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)                    |
| <b>TOTAL</b>                      | <b>19.021</b>          | <b>20.310</b>   | <b>1.290</b>               |

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**

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

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**

| <b>2022/23 Revenue Outturn Position – as at 31st March 2023</b> |                        |                 |                          |
|---|------------------------|-----------------|--------------------------|
| <b>Business, Growth, and Infrastructure Directorate</b>         | <b>Approved Budget</b> | <b>Out Turn</b> | <b>(Under)/Overspend</b> |
|   | <b>£m</b>              | <b>£m</b>       | <b>£m</b>                |
| 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)                  |
| <b>TOTAL</b>  | <b>3.525</b>           | <b>2.518</b>    | <b>(1.006)</b>           |

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**

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

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**

| <b>2022/23 Revenue Outturn Position – as at 31 March 2023</b> |                        |                |                             |
|---|------------------------|----------------|-----------------------------|
| <b>Non-Service Specific</b>                                   | <b>Approved Budget</b> | <b>Outturn</b> | <b>(Under) / Over spend</b> |
|   | <b>£ m</b>             | <b>£ m</b>     | <b>£ m</b>                  |
| 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          |
| <b>TOTAL</b>          | <b>11.384</b> | <b>8.635</b> | <b>(2.749)</b> |

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)        |
|   | <b>ALL</b> | <b>Sub-Total</b>  | <b>4.602</b> | <b>3.586</b>        | <b>(1.016)</b> |
| 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          |
|   |            | <b>Sub-Total</b>  | <b>0.110</b> | <b>0.110</b>        | <b>(0.000)</b> |
| 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)        |
|   | <b>CYP</b> | <b>Sub-Total</b>  | <b>0.611</b> | <b>0.291</b>        | <b>(0.320)</b> |
| 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          |
|   | <b>OCO</b> | <b>Sub-Total</b>  | <b>9.650</b> | <b>8.609</b>        | <b>(1.041)</b> |
| 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)        |
|          | <b>OPS</b> | <b>Sub-Total</b>   | <b>1.391</b>  | <b>1.102</b>  | <b>(0.289)</b> |
|          |            | <b>TOTAL DELIVERY AGAINST 2022/23 MTFS SAVINGS</b>   | <b>16.364</b> | <b>13.698</b> | <b>(2.666)</b> |

| <b>PREVIOUS YEARS MTFS SAVINGS CARRIED FORWARD AS NOT DELIVERED IN 2021/22</b> |      |                                    |           |             |             |
|--|------|------------------------------------|-----------|-------------|-------------|
| 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

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

## **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**

| <b>2022/23 Collection Fund Outturn Position</b>               |                           |                              |                     |
|---|---------------------------|------------------------------|---------------------|
|   | <b>Council Tax<br/>£m</b> | <b>Business Rates<br/>£m</b> | <b>Total<br/>£m</b> |
| 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               |
| <b>Closing Cumulative (surplus) / deficit carried forward</b> | <b>(0.716)</b>            | <b>8.415</b>                 | <b>7.699</b>        |
| <b>Distributed:-</b>  |                           |                              |                     |
| 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               |
| <b>Total Allocation</b>                                       | <b>(0.716)</b>            | <b>8.416</b>                 | <b>7.700</b>        |

## 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**

| <b>2022/23 Housing Revenue Account</b> |                        |                       |                                    |
|--|------------------------|-----------------------|------------------------------------|
|  | <b>Approved Budget</b> | <b>Actual Outturn</b> | <b>Forecast (Under)/Over spend</b> |
|  | £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)                            |
| <b>Total Income</b>                    | <b>(32.819)</b>        | <b>(33.058)</b>       | <b>(0.239)</b>                     |
| 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                              |
| <b>Total Expenditure</b>               | <b>24.710</b>          | <b>28.698</b>         | <b>3.988</b>                       |

|                                    |                |                |                |
|------------------------------------|----------------|----------------|----------------|
|                                    |                |                |                |
| <b>Net Cost of Services</b>        | <b>(8.109)</b> | <b>(4.360)</b> | <b>3.749</b>   |
| 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)        |
| <b>Sub Total</b>                   | <b>7.892</b>   | <b>5.026</b>   | <b>(2.866)</b> |
| <b>Operating (Surplus)/Deficit</b> | <b>(0.217)</b> | <b>0.666</b>   | <b>0.883</b>   |

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**

| <b>Funding the Revised Capital Programme<br/>2022/23</b> |                 |
|--|-----------------|
|  | £<br>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)         |
| <b>TOTAL</b>   | <b>(48.390)</b> |

## 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.

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### **Links with the Corporate Priorities:**

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

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### **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 -*

- 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.*

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### **Environmental Impact and Considerations:**

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

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**Assessment and Mitigation of Risk:**

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

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**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.

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**Background papers:**

None.

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

| Term | Meaning |
|------|---------|
|      |         |

## Appendix 1

| <b>Capital Theme</b>                             | <b>Revised Budget</b> | <b>Forecast Outturn</b> | <b>Outturn</b> | <b>Carry Forward / (Reduce re-phased) to</b> | <b>Completed schemes</b> |
|--|-----------------------|-------------------------|----------------|--|--------------------------|
| Capital Scheme                                   | 2022/23               | 2022/23                 | 2022/23        | 2023/24                                      | 2022/23                  |
|  | £m                    | £m                      | £m             | £m   | £m                       |
| <b>Radcliffe Regeneration</b>                    |                       |                         |                |  |                          |
| 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  |                          |
| <b>Sub Total Radcliffe Regeneration</b>          | <b>5.484</b>          | <b>5.484</b>            | <b>4.036</b>   | <b>1.448</b>                                 | <b>0.000</b>             |
| <b>Prestwich Regeneration</b>                    |                       |                         |                |  |                          |
| 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  |                          |
| <b>Sub Total Prestwich Regeneration</b>          | <b>1.114</b>          | <b>0.895</b>            | <b>0.288</b>   | <b>0.826</b>                                 | <b>0.000</b>             |
| <b>Ramsbottom Regeneration</b>                   |                       |                         |                |  |                          |
| Ramsbottom Town Plan                             | 0.010                 | 0.010                   | 0.006          | 0.004  |                          |
| Ramsbottom Market Chambers                       | 0.020                 | 0.020                   | 0.009          | 0.011  |                          |
| <b>Sub Total Ramsbottom Regeneration</b>         | <b>0.030</b>          | <b>0.030</b>            | <b>0.015</b>   | <b>0.015</b>                                 | <b>0.000</b>             |
| <b>Bury Regeneration</b>                         |                       |                         |                |  |                          |
| 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  |                          |
| <b>Sub Total Bury Regeneration</b>               | <b>5.472</b>          | <b>5.552</b>            | <b>5.555</b>   | <b>(0.083)</b>                               | <b>0.000</b>             |
| <b>Commercial Sites Regeneration</b>             |                       |                         |                |  |                          |
| 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  |                          |
| <b>Sub Total Commercial Sites Regeneration</b>   | <b>0.239</b>          | <b>0.101</b>            | <b>0.025</b>   | <b>0.214</b>                                 | <b>0.000</b>             |
| <b>Refurbishment of Bury Market</b>              |                       |                         |                |  |                          |
| Refurbishment of Bury Market                     | 0.558                 | 0.458                   | 0.466          | 0.092  |                          |
| Market Management IT System                      | 0.030                 | 0.030                   | 0.000          | 0.030  |                          |
| <b>Sub Total Refurbishment of Bury Market</b>    | <b>0.588</b>          | <b>0.488</b>            | <b>0.466</b>   | <b>0.122</b>                                 | <b>0.000</b>             |
| <b>TOTAL - Regeneration</b>                      | <b>12.928</b>         | <b>12.551</b>           | <b>10.386</b>  | <b>2.542</b>                                 | <b>0.000</b>             |

|  |              |              |              |                |              |
|--|--------------|--------------|--------------|----------------|--------------|
| <b>Place Shaping / Growth</b>                      |              |              |              |                |              |
| Radcliffe  | 0.042        | 0.012        | 0.014        | 0.030          | 0.002        |
| Other Development Schemes                          | 1.790        | 2.306        | 0.507        | 1.286          | 0.003        |
| <b>TOTAL - Place Shaping / Growth</b>              | <b>1.832</b> | <b>2.318</b> | <b>0.521</b> | <b>1.316</b>   | <b>0.005</b> |
| <b>Sport And Leisure</b>                           |              |              |              |                |              |
| 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          |              |
| <b>TOTAL - Sport and Leisure</b>                   | <b>3.199</b> | <b>2.320</b> | <b>2.284</b> | <b>0.963</b>   | <b>0.048</b> |
| <b>Operational Fleet</b>                           |              |              |              |                |              |
| 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          |              |
| <b>TOTAL - Operational Fleet</b>                   | <b>3.603</b> | <b>3.051</b> | <b>1.837</b> | <b>1.766</b>   | <b>0.000</b> |
| <b>ICT</b>   |              |              |              |                |              |
| 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        |
| <b>TOTAL - ICT</b>                                 | <b>1.806</b> | <b>2.877</b> | <b>1.928</b> | <b>(0.117)</b> | <b>0.005</b> |
| <b>Highways</b>                                    |              |              |              |                |              |
| 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        |              |
| <b>TOTAL - Highways</b>  | <b>14.768</b> | <b>13.826</b> | <b>10.656</b> | <b>4.113</b> | <b>0.000</b> |
| <b>Children and Young People</b>                                 |               |               |               |              |              |
| 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        |              |
| <b>TOTAL - Children and Young People</b>                         | <b>6.428</b>  | <b>4.975</b>  | <b>3.148</b>  | <b>3.639</b> | <b>0.358</b> |
| <b>Estate Management - Investment Estate:</b>                    |               |               |               |              |              |
| 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        |              |
| <b>TOTAL - Estate Management - Investment Estate:</b>            | <b>0.075</b>  | <b>0.095</b>  | <b>0.005</b>  | <b>0.070</b> | <b>0.000</b> |
| <b>Estate Management - Corporate Landlord:</b>                   |               |               |               |              |              |
| 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        |              |
| <b>TOTAL - Estate Management - Corporate Landlord:</b>           | <b>2.038</b>  | <b>1.667</b>  | <b>1.562</b>  | <b>0.487</b> | <b>0.011</b> |
| <b>One Commissioning Organisation</b>                            |               |               |               |              |              |
| Disabled Facilities Grant  | 1.500         | 0.986         | 1.141         | 0.359        |              |
| <b>TOTAL - One Commissioning Organisation</b>                    | <b>1.500</b>  | <b>0.986</b>  | <b>1.141</b>  | <b>0.359</b> | <b>0.000</b> |
| <b>Housing</b>   |               |               |               |              |              |
| 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)      |              |

|                                      |               |               |               |               |              |
|--------------------------------------|---------------|---------------|---------------|---------------|--------------|
| <b><i>TOTAL - Housing</i></b>        | <b>15.067</b> | <b>15.311</b> | <b>13.343</b> | <b>2.004</b>  | <b>0.280</b> |
| <b><i>Climate Change</i></b>         |               |               |               |               |              |
| 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         |              |
| <b><i>TOTAL - Climate Change</i></b> | <b>1.828</b>  | <b>1.823</b>  | <b>1.580</b>  | <b>0.248</b>  | <b>0.000</b> |
| <b>Total Capital Programme</b>       | <b>65.073</b> | <b>61.801</b> | <b>48.390</b> | <b>17.390</b> | <b>0.707</b> |

## 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.

| <b>Capital Expenditure &amp; Financing</b> | <b>2021/22<br/>Actual<br/>£M</b> | <b>2022/23<br/>Revised<br/>Budget<br/>£M</b> | <b>2022/23<br/>Actual<br/>£M</b> |
|--|----------------------------------|--|----------------------------------|
| <b>Capital Expenditure:</b>                |                                  |  |                                  |
| Non-HRA                                    | 32.120                           | 60.334                                       | 35.093                           |
| HRA  | 13.616                           | 14.703                                       | 13.297                           |
| <b>Total Capital Expenditure</b>           | <b>45.736</b>                    | <b>75.037</b>                                | <b>48.390</b>                    |
|  |                                  |  |                                  |
| <b>Resourced by:</b>                       |                                  |  |                                  |
| 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                            |
| <b>Total Resourced by:</b>                 | <b>30.998</b>                    | <b>38.889</b>                                | <b>30.977</b>                    |
|  |                                  |  |                                  |
| <b>Financing Requirement</b>               | <b>17.141</b>                    | <b>36.148</b>                                | <b>17.413</b>                    |

#### 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.

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

- 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.

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

- 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.

|  |                  | <b>2021/22</b> |
|--|------------------|----------------|
|  |                  | <b>£M</b>      |
| <b>Authorised limit</b>  |                  | 279.014        |
| <b>Maximum gross borrowing position</b>                        |                  | 243.633        |
| <b>Operational Boundary</b>                                    |                  | 269.014        |
| <b>Average gross borrowing position</b>                        |                  | 232.229        |
| <b>Financing costs as a proportion of net revenue stream:-</b> |                  |                |
|  | <b>Non - HRA</b> | 0.52%          |
|  | <b>HRA</b>       | 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         |
| <b>Fixed rate funding</b>      |              |                |         |              |                |         |              |
|                                | PWLB Bury    | 153.695        |         |              | 150.503        |         |              |
|                                | PWLB Airport | 11.828         |         |              | 11.828         |         |              |
|                                | Market Bury  | 55.300         | 220.823 |              | 64.300         | 226.631 |              |
| <b>Variable rate funding</b>   |              |                |         |              |                |         |              |
|                                | PWLB Bury    | 0              | 0       |              | 0              |         |              |
| -                              | Market Bury  | 0              | 0       |              | 17             | 17      |              |
| <b>Temporary Loans / Bonds</b> |              | 0.003          | 0.003   |              | 0.003          | 0.003   |              |
| <b>Total Debt</b>              |              | <b>220.826</b> |         | <b>3.57%</b> | <b>243.633</b> |         | <b>3.57%</b> |

|                          |               |               |               |              |
|--------------------------|---------------|---------------|---------------|--------------|
| <b>Total Investments</b> | <b>43.555</b> | <b>0.10 %</b> | <b>1.720</b>  | <b>0.11%</b> |
| <b>Net Debt</b>          | <b>177.27</b> |               | <b>241.91</b> | <b>4</b>     |

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

| <b>Maturity structure of fixed rate borrowing</b> | <b>2020/22 Actual £M</b> | <b>2020/22 Actual %</b> | <b>2022/23 Actual £M</b> | <b>2022/23 Actual %</b> |
|---|--------------------------|-------------------------|--------------------------|-------------------------|
| 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%                  |
| <b>Total Debt</b>                                 | <b>220.826</b>           | <b>100.00%</b>          | <b>243.633</b>           | <b>100.00%</b>          |

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

|   | <b>Investment balance at 31/03/2022</b> | <b>Amount Invested in year</b> | <b>Investments realised in year</b> | <b>Investment balance at 31/03/2023</b> |
|---|---|--------------------------------|-------------------------------------|---|
| <b>Fixed Rate Investments</b>                     |   |                                |                                     |   |
|   | 0                                       | 0                              | 0                                   | 0                                       |
| <b>Total - Fixed rate</b>                         | <b>0</b>                                | <b>0</b>                       | <b>0</b>                            | <b>0</b>                                |
| <b>Notice Accounts</b>                            |   |                                |                                     |   |
| 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                                       |
| <b>Total - Notice accounts</b>                    | <b>5.5</b>                              | <b>0</b>                       | <b>(5)</b>                          | <b>0.5</b>                              |
| <b>Call Accounts</b>                              |   |                                |                                     |   |
| Barclays Bank - Flexible Interest Bearing Current | 38.055                                  | 310.846                        | (347.681)                           | 1.220                                   |

|   |               |                |                  |              |
|---|---------------|----------------|------------------|--------------|
| Account<br>Bank of Scotland -<br>Call Account | 0             |                |                  | 0            |
| <b>Total<br/>Investments</b>                  | <b>43.555</b> | <b>310.846</b> | <b>(347.681)</b> | <b>1.720</b> |

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.

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

### 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<br>2022 | 31 March<br>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           |
| <b>Total</b>            | <b>158.875</b>   | <b>137.959</b>   |

## 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<br>£M | Term<br>Days | Rate<br>% |
|------------------------------|---------------|--------------|--------------|-----------|
| Call Accounts                | Barclays Bank | 1.220        | 0            | 0.08%     |
| <b>Total Call Accounts</b>   |               | <b>1.220</b> |              |           |
| Notice Accounts              | Barclays Bank | 0.250        | 32           | 0.14%     |
|                              | Barclays Bank | 0.250        | 95           | 0.24%     |
|                              | Santander     | 0            | 31           |           |
| <b>Total Notice Accounts</b> |               | <b>0.500</b> |              |           |
| <b>Total Investments</b>     |               | <b>1.720</b> |              |           |

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| Classification | Item No. |
|----------------|----------|
| Open           |          |

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

- 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.

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### **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.

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

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

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

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

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

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

| <b>Risk / opportunity</b>  | <b>Mitigation</b>  |
|--|--|
| 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:**

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. 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).

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**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

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**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.

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**Report Author and Contact Details:**

Sam McVaigh  
Director of People and Inclusion  
[s.mcvaigh@bury.gov.uk](mailto:s.mcvaigh@bury.gov.uk)

Paul Frain  
Health & Safety Advisor  
[p.frain@bury.gov.uk](mailto:p.frain@bury.gov.uk)

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**Background papers:**

Report to Employment Panel: January 2022 – Health and Safety Policy

Report to Cabinet: July 2022 – Health & Safety Annual Report

**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      |

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# **ANNUAL HEALTH & SAFETY REPORT 2022-2023**

**PREPARED BY:**

**Bury Council Health & Safety Team**

**DATE: June 2023**

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## 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<br>(including Agency Workers and Contractors) | 117        |
| 3  | Including:<br>Hazardous situations                      | 11         |
| 4  | Near miss   | 12         |
| 5  | Dangerous occurrences                                   | 3          |
|  | <b>TOTAL</b>  | <b>202</b> |

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        |
|  | <b>TOTAL</b>                | <b>6</b> |

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<br>(including Agency Workers and Contractors) | 89         |
| 3  | Hazardous situations                                    | 2          |
| 4  | Near miss   | 1          |
| 5  | Dangerous occurrences                                   | 2          |
|  | <b>TOTAL</b>  | <b>159</b> |

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         |
|   | <b>TOTAL</b>                   | <b>10</b> |

Breakdown of incidents involving employees reported by Department 2022-23

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

Breakdown of incidents involving employees reported by Department 2021-22

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

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

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

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

| <b>Breakdown of incidents by Department</b> |                                |           |
|---|--------------------------------|-----------|
| 1   | Operations (Leisure)           | 50        |
| 2   | One Commissioning Organisation | 14        |
| 3   | Corporate Core                 | 1         |
|   | <b>TOTAL</b>                   | <b>65</b> |

Breakdown of incidents involving employees by cause 2022-23.

| <b>Breakdown of incidents by cause</b> |                        |    |
|--|------------------------|----|
| 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          |
|    | <b>TOTAL</b>                                 | <b>117</b> |

Breakdown of incidents involving

employees by cause 2021-22.

| <b>Breakdown of incidents by cause</b> |                                 |           |
|--|---------------------------------|-----------|
| 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         |
|  | <b>TOTAL</b>                    | <b>89</b> |

## **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                           | Yellow     |
|                  |              |                                | PPE supply - A full review of PPE supply for waste is underway  | Yellow     |
| Vehicle Workshop | 9            | 4                              | Update Risk Assessments in the context of new equipment   | Red        |
|                  |              |                                | Investigation of trigger watches to support better monitoring in relation to Noise and vibration          | Red        |
|                  |              |                                | Review signage in relation to hearing and eye protection  | Red        |
|                  |              |                                | Refresher training arrangements and processes for small abrasive wheel                                    | Red        |
| Bury Market      | 6            | 5                              | Ensure induction arrangements in place for all new starters – Work ongoing                                | Yellow     |
|                  |              |                                | Full review of risk assessments – Work well underway and being revised based on HST feedback.             | Yellow     |
|                  |              |                                | Improve signage around ear protection (complete) and assess wider noise protection arrangements (ongoing) | Yellow     |

|                        |   |   |  |  |
|------------------------|---|---|--|--|
|                        |   |   | 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<br>(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<br>(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 <sup>o</sup> 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.





|                                |                                  |
|--------------------------------|----------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Non-Key |
|--------------------------------|----------------------------------|

|                   |   |                           |
|-------------------|---|---------------------------|
| <b>Report to:</b> | Cabinet                                     | <b>Date:</b> 12 July 2023 |
| <b>Subject:</b>   | Bury Corporate Plan 2023/24                 |                           |
| <b>Report of</b>  | 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.

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

*Name: Kate Waterhouse*

*Position: Chief Information Officer*

*Department: Corporate Core*

*E-mail: [k.waterhouse@bury.gov.uk](mailto:k.waterhouse@bury.gov.uk)*

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### **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:

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

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

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.

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

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

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   |     |                |     |
|--|---|--|--|---|--|-----|----------------|-----|
| <b>Top Three Corporate Priorities for 2023/24</b>                            |   | →→→  | <b>RESPONSE</b>  | →→→   | <b>RECOVERY</b>  | →→→ | <b>RENEWAL</b> | →→→ |
| 1. <b>Supporting residents and businesses with the cost-of-living crisis</b> | Deliver 2023/24 Action Plan within the Anti-Poverty Strategy<br>Launch Social Value Policy / Community Wealth   | <ul style="list-style-type: none"> <li>Household Support Round Three</li> <li>Mapping of existing commitment via contract register and procurement analysis</li> </ul>   | <ul style="list-style-type: none"> <li>Cost of Living Summit Three</li> <li>Framework of opportunities signed-off via Neighbourhood teams</li> </ul>   | <ul style="list-style-type: none"> <li>Winter support programme delivered</li> <li>Social Value Policy launched</li> </ul>  | <ul style="list-style-type: none"> <li>Evaluation of impact</li> <li>Evaluation framework agreed and implemented</li> </ul>  |     |                |     |
| 2. <b>Improving Children's Lives</b>   | <p><b>Childrens Social Care</b><br/>Ensuring services for children and young people meet the required standards for good levels of safeguarding and support</p> <p><b>Educational Improvement</b><br/>Radcliffe School build commences<br/>Improve the proportion of schools good or better Academisation Strategy<br/>Improved attendance</p> <p><b>Special Education Needs</b><br/>Preparing for the new review of services by Ofsted through service transformation<br/>Project Safety Valve Plan Updated and Approved by Department for Education</p> | <ul style="list-style-type: none"> <li>Family Safeguarding model implemented</li> <li>Develop school improvement and school cluster model with seconded headteacher</li> <li>Develop training and communication for schools and governors following DfE local area commissioning statement</li> <li>SEND improvement plan updated</li> <li>Graduated approach launched</li> <li>Revised PSV Management Plan submitted</li> </ul>   | <ul style="list-style-type: none"> <li>23 international social work arrivals</li> <li>Early Years offer resolved</li> <li>Exit of Manged Service Team</li> <li>DfE procurement – school build</li> <li>Revise Quality Assurance proforma and mechanism</li> <li>Analyse schools attainment data and RAG rate</li> <li>Revised local offer in place</li> <li>Under 5 plans reviewed</li> <li>Circa 60 RP places open</li> </ul> | <ul style="list-style-type: none"> <li>Implement training for EH practitioners.</li> <li>Student Social Worker intake</li> <li>Radcliffe leisure centre relocated</li> <li>Quality assurance visits to schools</li> <li>PRU relocates to Spurr House</li> <li>Options paper for 14-25 SEND service to be completed</li> <li>Recommissioning of short break offer</li> </ul> | <ul style="list-style-type: none"> <li>Preparation for re-inspection</li> <li>School build begins</li> <li>Unsworth special school open</li> </ul>   |     |                |     |
| 3. <b>Achieving Inclusive Economic Growth</b>                                | Levelling-Up Sites commence construction<br>Township Plans for Whitefield, Prestwich and Ramsbottom<br>Economic Development Strategy<br>Updated Accelerated Growth Programme<br>Skills Strategy   | <ul style="list-style-type: none"> <li>Planning secured – Radcliffe &amp; Bury sites</li> <li>High St Taskforce to Whitefield</li> <li>Prestwich consultation</li> <li>OBC-Ramsbottom Enterprise centre</li> <li>Radcliffe pocket park</li> <li>EDS launch</li> </ul>  | <ul style="list-style-type: none"> <li>Radcliffe demolition</li> <li>Market operator engaged</li> <li>Whitefield town plan</li> <li>Ramsbottom public realm planning</li> <li>Millgate masterplan</li> <li>Skills Strategy launched</li> </ul>   | <ul style="list-style-type: none"> <li>Radcliffe hub construction begins</li> <li>Prestwich funding strategy</li> <li>Planning – Radcliffe enterprise centre</li> <li>Inclusive growth strategy launched</li> </ul>   | <ul style="list-style-type: none"> <li>Bury flexi construction begins</li> </ul>   |     |                |     |
| <b>Other Organisational Priorities for 2023/24</b>                           |   | →→→  | <b>RESPONSE</b>  | →→→   | <b>RECOVERY</b>  | →→→ | <b>RENEWAL</b> | →→→ |
| 4. <b>Improving the Health &amp; Care System</b>                             | Intermediate Care Transformation Plan<br><br>Care Quality Commission Inspection Readiness   | <ul style="list-style-type: none"> <li>Training needs analysis completed</li> <li>Provider and service user Physical Disabilities network established</li> <li>Assistive Tech team established and operational.</li> <li>Implement new Housing Assistance Policy</li> <li>Deliver contract between Council and GP Fed for payment for Staying Well service</li> <li>Peer Challenge improvement plan prepared</li> <li>Updated self-assessment completed</li> <li>ASC performance Framework designed</li> </ul> | <ul style="list-style-type: none"> <li>Stand-alone Bed Base and Home base service created by merging IMC@Home with Reablement</li> <li>Assistive Tech delivery</li> <li>ASC performance framework implementation</li> <li>'Getting the call' readiness plan</li> </ul>   | <ul style="list-style-type: none"> <li>Assistive Tech delivery</li> <li>Potential assessment window</li> </ul>  | <ul style="list-style-type: none"> <li>Review Intermediate Tier and assess requirements</li> <li>Assistive Tech delivery</li> <li>Potential assessment window</li> </ul>   |     |                |     |
| 5. <b>Reducing Health Inequalities</b>                                       | 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"> <li>GP FED plan for the delivery of the secondary prevention CVD work in General Practice.</li> <li>Refine the new Wellness Model of delivery to focus work on key priorities</li> <li>Complete first version of the JSNA</li> </ul>  | <ul style="list-style-type: none"> <li>Update local smoking plan</li> <li>Develop and roll out alcohol licensing matrix to support licensing decisions prevention CVD work in General Practice</li> </ul>  | <ul style="list-style-type: none"> <li>Review self-care information and Tools on the Bury Directory and refine as appropriate</li> <li>Support the roll out of self-care comms through VCSE sector</li> </ul>   | <ul style="list-style-type: none"> <li>Review impact of additional substance misuse service investment</li> </ul>  |     |                |     |
| 6. <b>Tackling Climate Change</b>  | Deliver commitments to decarbonisation and household energy efficiency across the borough<br>Launch internal climate change action plan   | <ul style="list-style-type: none"> <li>Phase 2 - Replace 252 street lighting columns and LEDs</li> <li>Phase 3 - Carry out design work/tenders for LED replacement</li> </ul>  | <ul style="list-style-type: none"> <li>Phase 2 - Replace a further 252 street lighting columns and LEDs</li> <li>Phase 3 - Upgrade 300 streetlights with LEDs</li> <li>Delivery of the remaining 13 electric vans to the Council fleet</li> </ul>  | <ul style="list-style-type: none"> <li>Phase 2 - Replace a further 252 street lighting columns and LEDs</li> <li>Phase 3 - Upgrade a further 510 streetlights with LEDs</li> </ul>  | <ul style="list-style-type: none"> <li>Phase 2: Replace a further 252 street lighting columns and LEDs; Phase 3: Upgrade a further 510 streetlights</li> <li>Increase public EV charging infrastructure by 100%</li> <li>Implement Social Housing Decarbonisation (Wave 2)</li> <li>Deliver energy efficiency measures to 80 households in Bury</li> </ul> |     |                |     |
| 7. <b>Public Sector Reform</b>   | Embedding Public Sectors Leadership Teams in each neighbourhood<br><br>Taking a Person and Community Centred Approach to Public Sector reform   | <ul style="list-style-type: none"> <li>Updated Neighbourhood profiles and SotB</li> <li>Map models of risk stratification already in place - consistent and neighbourhood specific</li> <li>Map models of strengths-based working and assess commonality of approach</li> <li>Community Mental Health Hubs</li> </ul>  | <ul style="list-style-type: none"> <li>People &amp; Community plans</li> <li>Develop framework for consistent and multiagency approach</li> <li>Wellness strategy</li> </ul>   | <ul style="list-style-type: none"> <li>Review operation of neighbourhood teams</li> <li>Pilot consistent place-based strengths-based approach</li> <li>Bury East Family Hub open</li> </ul>   | <ul style="list-style-type: none"> <li>Assess next steps for integration</li> <li>Radcliffe Family Hub open</li> </ul>   |     |                |     |
| 8. <b>Delivering sustainable Housing Growth</b>                              | STH Options Appraisal<br>Housing Development to deliver 700 new homes   | <ul style="list-style-type: none"> <li>Decision to in-source</li> <li>Start on site: Wheatfield (30)</li> </ul>  | <ul style="list-style-type: none"> <li>Tenant engagement</li> <li>Improvement plan agreed</li> <li>William Kemp Heaton (18 LD units) Willow St (13 physical, sensory/LD)</li> </ul>  | <ul style="list-style-type: none"> <li>Final decision made</li> <li>Start on Site East Lance Papermill (400 homes)</li> <li>Place for Everyone adopted (Elton)</li> </ul>   | <ul style="list-style-type: none"> <li>Readiness for regulator complete</li> <li>Start on site: Green St (132); Seedfield (86); School St (91)</li> </ul>  |     |                |     |
| 9. <b>Celebrating culture and supporting our creative sector</b>             | Launch and Implementation of new Cultural Strategy<br>Delivery of savings in BAM<br>Development of programme of events<br>UKSPF monitoring  | <ul style="list-style-type: none"> <li>Launch event for Strategy</li> <li>Identify and bid for funding opportunities including LIF 3, MEND and GMCA funding</li> <li>Events Programme go live</li> </ul>   | <ul style="list-style-type: none"> <li>Develop plans for new Library in Prestwich</li> <li>Develop plans to relocate library in Bury</li> <li>Support plans for commercialisation of BAM</li> <li>Options appraisal with Market Curators</li> <li>Events Programme</li> </ul>  | <ul style="list-style-type: none"> <li>Appoint Flexihall provider</li> <li>Approve BAM option</li> <li>Events Programme</li> </ul>  | <ul style="list-style-type: none"> <li>Secure capital funding / MEND for BAM</li> <li>Secure ACE funding to move Bury Library and Capital to refurbish</li> <li>Events Programme</li> </ul>  |     |                |     |

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

### **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  |
|--|---|---|--|---|---|
| <b>Cabinet Leads:</b><br>Leader, Strategic Growth Culture and Economy Housing Services | <b>Cabinet Lead:</b><br>Children and Young People   | <b>Cabinet Leads:</b><br>Corporate Affairs and HR Finance and Communities     | <b>Cabinet Lead:</b><br>Finance and Communities                        | <b>Cabinet Lead:</b><br>Adult Care, Health and Wellbeing                                    | <b>Cabinet Leads:</b><br>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 or 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 schoolgrid |
|--|--|--|--|--|--------------------------------|

## **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.



|                                |                                  |
|--------------------------------|----------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Non-Key |
|--------------------------------|----------------------------------|

|                   |   |                           |
|-------------------|---|---------------------------|
| <b>Report to:</b> | Cabinet   | <b>Date:</b> 12 July 2023 |
| <b>Subject:</b>   | The Bee Network - Improving Greater Manchester's Transport Governance |                           |
| <b>Report of</b>  |   |                           |

### 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

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### Report Author and Contact Details:

*Gillian Duckworth, Monitoring Officer – GMCA*

[Gillian.Duckworth@greatermanchester-ca.gov.uk](mailto:Gillian.Duckworth@greatermanchester-ca.gov.uk)

*Gwynne Williams, Deputy Monitoring Officer – GMCA*

[williamsg@manchesterfire.gov.uk](mailto:williamsg@manchesterfire.gov.uk)

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## **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.

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**Links with the Corporate Priorities:**

30. Working with the GMCA supports the LET'S principle of 'Togetherness'.

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**Equality Impact and Considerations:**

10. An EIA is not required as this report concerns governance structures

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**Environmental Impact and Considerations:**

31. No implications arising directly from this report.

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**Assessment and Mitigation of Risk:**

32. No implications arising directly from this report.

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**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.

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**Financial Implications:**

34. There are no financial implications arising directly from this report.

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**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.

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**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.

## **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 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.

8.9A 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.

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