

THE CABINET

MEETING, 7TH OCTOBER, 2019

Councillor Greenhalgh	Leader's Portfolio
Councillor Cox	Deputy Leader's Portfolio
Councillor Muslim	Stronger Communities
Councillor Baines	Wellbeing
Councillor Warren	Environmental Service Delivery
Councillor Hewitt	Strategic Housing and Planning
Councillor Galloway	Environmental Regulatory Services

Other Members in Attendance

Councillor Walsh
Councillor Mrs. Thomas
Councillor Peel
Councillor Zaman
Councillor Haworth (as
deputy for Councillor Adia)
Councillor Hayes
Councillor Hornby
Councillor Sanders
Councillor Brady

Officers

Mr. T. Oakman	Chief Executive
Mr. G. Brough	Director of Place
Dr. H. Lowey	Director of Public Health
Ms. H. Gorman	Borough Solicitor
Mr. P. Rankin	Assistant Director of People
Mr. G. Gallagher	Head of Policy, Performance and Communications

Ms. J. Pollard	Head of Strategic Finance and Accountancy
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Mrs. V. Ridge	Democratic Services Manager
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Apologies for absence were submitted on behalf of Councillors
Adia, Haslam, Morgan, C. Wild and P. Wild.

Councillor Greenhalgh in the Chair.

26. MINUTES

The minutes of the proceedings of the meeting of the Cabinet held on 9th September, 2019 were submitted and signed as a correct record.

27. MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY

The minutes of the meeting of the Greater Manchester Combined Authority held on 26th July, 2019 were submitted for information.

28. CORPORATE PLAN QUARTER 1 2019/2021

The Chief Executive submitted a report which informed members of the progress made against the Corporate Plan for quarter 1 2019-2021.

Members were reminded that in summer 2018 the Council undertook a Corporate Peer Review to assess how the Council might seek improvement and one clear outcome of this was to develop a regular corporate performance monitoring report. As such, an interim Corporate Plan was adopted for the remainder of 2018, which set out the priorities for the organisation.

The report stated that as the plan was only deemed an interim arrangement there was recognition for the need to develop a second iteration Corporate Plan which would run from 2019 to 2021. Consequently, a corporate plan event was held in March, 2019 to determine what priorities from the interim plan

would be transferred across to the 2019/2020 plan, as well as an opportunity to determine what new priorities could be included in the plan.

Members were advised that the Corporate Plan had identified 18 priorities which were split between the four directorates. Each of the priorities were being led by the respective directorate, who provided quarterly commentary on progress made against achieving it, as well as any milestones achieved.

Appendix 1 to the report detailed the progress made against the priorities.

Resolved – That the report be noted.

29. CORPORATE DASHBOARD QUARTER 1 2019/2021 UPDATE

The Chief Executive submitted a report which provided members with an updated Corporate Performance Dashboard for the Council for quarter 1 2019/2021.

Members were advised that the dashboard was intended to highlight the Council's performance against key performance indicators (KPIs) which had been identified in the previous iterations of the dashboard. It was stated that the dashboard had been reviewed and updated accordingly to account for a more detailed response, particularly for those indicators that were updated annually. Furthermore, since the previous iteration an additional three KPIs had been added.

Appendix 1 signified the latest position against the key corporate priorities.

Resolved – That the report be noted.

30. VOLUNTARY, COMMUNITY AND SOCIAL ENTERPRISE (VCSE) STRATEGY 2019-2021

The Executive Cabinet Member for Stronger Communities and the Director of Corporate Resources submitted a report which

sought members approval for the implementation of a new co-designed Voluntary, Community and Social Enterprise Strategy for 2019-2021.

Members were advised that the challenges to public funding and increasing demand on local services meant it was more important than ever for the council in conjunction with key stakeholders to look to new, innovative and collaborative solutions.

In terms of key stakeholders, it was stated that the council had a long standing and well-regarded record of working with the Voluntary, Community and Social Enterprise sector (VCSE). These groups and organisations delivered localised and person-centred solutions that met the needs of many residents, promoting strong cohesive communities. However, these groups were experiencing increasing demand for their services, calling upon reserves to function and their access to grant funding was signified by multiple access points and associated pressures to adhere to.

In this regard, members were advised that in June, 2018, partners from the public and voluntary sectors were drawn together to form the VCSE Strategy Group and the outcomes for the work of the group were as follows:-

- Deliver a new VCSE Strategy for 2019-2021 and associated delivery plan;
- Embed and reflect this strategic response into the refresh of the Bolton Vision 2030 agenda and outcomes;
- Deliver a Memorandum of Understanding for all partners;
- Review the application and use of Infrastructure Support for VCSE and other agencies;
- Carry out an evaluation of current funding and commissioning arrangements; and
- Propose a new model for investment that pooled funding and channelled it through one system.

In view of the above, members were advised that the Group had developed a strategy document and associated delivery plan for 2019-2021 which was entitled 'Aspiring and Achieving'

and this was detailed in Appendix 1 to the report. It was explained that the aim was to implement a whole system approach for Bolton and was a two-year strategy based on shared accountability and outcome based activity which linked directly to the Vision Delivery Plan for 2019-2021 and partners own internal business planning arrangements.

With regard to a draft Memorandum of Understanding this was detailed in Appendix 2 to the report and it delivered on the aims of greater equity and trust and outlined the principles of the relationship and behaviours across sectors.

Members were also informed that a pooled budget administered by the Chief Executive's Directorate had been drawn together from several existing funding streams which was made up of recurring funding and one off funding that was available. In this regard, to date more than £0.5 million in recurring funding and over £1.8 million in one-off funding had been identified across the council and partners budgets.

Furthermore, there was commitment to continue to grow Bolton's Fund as opportunities arose and details of this were provided in the report.

In terms of the Investment Model members were advised that there were three key elements or blocks which had been proposed and were as follows:-

- Block One – Commissioning Infrastructure Support – to support the future growth and development of the VCSE approval had been given to commission a strategic partner to provide infrastructure support for the next three years and following a full tendering exercise Bolton CVS had been commissioned as this support organisation;
- Block Two – Commissioning Advice Services – it was proposed to move to a contractual arrangement for Advice Services for the next three years. Current funding arrangements would be extended until the completion of this procurement exercise; and
- Block Three – in order to further the Bolton Vision 2030 outcomes and respond to evidenced need it was

proposed that a pooled funding mechanism be created. It was explained that based on a phased financial release, bids would be invited from VCSE groups of all sizes. Appendix 3 to the report outlined the Bolton's Fund processes, due diligence and monitoring and evaluation proposals.

The relevant Equality Impact Assessment had been undertaken and was appended to the report.

Resolved – (i) That the Voluntary, Community and Social Enterprise Strategy for 2019-2021, as now detailed, be adopted as an on-going review of all grants/commissioning spend by the Council.

(ii) That the Director of Corporate Resources be given delegated authority in consultation with the Executive Cabinet Member for Stronger Communities to:-

- a) Establish all relevant processes including extension to funding; and**
- b) Conduct on-going and regular evaluation of programme to transition from existing to new arrangements.**

31. EXTRA CARE HOUSING PROVISION

The Executive Cabinet Member for Strategic Housing and Planning and the Directors of Place and People submitted a report which set out a proposal for 5 new extra care schemes over the next ten years which included a phase 1 delivery programme jointly with Bolton at Home.

By way of background, members were advised that Bolton's ageing population was set to increase significantly over the next 20 years and it was also projected that the number of older people living with long term conditions and disabilities would also increase. Furthermore, the increase in older people living with age-related disabilities and complex needs would lead to an increase in requirements for support as the population changed. The projected increase would also have a

direct correlation with the increase in the need for specialist housing and demand on social care services. It was also stated that Bolton's new Housing Delivery Plan identified a requirement of between 80 and 100 extra care units per year over the next 14 years.

In terms of the current position Bolton had ten extra care schemes managed by three landlords and all schemes were located in the most deprived areas of Bolton and had been converted from sheltered schemes not designed as extra care, with the exception of Manor Gardens which was purpose built. It was stated that much of Bolton's existing extra care provision was outdated and was not fit for purpose either in terms of the changing aspirations of older people, quality of the building or location. Furthermore, significant investment would be required by the landlords in the near future to bring up to the standards now required by the Council and this might not always be the most cost effective or appropriate option.

With regard to the Housing Delivery Plan it was stated that this recommended the provision of at least 12 extra care schemes over the next 14 years, however, this was unlikely to be achieved and was not recommended due to the impact this would have on care market sustainability and demand for existing schemes. It was therefore proposed that 5 extra care schemes be delivered over the next 10 years and this would be in the five sub areas identified as having the highest level of residents over 65 which were as follows:-

- Over Hulton;
- Heaton, Lostock and Smithills;
- Astley Bridge, Bromley Cross and Harwood;
- Horwich and Blackrod; and
- Little Lever, Darcy Lever and Kearsley.

The report also advised members that, in order to assist the Council in meeting the future housing needs of older people in the Borough, Bolton at Home had proposed that they build a new extra care facility on the former Lever Gardens sheltered housing site which they currently owned. This would incorporate 6 bungalows as well as a 60 unit extra care

scheme, all at affordable rents. This would be the first scheme delivered under the Council's proposed five-year strategy and People Services Directorate would be responsible for commissioning the care provision in the scheme and support the care provider with the letting of the scheme. In terms of the financial implications, Bolton at Home were currently in discussions with Homes England regarding grant funding. Details of the total costs of the scheme were provided in the report which highlighted a shortfall of £750,000 which the Council was being asked to contribute and the report outlined how this could be met.

In terms of options going forward these were outlined in the report and were as follows, viz:-

- Option 1 – agree the 10 year strategy to deliver five new extra care schemes and contribute to the £750,000 shortfall to the Lever Gardens scheme and reserve the right to consider the position with the other four schemes;
- Option 2 – agree the 10 year strategy to deliver five new extra care schemes and not contribute to the Lever Gardens scheme and reserve the right to consider the position with the other four schemes; or
- Option 3 – not agree the strategy and therefore not contribute financially.

Members were recommended to agree Option 1 and the reasons for this were provided in the report.

Resolved – (i) That the proposed 10-year strategy for the delivery of 5 extra care schemes in the areas of highest demand be approved.

(ii) That funding, as detailed in the report, for a scheme at Lever Gardens be approved, subject to due diligence being undertaken.

(iii) That the Director of Place be given delegated authority to consider and approve a grant application and then negotiate and enter into a suitable grant agreement.

(iv) That the Borough Solicitor be given delegated authority to carry out all the necessary legal formalities.