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THE CABINET

MEETING, 13TH SEPTEMBER, 2021

Councillor Cox	Leader's Portfolio
Councillor Mrs. Fairclough	Deputy Leader's Portfolio
Councillor Haslam	Highways and Transport
Councillor Dean	Stronger Communities
Councillor Warren	Regeneration
Councillor Baines	Health and Wellbeing
Councillor Muslim	Environmental Service Delivery
Councillor Hewitt	Strategic Housing and Planning
Councillor Galloway	Children's Services
Councillor Morgan	Adult Social Care

Other Members in Attendance

Councillor Walsh
Councillor Eckersley-Fallon
Councillor Radcliffe
Councillor Peel
Councillor Zaman
Councillor McKeon (as deputy for Councillor Donaghy)
Councillor Haworth
Councillor Hayes
Councillor Sanders
Councillor Brady
Councillor Allen
Councillor McMulkin (as deputy for Councillor Ismail)

Officers

Mr. T. Oakman	Chief Executive
Ms. S. Johnson	Deputy Chief Executive
Ms. R. Tanner	Managing Director ICP and Director of Adult Services
Mr. J. Dyson	Director of Place Services
Dr. H. Lowey	Director of Public Health
Ms. T. Minshull	Assistant Director Social Care and Public Health Commissioning
Mr. P. Lee	Director of Operations Social Care and Health
Dr. J. Hindley	Twelvetrees Consulting
Ms. N. Farrell	Principal Officer (Sustainable Development)
Ms. P. Clyne	Licensing Manager
Mrs. V. Ridge	Democratic Services Manager

Apologies for absence were submitted on behalf of Councillors Donaghy and Ismail.

Councillor Cox in the Chair.

10. MINUTES

The minutes of the proceedings of the meeting of the Cabinet held on 26th July, 2021 were submitted and signed as a correct record.

**11. MINUTES OF THE GREATER MANCHESTER
COMBINED AUTHORITY**

The minutes of the meeting of the Greater Manchester Combined Authority held on 25th June, 2021 were submitted for information.

Resolved – That the minutes be noted.

12. JOINT STRATEGIC NEEDS ASSESSMENT UPDATE

The Executive Cabinet Member for Health and Wellbeing and the Director of Public Health submitted a report which informed members of the progress of and future plans for Bolton's Joint Strategic Needs Assessment.

Members were advised that a Joint Strategic Needs Assessment (JSNA) was an assessment of the current and future health and social care needs of the local community. It should also consider wider factors that impacted on communities' health and wellbeing, views of the community and local assets that could help to improve outcomes and reduce inequalities.

It was stated that the JSNA was an ongoing process made up of various projects and the project process was detailed in the appendix to the report.

The report also outlined those JSNA projects which had been completed to date, together with, other key pieces of work which were underway.

Members were also informed that in addition to the JSNA leadership and work programme, there were a number of significant areas of focus for Bolton's Intelligence Hub, which enabled and expanded the data and intelligence function, so that decisions could be evidence based and informed by comprehensive intelligence and details of these were also provided in the report.

Resolved – (i) That the progress and content of the Joint Strategic Needs Assessment, as detailed in the report, be approved.

(ii) That the progress of the wider intelligence function, as detailed in the report, be approved.

13. ICP SOCIAL CARE TRANSFORMATION STRATEGY – MANAGING DEMAND

The Executive Cabinet Member for Adult Social Care and the Managing Director ICP and Director Adult Services submitted a report and gave a presentation to members which set out the current and predicted picture for Adult Social Care and the increasing demand being placed on services and also proposed a transformational approach to managing demand and improving the offer of support to local people.

Members were reminded that in February, 2021, following consultation, the council approved further savings options of £37.2 million for the 2021-2023 period. As a result this report set out the details of the transformation strategy to manage demand for adult social care as a whole health and care partnership to support the delivery of £3.5 million to the budget option identified as 'Care packages and placements demand strategy' in the February, 2021 budget report.

Members were also informed that the report was set with a backdrop of awaited national reform for adult social care and since submission of the report the Government had made initial announcements in relation to this and it was stated that further detail was awaited but it was not expected to resolve funding for demand at this stage. Therefore, the need for innovation, transformation and ambitious plans locally would continue to be needed due to the predicted increases in population and complexity of need within the borough and ultimately to improve people's outcomes.

In this regard, the report proposed an initial 2-year transformation strategy aligned to the Councils budget for 2021-2023 which had been developed by the Integrated Care Partnership.

Members were advised that the transformation strategy had been developed with a number of guiding principles as a basis to identify where to eliminate or decrease demand to assist in formulating solutions and details of these were provided in the report. Furthermore, and alongside these principles significant consideration had been given to local, national and international evidence as to what good looked like to inform the

strategy. In addition, consideration of the research by Newton 'The Future of Adult Social Care' 2021 had informed looking at the optimum neighbourhood model of care for Bolton and the transformation strategy.

It was explained that the optimum model of care supported the way in which adult social care services were organised and considered the entry points for where social care assessment commenced to maximise implementing the principles set out in the demand strategy to promote living well at home and improving independence. The strategy had six priorities that were central to this approach and the strategy was summarised by a plan on a page which set out the priorities, the how and what would be achieved and details of this were provided in the report and the full summary document was detailed in Appendix 1.

In terms of the financial implications, members were advised that the transformation strategy would assist in contributing savings and efficiencies of £3.5 million. However, a one-off investment of £353,929 over a two-year period was required to create a dedicated review team that would focus on reviewing care packages to look for opportunities to maximise technology, alternative to care and ensure people receive optimum care in the right place. This investment would fund four additional social work/community assessment officer posts for a fixed 2-year period and would be funded through reserves.

Resolved – (i) That the ICP Social Care Transformation Strategy – Managing Demand, as detailed in the report, be endorsed.

(ii) That the proposed use of £353,929 reserves to fund additional fixed term posts within the Adults Directorate, as detailed in the report, be approved.

14. INTEGRATED CARE PARTNERSHIP BUSINESS PLAN 2021/2022

The Executive Cabinet Member for Adult Social Care and the Managing Director ICP and the Director of Adult Services submitted a report which set out the Integrated Care Partnership's (ICP's) progress over the last year; the ICP outcomes and priorities for 2021/2022; and the key measures by which the success of the ICP would be measured.

Members were advised that the ICP was an Alliance of Providers developed to enable place based, joined up health and care services delivered closer to people's homes and focussed on when matters to them.

The report provided a summary of the ICP's Business Plan for 2021/2022 and it was stated that the Plan was aligned to key local plans including the Vision 2030 and Locality Plan.

Members were advised that the plan began by setting out the vision for the ICP and the challenging operating context including Bolton's health inequalities which had been exacerbated by Covid 19. In order to tackle some of the Borough's most entrenched inequalities in Bolton the ICP had adopted a place based model of care integrating services at a neighbourhood level which span beyond health and care to include services such as housing.

In terms of the financial situation, it was stated that collectively the ICP partners continued to face an extremely challenging trajectory of growing demand and constrained resources and whilst one off funding supported the exceptional pressures created by the pandemic, this funding was not expected to continue into 2021/2022 which would result in immediate and long term pressures exacerbated by the impact of Covid 19. However, the ICP afforded the opportunity to deliver on system transformation together reducing duplication and fragmentation of services and driving efficiencies therefore making best use of the limited resources available.

The Business Plan also set out the contribution the partnership made to ensure the most vulnerable were protected and facilitated mutual aid between services and organisations through most of the challenging periods of Covid 19.

In term of the year ahead, the ICP had agreed outcomes and priorities which were detailed in the Plan and also summarised in the report. It was stated that the impact of the ICP's work would be measured by a series of qualitative and quantitative measures including person centred measures focussed on the difference working together can make to a person's experience of their care and overall wellbeing.

A copy of the ICP's Business Plan for 2021/2022 was appended to the report which summarised the ICP's successes and challenges during its first year of operation; its outcomes and priorities for the year ahead and the high level measures that would be used to judge its performance over the next year.

Resolved - That the Integrated Care Partnership Business Plan for 2021/2022, as detailed in the report, be endorsed.

15. BOLTON'S CLIMATE CHANGE STRATEGY – A JOINT FRAMEWORK FOR BOLTON TO ACT ON THE CLIMATE EMERGENCY (2021-2030)

The Executive Cabinet Member for Regeneration and the Director of Place Services submitted a report which sought members approval to enable the implementation of a new co-designed Climate Emergency Framework for the period 2021-2030.

Members were reminded that Governments around the world were committed to taking action on climate change and in 2016 the legally binding international treaty known as the Paris Agreement came into force. Its goal was to limit global warming to well below 2⁰C and to pursue efforts to 1.5⁰C compared to pre-industrial levels. In 2018, the UN Intergovernmental Panel on Climate Change (IPPC) produced a 'Special Report on Global Warming of 1.5⁰ C, which brought to light the scale and the urgency of the challenge and in 2019 the Climate Change committee set out a target for the UK to become net zero by 2050.

The report advised that local authorities and the public sector play a key role in achieving the UK's 2050 net zero target and over 300 councils in the UK had now declared a Climate Emergency and were committed to taking action locally to grow projects, jobs and skills and support communities to play their part in tackling climate change. Furthermore, this Council recognised the enormous harm that a 2⁰C average temperature rise in global temperatures was likely to cause and the duty for local governments to act and, as a result, Council on 29th August, 2019 declared a climate emergency which included action to:

- Make the Council's activities net-zero carbon by 2030;
- Achieve 100% clean energy across the Council's full range of functions by 2030;
- Ensure that all strategic decisions, budgets and approaches to planning decisions were in line with a shift to zero carbon by 2030; and
- Support and work with all other relevant agencies towards making the entire area zero carbon within the same timescale.

A copy of the Climate Emergency Declaration resolution was detailed in Appendix A to the report.

In view of the above, members were advised that an integrated Climate Change Framework had been co-designed by the 'Strong and Engaged Task and Finish Group' on behalf of the Bolton Vision Partnership, with governance and leadership being driven by Bolton Council and the 'Active, Connected and Prosperous Board'.

The Task and Finish Group had developed a framework document and associated delivery plan (which continues to be refined) for 2021-2030 entitled 'Bolton's Climate Change Strategy – A Joint Framework for Bolton to Act on the Climate Emergency (2021-2030)', with the aim of implementing a whole system approach for Bolton. The document sought to prioritise areas that both directly addressed and reduced the impact of the climate crisis, alongside reducing inequalities amongst people from all protected groups and those from more deprived

socio-economic backgrounds. This nine year strategy was based upon a joint framework for delivery of action on climate change.

The report stated that to support the overarching aim, the framework was focussed on six key pillars across 5 cross cutting themes (communication, people, place, social value and prosperity and addressing inequalities) which were as follows, viz:-

1. Governance and Climate Leadership;
2. Homes, Communities, Health and Wellbeing;
3. Buildings, Transport and Operations;
4. Natural Environment, Climate Change, Resilience and Adaptation;
5. Skills for a Sustainable Future; and
6. Employment, Entrepreneurship and Innovation.

Each of the six pillars would be underpinned by a high-level delivery plan with 32 metrics used to measure progress in delivering positive action on climate change. The priority areas were summarised in the report along with the key priorities for the wider partnership.

It was also stated that notwithstanding the priorities as detailed in the report, a number of actions were already in progress and were reflected in the Climate Change Strategy as case study material and examples of these were also included in the report.

The report also outlined the financial and HR implications, with particular reference to the ambition of the strategy, the challenge of delivering net zero carbon by 2030 and both financial challenges and opportunities

Similarly, the report outlined the consultation which had been undertaken on the strategy and details of the findings from the consultation were provided in Appendix D to the report.

The relevant Equality Impact Assessment had been undertaken and was detailed in Appendix B to the report and it

was stated that specific proposals, brought forward as a result of the consultations, would be subject to individual EIA's, consultation and assessment procedures at the appropriate time, if required.

A copy of the Bolton Climate Change Strategy – A Joint Framework for Bolton to Act on the Climate Emergency (2021-2030) was appended to the report.

Resolved – That Bolton's Climate Change Strategy – A Joint Framework for Bolton to Act on the Climate Emergency (2021-2030), as now detailed, be adopted.

16. GREATER MANCHESTER MINIMUM LICENSING STANDARDS FOR TAXI AND PRIVATE HIRE – STAGE 1 RECOMMENDATIONS REPORT

The Executive Cabinet Member Deputy Leader and the Director of Place Services submitted a report which set out the proposed Greater Manchester 'Minimum Licence Standards' (MLS) for Driver Standards, Operator Standards and Local Authority standards (referred to as Stage 1) for taxi and private hire services and also sought members approval for each of the 17 proposed MLS standards as detailed in Appendix 1 to the report.

By way of background, members were advised that there were around 2,000 hackney vehicles, approximately 11,500 private hire vehicles and upwards of 18,600 drivers were currently licensed across the ten Greater Manchester (GM) Authorities. Whilst there were many similarities in terms of policy standards and licence conditions, there were also significant differences, particularly when it came to policies relating to the licensing of vehicles, the calculation of licensing fees and the approach to proactive compliance.

In this regard, in 2018 Greater Manchester's ten local authorities agreed to collectively develop, approve and implement a common set of MLS for taxi and private hire services. At that time, the primary driver for this work was to ensure public safety and protection, however, vehicle age and

emission standards, within the context of the Clean Air and decarbonisation agendas were now also major considerations. In addition, by establishing standards around common livery and colour, MLS was an important mechanism that permitted systematic improvements to taxi and private hire service across Greater Manchester and their visibility.

Members were advised that this collaborative approach sought to establish a basic and common minimum in key areas, whilst allowing Districts to exceed these minimums where they consider this to be appropriate. The MLS had been devised by the GM Licensing Managers Network who work in partnership across GM to drive innovation, partnership and change.

The MLS were divided into four distinct sections which were detailed in the report and a GM wide public consultation on the proposed MLS took place between 8th October and 3rd December, 2020. A total of 1,683 responses were received as part of the consultation and full details of these were detailed in the report.

Members were informed that, having regard to the consultation exercise, the following MLS had been proposed by the Greater Manchester Licensing Managers Network for approval by each District and were detailed in Appendix 1 to the report and were as follows:-

No.	Proposed Standard
Driver Standards	
1	Enhanced Criminal Record Checks
2	Driver Medical Examinations
3	Knowledge Tests
4	English Language Test
5	Driving Proficiency Tests
6	Driving Training
7	Dress Code
8	Drug and Alcohol Testing
9	Private Hire Driver Licence Conditions
Operator Standards	
1	Private Hire Operator Licence Conditions

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2	Criminal Record Checks for Operators and Staff
Local Authority Standards	
1	Timescales for applications
2	An agreed common enforcement approach
3	A Common Fee Setting Framework
4	Councillor Training
5	Delegated powers for Licensing Managers
6	Excellence in Licensing Award

In relation to Standard 7 (Driver Standards), a specific dress code was proposed, the details of which were detailed in Appendix 2 to the report and with regard to Standard 9 (Driver Standards), a specific set of Private Hire Driver Licence Conditions was proposed, the details of which were set out in Appendix 3 to the report. Similarly, in relation to Standard 1 (Operator Standards), a specific set of Private Hire Operator Licence Conditions were proposed, the details of which were set out in Appendix 4 to the report.

Members were advised that, if approved, it was proposed that all of the Standards would be implemented by 30th November, 2021 with a 'go live' date of 1st December, 2021.

In terms of the financial implications, it was stated that Hackney carriage and private hire services were based on a cost recovery model. The fees charged by Bolton Council for a licence reflected the cost of providing the service and any cost associated with developing and promoting the 17 standards would be reflected in the fees charged when they were recalculated at the end of the year. However, there had been agreement that all 10 local authorities would contribute £5,000 from their hackney carriage and private hire budget which would cover the cost of developing the MLS across the 10 districts and the dedicated administrative support across the entire piece of work.

The relevant Equality Impact Assessment had been undertaken and was detailed in Appendix 5 to the report.

Resolved – (i) That each of the 17 proposed Minimum Licensing Standards as detailed in Appendix 1 to the report be approved.

(ii) That the proposed ‘Licensed Drivers Dress Code’ as detailed in Appendix 2 to the report be approved.

(iii) That the proposed ‘Private Hire Driver Conditions’ as detailed in Appendix 3 to the report be approved.

(iv) That the proposed ‘Private Hire Operator Conditions’ as detailed in Appendix 4 to the report be approved.

(v) That the Director of Place (Services) be authorised to implement the same.